



Westbourne

Parish Council

The Westbourne Business Plan 2021-24

To sustain and grow a successful, safe and caring community where our rural setting and character is preserved by representing and serving the best interests of those who live, visit or invest in it.



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Introduction

- 1.1. Westbourne Parish Council is situated in the District of Chichester and the County Council of West Sussex. It is located on the western edge of the County and the District and adjoins the County of Hampshire and the Borough of Havant. The Parish consists of the village of Westbourne together with the nearby hamlets of Aldsworth and Woodmancote. The Parish is rural in nature with a total population of 2,400, the majority of whom live in Westbourne.
- 1.2. The northern area of the Parish lies within the South Downs National Park and, as such, the planning and land use policies of that area are subject to more stringent requirements appropriate with such an important national designation.
- 1.3. The Parish Council has prepared a Neighbourhood Plan which sets out in detail its vision and key objectives for development and land use control in the Parish. The Submission Version of the Neighbourhood Plan (2017 to 2029) was considered at a Public Hearing on 25 October 2017 and is due to go to public referendum in 2021. The Parish Council is also guided by the relevant policies and plans of the District Council, the County Council and The South Downs National Park Authority and contributes comments to the formulation of the plans and policies of those organisations as appropriate and makes recommendations on all planning applications within the Parish.

2. Westbourne Parish Council Values, Vision and Objectives

2.1. Values

By working with residents, local authorities, partner organisations, and other agencies, the Parish Council seeks to make Westbourne a safe, healthy, prosperous and sustainable community, with an improved quality of life for all residents. It strives to ensure that the unique essence, spirit and tradition of the Parish is maintained whilst providing for the evolving development of the village in line with modern requirements, pressures and technological advances.

2.2. Vision

The Parish Council aims to promote equal opportunity and the ability of present and future residents of Westbourne Parish to live, work and play in a community without any prejudice in terms of race, gender, sexual orientation, age, disability, ethnic origin or religion. To achieve and maintain this vision, the Parish Council will examine all potential initiatives, projects and proposals – including new

development, planning applications and policies – to ensure that there is no adverse impact on the quality of life for current and future residents of Westbourne.

2.3. Objectives

- To provide an apolitical, democratic and representative voice for the community;
- To promote and represent the community's views at local, district and county level;
- To strive to ensure there is a fair share of investment in the Parish by local, county and regional authorities in services that benefit the community;
- To ensure good governance and to be a professional and competent council, that is fully open and accountable to the community and ensures sound financial management of council resources;
- To provide cost effective services, amenities and facilities to meet the needs and expectations of Westbourne residents, businesses and community groups;
- To promote a healthy, sustainable and balanced community that is free from discrimination, safe and prosperous and retains an attractive and sustainable environment;
- To protect the heritage and attractive environment of the Parish and promote and encourage initiatives to enhance its appearance;
- To respond effectively to the challenges facing the community and to promote and develop new initiatives and services that address these challenges;
- To encourage and support local businesses;
- To encourage and support the provision of housing that meets the needs of the community, especially affordable housing for younger residents;
- To resist inappropriate development within the Parish and encourage only development that meets local needs;
- To provide and maintain high quality leisure and recreation facilities for all sections of the community;
- To oversee the charity Westbourne Parish Allotment for Exercise and Recreation (Charity Commission number 265105) which is responsible for the recreation ground on Monk's Hill in Westbourne.
- To monitor and report on undesirable activities such as crime, fly tipping or antisocial behaviour and seek to ensure through the appropriate authorities that such matters are dealt with promptly.
- To provide public services including allotments; a burial ground and cemetery; maintenance of the closed churchyard; provision of litterbins and roadside seats.

3. What is a Parish Council Business Plan?

- 3.1. The aim of this Parish Council Business Plan is to set out how the Parish Council will deliver on its vision, values, objectives and key priorities for the next three years. The purpose of the Plan is to set out the actions that Westbourne Parish Council will take, working with the local community and relevant partner organisations, to achieve our objectives for sustainable and appropriate local change.
- 3.2 The key partners that we will be working with are:
- Chichester District Council (CDC);
 - South Downs National Park Authority (SDNPA);
 - West Sussex County Council (WSCC);
 - Local community groups and associations.
- 3.2. To ensure that these partnerships are fully effective, the Parish Council will seek the full co-operation of its local district and county councillors and SDNPA representatives; they are an essential part of bringing the Parish's concerns to the influential decision-makers within CDC, SDNPA and WSCC and with other statutory agencies.
- 3.3. The Business Plan is designed to help residents gain a clear understanding of what the Parish Council does. It describes what the Parish Council's short and medium-term priorities will be over the next three years.

4. Why have the Parish Council produced a Business Plan?

- 4.1. This Business Plan will provide the local community and partner organisations with clear information about how the Parish Council intends to conduct its business over the next three years and will set out expectations for partnership working in a rational, clearly-argued and accurately costed document that explains and justifies how it spends its allocated budget. It will also set out ambitions for what the Parish Council hopes to achieve in securing additional grant funding that it needs for specific projects and services.
- 4.2. Any plan, can only succeed if the people it affects support and actively participate in achieving and delivering it. So, this Business Plan for Westbourne can only succeed if the community believe in it, back it and play their part in bringing it to fruition. To ensure it is consistent with residents' wishes, it will need ongoing input and feedback from the community. The Parish Council will request and respond to that feedback and regularly consult through communications channels, including the website, social media, public meetings, the Parish newsletter and local media. The

Business Plan, and subsequent updates, will be made available for community scrutiny on the Parish Council website.

- 4.3. The Business Plan will need to respond to changing circumstances and community requirements and will therefore be a living document that is reviewed, tested and amended on an annual basis. It will also be used to inform the budget process, plan future activities and enable the Parish Council to monitor progress against its key priorities.

5. Westbourne Parish Council overview

- 5.1. As a Parish Council, Westbourne operates at the third tier of local government, after County and District, yet it has the closest links of all to the community and a pivotal role in promoting and representing Parish interests. The Parish Council aspires to be apolitical, responding pragmatically to local problems and reflecting community interests into the political arena at District and County Council level. Within a limited remit, the Parish Council provides and monitors services and amenities to meet local need, works to influence critical decision-makers and to improve the quality of Parish life. The Parish Council exists to represent the views of the community and provide cost-effective, innovative local services and amenities.
- 5.2. Residents elect Parish councillors every four years. The Council elects a chair and vice-chair annually at the Annual General Meeting and reports to the community at the Annual Parish Assembly (APA) meeting in April. It reviews the previous year and allows residents to raise issues of interest or concern. Councillors are unpaid and receive no allowance for their time other than travel costs for duties beyond the Parish. They commit their time to contribute to improving Westbourne as an attractive and sustainable place in which to live, visit and do business. Details of all the parish councillors can be found at www.westbourne-pc.gov.uk.
- 5.3. Like many other small parishes, Westbourne faces the challenge of finding sufficient residents with the time and commitment to serve on the Council, and needs to co-opt members from time to time. Not having sufficient serving councillors puts an additional strain on the others as the same amount of work has to be undertaken by fewer people. The Parish Council will continue to encourage more residents to serve on the Council, including providing opportunities for residents to involve themselves with specific committees that they may have some particular interest or expertise in. It is hoped that this partial co-option will appeal to the community and more people will come forward as a result.

6. How the Parish Council works

- 6.1. The Parish Council has a monthly meeting to discuss Parish issues. Meetings are advertised in advance and held in public. Residents are welcome, and time is set aside for the public to bring issues to the Council's attention, find out more about its work and local issues, join in discussion, and raise issues of concern.
- 6.2. In addition to the monthly Parish Council meetings there are various executive committees and groups that form a key part of the work of the Parish Council as follows:
- Planning Committee
Meets monthly before the Full Parish Council meeting to provide a response as a consultee on planning applications relevant to the Parish.
 - Public Services Committee
Meets three times a year to discuss issues such as highways, road signs, speed limits, street lighting, grass verges, defibrillators and flower troughs.
 - Recreation, Leisure and Amenities Committee
Meets three times a year to discuss issues relating largely to the two Westbourne recreation grounds and play areas at Mill Road and Monk's Hill.
 - Westbourne and Southbourne Joint-Burial Committee
Meets four times per year to discuss all issues relating to the cemetery, which is managed jointly by Southbourne and Westbourne Parish Councils.
 - Strategy and Finance Working Group
As a working group, decisions are recommendations to Full Council for ratification on issues such as the financial operation of the Parish Council, including proposals for the annual precept, preparation and monitoring of the Business Plan and communications activity.
 - Neighbourhood Plan Steering Group
Meets as required to monitor and discuss the development of the Neighbourhood Plan
- 6.3 The following activities are the main focus of the Parish Council's work:
- As part of the statutory planning process, CDC and SDNPA have to consult the Parish Council on Parish planning applications. Every year, the Parish Council scrutinises large numbers of applications and provides broad-ranging recommendations to CDC and the SDNPA;
 - Whilst highways and transport issues are not part of the Parish Council's direct area of responsibility, they are very important to our residents. The Parish Council receives many complaints on this topic and works actively to inform and influence the appropriate authorities in order to address road safety issues and find ways to reduce the overall speed limits across the Parish and to make it a safer place for all residents;

- The Parish Council has a specific responsibility for the management and maintenance of recreational areas at Monk's Hill and Mill Road. Equipment replacement recommendations and expenditure on maintenance are examined closely to ensure that the item needing replacement/repair is still required, the repair is cost-effective and that it is sustainable in the long term. Our play and recreational facilities help support activities that promote the health and well-being of our residents;
- The Parish Council seeks to ensure the effective provision of allotment facilities within the Parish;
- The Parish Council seeks initiatives to enhance biodiversity and promotes environmental initiatives where possible, in partnership with other organisations and agencies;
- The Parish Council has a specific responsibility and is actively engaged in establishing and maintaining good communications with the entire Parish. The Council recognises the pivotal role of good communication in building positive relationships within the community and with organisations that provide services in the Parish, and reaches them via the website, social media, direct emails, newsletter and notice boards.
- As part of its commitment to open and effective communication with residents of the Parish, the Council provides the opportunity at Parish Council meetings for public participation and shares and reviews Council activities during the previous twelve months at the Annual Parish Assembly;
- The Parish Council maintains various benches, seats and parish notice boards around the Parish;
- The Parish Council reviews the footpaths, cycle tracks and bridleways in the Parish and, working with others, decides how it can best lobby to implement improvements or repairs;
- The Parish Council provides grit bins at key locations and works with colleagues at District and County level to ensure grit bins are filled to enable gritting to take place when required;
- The Parish Council supports individuals and organisations that wish to run public events by providing advice and support where the time and/or financial commitment is provided by other organisations or individual volunteers. It reviews this advice and support on an annual basis.
- The Parish Council lobbies for improvements to the public bus service and runs a community taxi-bus which takes residents twice a week from Westbourne to Emsworth in Hampshire to connect to the 700 bus service.

7. Governance of the Parish Council

- 7.1 The Parish Council works to its Standing Orders, Financial Regulations and Code of Conduct, which lay down the rules by which it operates and conducts its business.

The Standing Orders and Financial Regulations are based on models prepared by the National Association of Local Councils (NALC) and the Code of Conduct is recommended by CDC;

- 7.2 Committees and working groups work to terms of reference agreed by the Council.
- 7.3 The Parish Council is audited annually by an independent internal auditor, appointed by the Parish Council, and the external auditor Moore, appointed by the Government. The Parish Council prepares an Annual Governance and Accountability Return which is published on its website and available for public inspection, along with the financial accounts.
- 7.4 The Parish Council ensures that its affairs are managed in accordance with the principles of good governance. It employs one part-time employee, the Clerk to the Council, who administers the Council's business, carries out all the functions required by law and acts as the Council's Responsible Financial Officer. (RFO). The Parish Council strives to be a good and fair employer by providing fulfilling work opportunities and the best conditions for its staff. It also;
- Promotes public participation in all meetings and initiatives;
 - Deals with enquiries from the public professionally, politely, and efficiently;
 - Is an active custodian of the Council's property and documents;
 - Ensures that best value is achieved in terms of the procurement of goods and services for the Council on the basis of competitive quotations;
 - Reviews training needs of both Councillors, and staff on an annual basis;
 - Responds to comments, complaints and Freedom of Information requests within reasonable timeframes as set out in the Council's policies.

8. The challenges facing us and how we will deal with them

- 8.1. There are many challenges facing the Westbourne community and most of them are not within the direct control or responsibility of the Parish Council. However, the Council is well placed as a key voice in the community to identify these challenges and promote and encourage initiatives to address them. Sometimes this will require lobbying or influencing key statutory authorities to respond to the issues and persuade them to take action directly. Sometimes this will require working in partnership with a wide range of organisations and community groups to promote new initiatives to address the issues. Sometimes the Parish Council will address the challenge by taking action directly and using the powers available to it.
- 8.2. The Parish Council has identified the following as the most pressing challenges that need to be addressed:

- Providing decent and affordable housing for younger families;
- Highlighting any deficits in public services;
- Providing appropriate infrastructure, including improvements to the local bus service;
- Ensuring local business growth and prosperity, particularly in the recovery from the Coronavirus pandemic;
- Preventing inappropriate development;
- Ensuring new development meets high standards of design;
- Identifying the need for improved and locally accessible medical and community services;
- Improving community consultation and communication with residents
- Maintaining adequate local educational provision for young people;
- Ensuring a harmonious and balanced community;
- Ensuring more control and effective management of community assets;
- Protecting the natural environment. (see Section 9.13 below).

9. Responding to the challenges

9.1. The Parish Council's response to these challenges, over and above the ongoing range of duties set out above, is to focus on undertaking, encouraging or promoting the following actions and initiatives. More detail on the background and mechanisms by which these actions and initiatives can be secured is set out in appendices to the Business Plan.

9.2 Providing decent and affordable housing for younger families

Proposed actions:

- Support the Westbourne Community Trust (WCT - the local community land trust established in the autumn of 2019), the purpose of which is the provision and management of affordable housing for the local community identified as a priority requirement in the Westbourne Neighbourhood Plan.
- Engage with local residents to ensure their full involvement and commitment to the objectives of the WCT;
- Identify an appropriate site(s) for affordable housing within the Parish;

See appendix 1 for more information.

9.3 Highlighting deficits in public services

Proposed actions:

- Undertake community consultation to identify and prioritise the services most valued by residents and businesses in the Parish;
- Collaborate with adjoining parishes to resist reductions in the level of services and to rationalise how available funding can be more effectively shared to ensure ongoing benefits for our respective communities/parishes;
- Ensure District and County Councillors are fully informed about the Parish's priorities for local services and lobby them strongly to ensure that harmful impact on Westbourne is avoided or minimised;
- Encourage full and active engagement of local residents in voluntary work to maintain local services/activities;

See appendix 2 for more information

9.4 **Providing appropriate infrastructure**

Proposed actions:

- Undertake consultation with the community to identify new critical infrastructure that may be needed or existing infrastructure that may be deficient to meet the current and future needs of the Parish;
- Prioritise the critical infrastructure needed and ensure that these priorities are widely understood by the District and County Councils and other relevant statutory agencies;
- Lobby intensively to ensure that the priorities are incorporated into infrastructure investment plans of the appropriate organisations;
- Work directly with CDC to ensure that appropriate priorities are included in the investment programme for the Community Infrastructure Levy;
- Work directly with adjoining parishes and with relevant local authorities across the boundary in Hampshire to ensure a rational and shared approach to funding of critical infrastructure;
- Consider how funding via the Parish Precept may contribute to funding and delivering critical infrastructure;
- Seek to lobby appropriate authorities and agencies to ensure that high speed broadband communications are provided within the Parish for the benefit of residents and businesses.

See appendix 3 for more information

9.5 **Supporting local business growth and prosperity**

Proposed actions:

- Consult with the community to consider the requirements for and desired location of improved/new car parking provision;

- Identify how car parking provision, which has been identified as a priority requirement in the Neighbourhood Plan, can be improved within Westbourne to support local business activity;
- Consider the scope and design options for an environmental enhancement scheme for the village square that would increase and improve parking provision, manage traffic flow and improve its overall appearance;
- Consider options for further reducing speed limits within the village and limiting the movement of Heavy Goods Vehicles through the village;
- Consider the scope for replacement of inappropriate street lamps within the village with heritage design street lamps;
- Consider how funding for improved car parking facilities can be secured through the CIL/WCT and by contributions from the Parish Precept reserve fund;
- Work with local businesses to consider how initiatives can be introduced to encourage residents to shop locally rather than in larger more distant shopping locations;
- Share information from CDC and WSCC with businesses about grants and other financial support in the recovery from the pandemic.

See appendix 4 for more information

9.6 Preventing inappropriate development

This area of action is closely linked to the earlier theme of providing affordable housing. The Parish Council considers that more control over the location and nature of new housing development - in particular, affordable housing - can be achieved through the active involvement of the WCT. Therefore, the actions listed above in connection with that theme are also applicable in relation to the theme of preventing inappropriate development. The following additional actions are also proposed:

Proposed actions:

- Ensure that the Neighbourhood Plan for Westbourne, made in 2021, is a central plank in the decision-making process with regard to any proposals that are likely to have a significant impact on the parish of Westbourne;
- Continue effective consultation with the Development Plan process at CDC to ensure that inappropriate development is not allocated within the Parish and that the emerging Local Plan fully recognises the needs of the Westbourne community;
- Liaise closely with CDC's Enforcement Team to ensure that inappropriate unauthorised development that takes place in the Parish is promptly removed or ceased;

- Undertake periodic revisions of the Neighbourhood Plan to ensure that locations are identified for any new housing allocated by the local planning authority.

See appendix 5 for more information

9.7 Ensuring new development meets high standards of design

Key actions in this theme are closely linked to the earlier theme of preventing inappropriate development and can be supported by ensuring the formal agreement of the Westbourne Neighbourhood Plan together with the Chichester Local Plan and will require the Parish Council's full and active engagement. In addition, the following action is proposed;

Proposed actions:

- Ensure that future iterations of the Westbourne Neighbourhood Plan fully incorporates and reflects the Parish's objectives for new development;
- Engage fully and liaise closely with CDC to ensure that the emerging revised Chichester Local Plan reflects the Parish's objectives and aspirations for the local community;
- Continue to engage actively and fully in the development control process with CDC and with the SDNPA to press for high standards of design in the built environment;

9.8 Identifying the need for improved and locally accessible medical services

Proposed actions:

- Consult with the local community to assess the degree of support for maintaining medical services within the heart of the village;
- Ensure that District and County Councillors are fully aware of local views on this matter and support the Parish in lobbying the Health Authorities to achieve community expectations for those medical services;
- Collaborate with the Health Authorities and other relevant agencies to consider how funding can be secured to support the continued delivery of medical services locally in the heart of Westbourne;
- Work with adjoining parishes and local authorities, including those in Hampshire, to ensure effective local medical services continue to be developed and improved for the benefit of all communities;
- Consider the scope for providing local medical services in alternative premises;

See appendix 6 for more information

9.9 Effective communication and community consultation with residents

Proposed actions:

- Undertake full consultation, engagement and involvement on key issues affecting the community, in particular those matters arising from the actions of this business plan;
- Increase the capacity to engage with and receive feedback from the local community through online mechanisms including the Parish Council's website and social media;
- Improve and strengthen the Parish Council's communications with the local community through its communications channels ;

9.10 Maintaining adequate local educational provision for young people

Proposed actions:

- Engage with District and County Councillors to ensure that adequate funding is available to provide sufficient places for local residents in the Westbourne Primary School and the Bourne Community College so that local young people are not required to travel lengthy distances to access a school;
- Collaborate with neighbouring parishes to encourage their support for the funding of new local school places;

See appendix 7 for more information

9.11 Ensuring a harmonious and balanced community

Proposed actions:

- Consult with the local community to establish the extent and nature of any issues or sources of community dissatisfaction, antisocial behaviour or unrest;
- Work with the police to eradicate any issues that are identified;
- Continue to work closely with appropriate authorities to resolve antisocial behaviour and maintain community harmony;
- Work closely with local community groups and associations to foster inclusive community behaviour and resolve community conflict;
- Consider the potential to establish a Cemetery Lane Frontagers Association and how it might best manage and control access along Cemetery Lane;
- Work with Chichester District Councillors to ensure that the allocation of Gypsy/Traveller/Travelling Showpeople pitches on the former Army Camp Site and at Hopedene on Emsworth Common Road does not increase to levels

that are unsustainable for local infrastructure and the general harmony and wellbeing of the local community.

- Work with Chichester District Councillors to ensure that Gypsy/Traveller/Travelling Showpeople pitches are not allocated in unsuitable locations in other parts of the Parish.

See appendix 8 for further information

9.12 Ensuring more control and effective management of community assets

The Parish Council is already actively involved in the management of various community assets such as the Cemetery and Chapel and local recreational amenities. It will of course continue to manage these facilities in a sustainable and appropriate way and will strive to carry out improvements to equipment, buildings and services. It will also seek to extend its control and management of community assets wherever this is of clear advantage to the local community. The actions already identified for earlier themes, in developing a Community Land Trust and developing improved car parking provision are also relevant actions under this theme. Additionally, the Parish Council will consider the following actions;

Proposed actions:

- Continue to manage existing community facilities in a sustainable and appropriate way and carry out improvements to equipment, buildings and services as appropriate;
- Liaise with the trustees of Westbourne Club Community Hall to consider whether the Parish Council can assist in securing its future.

See appendix 9 for further information.

9.13 Protecting the natural environment, declaring a climate emergency and working towards net zero carbon emissions

- Protecting the natural environment, declaring and responding to the climate emergency and working together with relevant organisations and local authorities to achieve net zero carbon emissions by 2030 or soon thereafter.
- Westbourne Parish Council works together closely with Greening Westbourne and is looking to set up a Natural Environment Committee in the near future.

10 Action Plan 2021/24

An action plan sets out the Parish Council’s progress on achieving aims of the Business Plan and is available as a separate document.

11 Westbourne Parish Council Budget

11.1 The Parish Council has agreed an annual revenue budget for 2021/22 at £103,869 and this is proposed to be distributed across the general headings set out below. The income to support this budget is mainly derived from the Parish precept (raised through Council Tax by Chichester District Council) and supplemented by fee income and direct grants.

Expenditure

Subscriptions and donations	£2,888
Running costs	£26,747
Capital cost and repair	£17,000
Capital schemes	£13,200
Services	£2,600
Communications	£2,250
Administration	£39,784
Contingency	£150
Total	£104,619

Income

Rent	£750
Total	£750

Precept **£103,869**

11.2 In addition to the revenue expenditure the Parish Council has accumulated reserves of approximately £100,000 which is used to provide funding in whole or in part for the various projects and ambitions set out in this business plan and to cover unexpected contingencies that may arise.

11.3 More detail on the budget can be provided by the Parish Council on request to the Parish Clerk or at www.westbourne-pc.gov.uk.

Appendix 1

Finding decent and affordable housing for our younger families and residents

- AP1.1 With the Westbourne Neighbourhood Plan (NP) about to reach the final examination stage and with the reasonable prospect that it will be 'made', i.e. given legal status, later this year (2021), we will have increased protection from speculative development, and the wishes of the community will have to be respected by the local planning authority (LPA); in our case CDC. However, neither CDC nor the Parish Council can hide from national policy. If the government decided it required more housing allocation in the CDC area, CDC could not resist it and the Parish NP would not protect Westbourne from accommodating further housing, specifically affordable housing. Sadly, the Parish Council, for various reasons, is unable to identify a site for affordable housing in the current version of the WNP. However, the WPC believes it can, and will, identify a suitable site for an affordable development in the near future.
- AP1.2 Current government policy requires all LPAs, particularly in the south, to dramatically increase the provision of affordable housing units in their districts. It is clear that CDC, who are currently conducting a review of their district local plan, will be expected to find a significant number of new sites to accommodate affordable housing.
- AP1.3 There can be little argument that Westbourne, with its above-average age profile, is too expensive for younger residents to be able to afford a foothold on the housing ladder. It is also clear that the village will inevitably decline if younger residents are driven out. The community, therefore, must find ways of providing accommodation for younger Westbourne families and people who are starting out in life; and for those essential members of our community, like nurses, police and fire fighters who are struggling to find and afford somewhere to live near to their work; and for those local residents who have no prospect of flying the family nest until their mid-thirties.
- AP1.4 The government's new big idea to solve the affordable housing crisis is by Community Land Trusts (CLTs), a concept enshrined in UK law in the Housing and Regeneration Act 2008. A CLT is a non-profit making community-based organisation run by volunteers that develops housing at permanently affordable levels for long-term community benefit. It does this by separating the value of the building from the land that it stands on and, in the case of shared-equity homes, fixing the re-sale percentage. The CLT holds the asset in trust for long-term community benefit.
- AP1.5 It puts the housing in community ownership, with homes sold or rented at a rate linked to local wages and membership open to anyone with a strong connection to the area. It's a radical model that effectively takes housing out of the property market and pegs it to the labour market instead. And it's working. Further as the Government is pushing it hard, funds, grants and tax breaks are currently available to those communities that decide to establish and run a CLT.

- AP1.6 CLTs are powerful examples of communities taking control and transforming the future of their local community. A CLT is a community-led organisation that provides land, homes and other assets to meet the long-term needs of its community. 'Community' is the first word of a CLT and the most important word. However, a CLT needs to be a truly community-led initiative to attract the requisite funding. Whilst it will require significant Parish Council support, it cannot be parish council-led in order to qualify for government and other agency funding
- AP1.7 In England, CLTs began cropping up in the early 2000s, mainly in middle class rural areas, providing a means of preserving stability against influxes of second-home buyers. There are now over 225 CLTs in England and Wales that deliver everything from homes to meeting spaces, workspaces, shops, pubs, farms and communal gardens. Over 700 homes have been built to date with a further 3,000 in the pipeline to be completed by 2020. As a CLT holds these assets in trust for the benefit of the local community, the assets can be made permanently affordable, and provide a long-term income stream for the community. They allow the community to decide who occupies the homes, for how long and at what cost. Crucially they are also one of the only forms of affordable housing that are immune from the right to buy.
- AP1.8 Rural CLTs are perhaps the 'classic case' for CLT development - village communities taking the initiative to protect community assets and develop new homes and services for their parish. One of a CLT's primary roles is to facilitate community-led housing; to develop and manage homes for their community. The aim is to make sure that these homes are genuinely affordable, based on what people actually earn in their area, not just for now but for every future occupier. The real joy with community rental is that, once the mortgage has been paid off, the community has a substantial annual income to use for local community benefit.
- AP1.9 There are a number of benefits to setting up and running a CLT, the primary ones being:
- CLTs are locally driven, controlled and democratically accountable;
 - CLTs can meet local housing need even in areas with very high house prices;
 - CLTs, by retaining an equity share in each property, provide housing that is permanently affordable, benefitting many generations of residents;
 - CLTs give the community an asset, and an income stream for future generations;
 - CLTs genuinely empower local communities, where communities are part of the vision and solution for their local area.
 - A CLT has the advantage of being subject to a 'lighter touch' from the LPA when allowing sites for affordable housing. A rural exception site, that would otherwise never be granted planning, can be justified for a CLT affordable housing scheme.
- AP1.10 The stark fact is, that if Westbourne did not identify a site, CDC would, and Westbourne would have no further say in the matter; we would have no long-term ownership of the housing or the site, no future income stream, no say in who

occupies these homes and no leverage to ensure that they are made available to Parish families and people. To raise the finance to kick-start an affordable housing scheme, the only viable way is to form our own CLT, to attract funding from national and local government and ethical lenders as well as from other charitable sources and housing organisations.

Appendix 2

Maintaining and delivering services

- AP2.1 In recent times services have been cut due to the scarcity of public resources and pressures caused through the Covid-19 pandemic. The strain on basic services has led to changes to the relationship between national and local governments, resulting in national government devolving responsibility, or risk, to local government, and making local government responsible for local problems.
- AP2.2 Local authorities have suffered a faster rate of cuts than other areas of government spending, resulting in a 27% reduction in spending power between 2010/11 and 2014/15. With social care and waste spending absorbing a rising proportion of the resources available, funding for other services will drop by 35% in cash terms by the end of the decade, down from £26.6 billion in 2010/11 to £17.2 billion in 2019/20. Since 2010, local authorities have had to scrap access to vital services for 150,000 pensioners and also have had to cut child protection spending by 8%.
- AP2.3 Policing, the youth service, school crossing patrols, rural bus subsidies, access to library services, and highway maintenance have all been drastically reduced and many other services are under review. Yet these are the very local services most valued by a community such as Westbourne. The effect of all this is already being felt, and eventually these cuts will impact on statutory services in addition to the discretionary. As a Parish Council, our duty is to urgently consider what opportunities there are for us to support our community and fill the void to cover some of these declining services. The Parish Council believes that it is essential that the Business Plan formulates, adopts and implements solutions in the near future to deal with these pressures.

Appendix 3

Providing the appropriate infrastructure

- AP3.1 One concern that is often raised is that Westbourne's infrastructure (roads, flood defences, schools, doctor's surgeries, water and sewerage capacity and leisure amenities, etc) does not keep pace with the rate of new residents. CDC runs its own Infrastructure Business Plan (IBP), and its primary purpose is to ensure that infrastructure is provided at the right time and in the right place. Sometimes several different funding sources have to be combined to pay for the infrastructure that is needed. CDC's current IBP states which funding sources will contribute to each infrastructure item/project, and where and when it will be provided. It also indicates that there will be an overall funding shortfall. Because of this shortfall, the

IBP attempts to identify ways of selecting which infrastructure is needed most, where it is needed and when it can be provided.

- AP3.2 The Community Infrastructure Levy (CIL) is national government's response to the need for development to contribute to the provision of infrastructure, either directly or indirectly, related to the development in question. It is also a response to the current planning obligations (S106) that only provide a partial and variable answer to capturing funding contributions for infrastructure spending. Projects eligible to be funded from CIL are those which relate to the cumulative growth of the area. These need to be prioritised because the CIL receipts are insufficient to fund all the projects put forward. Initially there will be little money collected in CIL receipts, so fewer, or less expensive projects, will be funded from the CIL (although this does not negate the importance of prioritising these).
- AP3.3 As the years progress, and development gets underway, the amount of money collected from CIL will steadily increase, which will enable more substantial infrastructure projects to be delivered. Planning obligations through S106 agreements will continue alongside CIL, but may only be available for a restricted number of purposes. Some of the CIL money is passed to the Parish Council to be spent on infrastructure of their choice. Parishes that have neighbourhood plans in place receive 25% of the total amount of CIL collected from any new development in their Parish. It is clear, though, that both CDC's IBP and the government's CIL will be unable to deliver sufficient funds to meet all the infrastructure projects that are urgently required. It is essential then that we, as an individual Parish Council, must fight tooth and nail to secure the funds needed for our communities' infrastructure. Sharpened elbows will be required to fight for this funding and our Plan must factor this in.
- AP3.4 It should be noted that our current infrastructure will be severely tested over the next few years as large new developments are built directly adjacent to Westbourne's boundaries with both Emsworth and Southbourne. It is believed that these developments will greatly exacerbate our existing problems of traffic, parking, medical facilities and local school places.

Appendix 4

Ensuring business vitality

- AP4.1 Westbourne is relatively fortunate. Many other rural communities across the UK are suffering as schools, banks, post offices, pubs and GP surgeries close. Millions of households across the country now lack easy access to these basic facilities. ONS, Defra and ruralengland.org research reveals that more and more villages are at risk as rural life is eroded and patently radical action is needed to reverse this terminal decline, as experts warn that these closures are part of a pattern that can only get worse. It's easy to say, 'Oh, it's only a local pub' or 'it's just one village hall', but it's the gradual closures that are so dangerous and insidious because suddenly a village reaches a tipping point and it becomes too late to reverse it. Nationally we are witnessing the slow death of some rural community life. The Parish Council holds

the General Power of Competence which could be used to save closing businesses by taking them on and overseeing them, if the community was in support of doing so.

- AP4.2 Fortunately, Westbourne is still a vibrant village with a doctor's surgery, a garage, public houses, supermarket, restaurant as well as a local primary school and other facilities. It has a good selection of shops and businesses and all residents should be very grateful to those business men and women who work hard to maintain that vibrancy. Although Westbourne currently bucks the national trend, there is no room for complacency, and any or all support and assistance the community can give to our businesses must be provided and sustained if we are to retain them in our Parish. It is a case of use it or lose it. We have all seen the death of surrounding villages that have lost their local shops. Residents should make the conscious decision to shop and do business locally wherever possible.
- AP4.3 Private sector enterprises contribute strongly to economic and social development in rural communities and the resilience of rural locations. These small and medium-sized enterprises (SMEs), and particularly micro-businesses, play a vital role in job creation and in increasing the diversification of our local economy. Current trends show an increasing level of self-employment and home working. These SMEs further contribute to the social and environmental resilience of rural communities by enhancing the quality of life of those living in them.
- AP4.4 SMEs tend to be the backbone of rural communities. Private sector enterprises contribute strongly to economic and social development in rural communities and their resilience. Rural areas contribute at least £211 billion a year directly to the English economy but have great potential to achieve even more. During the decade to 2010 our smallest settlements achieved higher rates of growth in numbers of businesses and jobs than any other settlement category in England.
- AP4.5 Paradoxically it seems that the increasing movement of older people from urban to rural communities has created a gap between local earnings and property prices. It has priced out the young families needed to keep the schools and shops alive, and is turning villages into ghettos of the rich and elderly. '...Rural areas are worse off. Analysis indicates that house prices are less affordable to local workers in rural areas than urban areas and the costs, travel time and carbon emissions resulting from transport tend to be higher in rural areas.' Tim Pateman, ONS
- AP4.6 So what can we do? By definition an entrepreneur is willing to put his or her career and financial security on the line and take risks in the name of an idea, spending time and capital on an uncertain venture for possible monetary gain. This entrepreneurial approach is not a course of action that a council could commit public funds to. However, the Parish Council can and should positively support these risk takers by providing the necessary infrastructure to enable them to set up and thereafter thrive.
- AP4.7 What was clear from the research done during the Neighbourhood Plan consultations was that our local businesses feel that they are heavily disadvantaged by not having a village car park, and many potential customers pass straight though

Westbourne, opting instead for towns, villages and supermarkets where there is easier parking. The Parish Council has identified sites for potential car parks in the village; the challenge to date has been how to find the appropriate funding for them. A Westbourne CLT should make this funding challenge much easier and, by securing a car park via a CLT, it would become a genuine community asset.

- AP4.8 There are also easier improvements that we can support that would benefit the community and make Westbourne a friendlier place to visit and shop in. Two achievable improvements could be instigated relatively easily. The first is to adopt and formalise the organically evolved ‘chevron parking’ in The Square. This consists of parking bays set at 45 degrees to the traffic, and they have proved very effective in keeping the traffic flowing better through the village centre. The second improvement would be to introduce an informal pedestrian crossing across The Square. This could be achieved with the laying of a strip of red paving sets in the road surface, as has been done in Emsworth. Alternatively, a crossing strip could be painted on the existing road.
- AP4.9 In the long term the solution could be to turn The Square into a ‘shared space’. This is a design approach that seeks to change the way streets operate by reducing the dominance of motor vehicles, primarily through lower speeds and encouraging drivers to behave more accommodatingly towards pedestrians. The government definition is: ‘It is a place designed to improve pedestrian movement and comfort by reducing the dominance of motor vehicles and enabling all users to share the space, rather than follow the clearly defined rules implied by more conventional design’.

Appendix 5

Preventing inappropriate development

- AP5.1 The NP has a reasonable prospect of being ‘made’ later this year, and when it is, it will provide welcome increased protection from speculative development, and the wishes of the community will have to be respected by the LPA when considering any new planning applications. It is also true that Westbourne has a number of specific natural restraints, particularly the fact that most of the land within the settlement boundary is within flood zones 2 and 3, which makes it more difficult to find sustainable land for further housing development.
- AP5.2 However, we cannot be complacent about this. The potential profits that can be made from even a medium-scale development are such that developers will commit large sums to try to push a speculative development through. It will take a concerted effort from the whole community to resist these attempts.
- AP5.3 Probably our best line of defence will be the establishment of the ‘home grown Westbourne CLT’, which will be able to undertake affordable housing developments. Those homes will be used to house local residents and their ownership will be held by the community forever. If Westbourne selects and build its own housing to satisfy CDC’s target numbers and requirements, then there will be little room left for speculative developers.

Appendix 6

Ensuring improved and locally accessible medical services

- AP6.1 The residents of Westbourne are currently largely served by three surgeries. The first is the Emsworth Surgery in Emsworth, which also runs the satellite George and Dragon Surgery in Westbourne. This surgery and satellite are administered by the NHS SE Hampshire Trust. The third is the Southbourne Surgery in Southbourne. This is administered by the NHS West Sussex trust. Each surgery can look after approximately 10,000 patients, which is close to the existing demand. Emsworth Surgery is due to move to new premises in Emsworth in 2021.
- AP6.2 As residents know, the recent increase in the area's housing stock and population has made it difficult to get a timely doctor's appointment. In some cases, it has also become difficult for new patients to register at all. It is understood that the local surgeries, are under increasing pressure from an aging population and severe financial constraints. As local health care concerns increase, the prognosis provides little reassurance. Plans for development over the next five years indicate that some 3,000 new homes will be built in these three surgeries catchment areas, resulting in the need to provide medical facilities for circa an additional 10-12,000 new patients.
- AP6.3 For local residents the rational solution would be for the three surgeries to liaise to plan how provision for circa 45,000 patients could best be provided. Amongst the surgeries themselves there would be no objection to such an approach. Sadly, the major obstacle is that, being on different sides of the county border, they fall under two separate NHS trusts who have differing funding and administration priorities and methodologies. We are informally advised that we would have to wait 'until hell freezes over' before we could persuade these two NHS trusts to co-operate.

Appendix 7

Maintaining adequate local educational provision for children

- AP7.1 As with the surgery problems outlined above, the recent increase in the area's development and population is putting tremendous pressure on school places in Westbourne.
- AP7.2 The local secondary school, the Bourne Community College in Southbourne, is also understood to be approaching saturation point in the near future, although as things stand now some places are available. However, with the proposed new developments in Southbourne and Emsworth it is likely that local schools will soon become over-subscribed.
- AP7.3 The Parish Council is concerned that without further provision of places at our schools, more of the Parish's children will need to attend schools further afield, and siblings are likely to be split up. The Parish Council believes the ideal scenario is for all children to be able to walk or cycle to school. The consequences of them attending schools further afield will only exacerbate our existing traffic problems, as well as the consequent health and fitness repercussions to our children. It is a difficult dilemma, but it may be possible to use part of the WSC premises to expand the primary school's classrooms.

Appendix 8

Ensuring a harmonious and balanced community

- AP8.1 WPC's policy for Community Balance seeks to support Westbourne to build and maintain community spirit and help shape the area in which residents live. It strives to promote the development of mixed, balanced and well-integrated communities, and maintain low levels of crime and disorder, improve community safety and work to reduce anti-social behaviour.
- AP8.2 Westbourne's challenge includes supporting new, better-paid and diverse employment opportunities, providing the homes needed for those who live and work in the Parish on low incomes, whilst maintaining and evolving the services they rely on.
- AP8.3 52% of residents were aged 45 and over (24% were over 65) at the 2011 census. Over the next ten years the Parish will house an increasing proportion of elderly residents, many of whom may wish to downsize to smaller properties within the Parish. Social care is set to become an ever-increasing and underfunded problem and requires attracting additional younger residents into the Parish to both help look after the ageing population, and to keep the community vibrant. Therefore, the Parish Council would look favourably upon any appropriate proposals for the provision of housing for young people, by way of smaller housing units and starter homes, affordable housing developments including within the rental sector, as well as live/work and self-build initiatives.
- AP8.4 Local evidence has identified that the recent significant and rapid increase in Gypsy, Traveller and Travelling Showpeople pitches/plots in Westbourne, particularly within Woodmancote, has increased tensions and significantly impacted on the balance between the various sectors of the community who reside locally.
- AP8.5 The Old Army Camp in Cemetery Lane and its immediate environs now has 30 pitches, most of which fall well below government guidelines for size of pitch and amenity and are contrary to government guidelines in terms of overall numbers, which recommend a maximum limit of 15.
- AP8.6 One of the more alarming consequences of the significant increase in development at the Old Army Camp is the damage that is being done to the private, unadopted Cemetery Lane. The Parish community generally, are concerned at the rapidly increasing volume of traffic, and sizes of the vehicles, now using Cemetery Lane. The Parish Council believes that the current level of traffic is badly damaging the Lane's surface and structure; is a danger to pedestrians and riders; on occasions disrupts funeral corteges; undermines the Cemetery's peaceful setting for those who come to pay their respects to family and friends buried there; and is incompatible with the open rural look and feel of the area.
- AP8.7 As Cemetery Lane is a private road, and as its original ownership has proved untraceable, legal control is now presumed vested in its frontager owners, i.e. those landowners whose properties front onto it. This control is vested under the common law presumption of 'ad medium filum', which is a presumption that where ownership has proved untraceable, an owner of land which abuts a private highway also owns the soil of the highway, up to the centre point.
- AP8.8 The Parish Council's feedback indicates that Cemetery Lane residents fear that the situation is becoming hazardous, the value of their properties is being affected and

they want something done to address the issue. So, by way of more direct action, the Parish Council is supporting a proposal to establish a 'Cemetery Lane Frontagers Association'. The purpose of this Association would be for the frontagers to jointly implement control over unauthorised uses of the Lane.

- AP8.9 If a Cemetery Lane Frontagers Association was formed and the members recognised as the frontager owners of their part of Cemetery Lane, then any future planning applicants accessing off it would need to serve notice on the Frontagers Association members stating their intention to use that land for access. Once that status is acknowledged, the Frontagers Association members have good legal grounds to refuse vehicle access or allow limited vehicle access (possibly weight and/or width restricted) and charge for it; any income being used to maintain the Lane for the benefit of the members. The Parish Council is prepared to help set up a Frontagers Association and provide seed money to enable it.

Appendix 9

Ensuring more control and effective management of community assets

- AP9.1 The Parish Council has administered and maintained various village assets over time and continues to do so. Those assets include amenities such as the Cemetery and Chapel (owned and managed jointly with Southbourne Parish Council), the recreational areas at Mill Road and Monks Hill, the allotments, notice boards and some of the village lighting. The Parish Council seeks grants and funding to directly improve the locality, such as upgrading the play equipment at Mill Road, finger post renovation and park seats and bins. Whilst this is a small part of the Parish Council's role, it can often be the most time-consuming. These are the main duties of the Parish Council's only employee, the Parish Clerk.
- AP9.2 In recent years, the Parish Council has been building capital reserves to allow for the replacement of items like the play equipment, and projects like the extension of the cemetery. Reserves are also being built up to help purchase land to help seed fund an affordable housing scheme/s, and to construct a village car park, all to be held within the proposed CLT.
- AP9.3 Recently the Parish Council has become aware that there are some concerns within the Parish about the viability and future operation of the Westbourne Club Community Hall. The Parish Council recognises the importance of this community facility within the Parish and would wish to consider supporting the Club, should such support be needed, in securing its future operation on a sustainable basis.