



# **CUBBINGTON PARISH COUNCIL**

## **BUSINESS PLAN**

**Approved: July 2023 – Final version**

**Review: end September 2023, December 2023, March 2024**

**Updated:**

## WHAT IS A PARISH COUNCIL BUSINESS PLAN?

The Business Plan is the statement of the Parish Council's *vision* for the parish, its purpose, values, objectives and its key priorities. The aim of the Business Plan is to give Cubbington's residents a clear understanding of what the Parish Council does and what it is trying to achieve. It details what the Parish Council intends to focus on over the next four years. The Business Plan is a "live" document that we will review annually. The Parish Council will use it to drive the budgeting process, plan and communicate activities for the coming year and enable the Parish Council to monitor its progress against our key priorities.

*How was the Business Plan constructed? – see Appendix A*

## WHY HAS THE PARISH COUNCIL DECIDED TO PRODUCE A BUSINESS PLAN?

The Parish Council produced the Business Plan as the Parish Council has an agreed strategy. This provides the framework for the Parish Council to work within, it enables us to operate in a more consistent and co-ordinated way, and to be proactive rather than reactive in our decision making.

We have based the Business Plan on our understanding of our community's needs gathered from our day-to-day discussions and involvement with residents and our extensive consultation, including surveys as part of the ongoing development of a Cubbington Neighbourhood Development Plan.

The Business Plan will help our local community to have a better understanding of what the Parish Council does, the challenges it faces on behalf of all residents and to clarify what it doesn't do; in other words, to explain what issues fall under the responsibility of other delivery bodies such as Warwick District Council and Warwickshire County Council.

The Plan is a statement of intent.

However, the Parish Council may have to make decisions that are contrary to our stated commitments if events such as budget constraints, new legislation or changes in our policies make that necessary. Any changes will, however, be communicated and reflected in an updated Plan.

The Business Plan will be available on the Parish Council website.

Our Business Plan will continue to be the main way of telling you what we are doing to meet the needs of the community. It is a two-way conversation. Please tell us what you think about it.

We welcome your comments.

If you require any further information that would help you understand what we are trying to achieve, please let us know [Clerk@cubbington.org.uk](mailto:Clerk@cubbington.org.uk)

We can also provide additional information on the issues raised in the Plan. As we have already mentioned, it is our intention to review the Business Plan regularly, publish progress on the Parish Council website and make any changes considered necessary as a result.

Clerk & RFO: Jane Chatterton CiLCA PSLCC

[Clerk@cubbington.org.uk](mailto:Clerk@cubbington.org.uk)



## **The Parish Council**

There are 3 tiers of local government, each of the tiers has a different responsibility. Cubbington Parish Council is the first and local tier with an important role to play in promoting the parish, representing its interests and supporting the work of different groups in the community.

Warwick District Council is the second tier

Warwickshire County Council is the third

Residents of Cubbington elect 12 Parish Councillors every four years. The Council elects a Chairman and Vice-Chairman annually at the Annual Parish Council Meeting in May. The Council reports to their electorate at the Annual Parish Meeting.

Councillors are unpaid volunteers. They commit their own time to improving Cubbington and maintaining it as an attractive and sustainable place in which to live, visit, study and do business. Elections were last held in 2023. The next elections will take place in 2027.

The full Council meets monthly on the fourth Thursday in the month at Cubbington Village Hall (excluding April, August and December). All meetings are open to the public with a period set aside for members of the public to address the Parish Council.

The Parish Council works to its Standing Orders and Financial Regulations, these lay down the rules by which we operate and conduct business.

The Parish Council adopted the General Power of Competence at its Annual General Meeting in May 2023.

We have based our Standing Orders on a model prepared by the National Association of Local Councils (NALC). We expect Councillors to adhere to the Council's Code of Conduct also adopted from WDC.

## **Good Governance Objectives**

Cubbington Parish Council aims to be a professional, competent and caring Parish Council. We aim to be open and accountable in all it does and to ensure the sound financial management of Parish Council resources.

The Parish Council aims to:

- Be well informed about the needs and opinions of the parish's residents and businesses by consulting them on major issues.
- Effectively maintain assets and facilities that are the direct responsibility and / ownership of the Parish Council whilst also looking forward to ensure that these and any newly promoted assets or redevelopments are fit for purpose for the wider community.
- Improve the services to the public by encouraging members and staff to develop their skills by undertaking appropriate training.
- Ensure that we give Councillors the opportunity to keep abreast of new policies and opportunities.
- Be a good and fair employer by providing fulfilling work opportunities and conditions for its staff.



- Continuously promote public participation in all Parish Council meetings and initiatives.
- Deal with enquiries and fault reports from members of the public speedily and efficiently.
- Be an effective custodian of the Council's property and documents.

## **1. Our Mission Statement**

Our mission is to promote the economic, social and environmental wellbeing of Cubbington Parish and to contribute to a sustainable and inclusive community.

## **2. Our Objectives**

- 2.1 To assist in the creation of a socially inclusive and economically viable community embracing all residents irrespective of age, culture, income, race or religion and which seeks to develop their wellbeing and mutual co-operation.
- 2.2 To provide high quality, efficient, cost effective and sustainable services.
- 2.3 To encourage, promote and maintain the provision of a range of leisure, social, recreational facilities appropriate to the normal activities of a civil parish along with the support and maintenance of the environment.
- 2.4 To provide a channel for the views and expressions of the local community and to be responsive to its needs and aspirations.
- 2.5 To liaise with and actively support local community associations, participate in 2<sup>nd</sup> and 3<sup>rd</sup> tier issues ie. South Warwickshire Local Plan and Coventry South Masterplan projects, contributing based on direct feedback from residents within the parish and both informal and formal feedback via the Cubbington Neighbourhood Development Plan.

## **3. Principles**

In all its actions the Parish Council will consider and, where appropriate, act in accordance with the principles contained in relevant legislation and best practice for:

- Health and Safety
- Equal Opportunities
- Equality Act
- Age Discrimination Act
- Best Value
- Local Council Award Scheme
- Environmental and Planning Legislation
- General Data Protection Regulations

## **4. Four Year Plan**

Key Objectives for 2023-2027

### **4.1 Planning and Development**

Cubbington Parish Council receives notification from Warwick District Council of any planning applications submitted in respect of properties located in the parish and those in adjoining parishes which may directly impact on the Parish.

These notifications are circulated to parish councillors by email and the applications themselves are available for all to view online on the WDC website. The Parish Council respond to each one of these applications as appropriate and where considered necessary discussed at the next available Parish Council meeting to gather views prior to providing a response.

If this is not possible the Parish Council decides if an extraordinary meeting is appropriate, or the Clerk has delegated authority to respond following the input from the Parish Councillors. In responding to the applications, the Parish Council will have regard to any representations made to it by residents.

If supporting any objections, a parish council representative will attend the appropriate WDC Planning meeting.

**Our Commitment:**

Consider fully each application for house alteration and extension fairly taking into consideration planning regulations, historical information and any conservation restrictions if applicable.

**4.2 Major Developments**

Cubbington Parish Council is consulted on major developments, as well as individual applications.

As a Parish Council we must be realistic about the challenges Cubbington and the surrounding area (including the green belt) face in the next 10-30 years and certainly during and post HS2 construction.

With this in mind the Parish Council has set in motion the development of a Cubbington Neighbourhood Plan (CNDP). Once developed and published (2023) this allows the Parish Council to represent your views with confidence as it is backed up with firm evidence from surveys and public consultations with local people. The Council has engaged Kirkwells Consulting to support this Plan's development.

The first draft publication for the South Warwickshire Local Plan 2025 makes this an important document for the Parish Council to contribute and influence both the Local Plan which will promote growth areas, housing and employment 2030-2050. This together with future planning applications whereby Cubbington via the CNDP may recommend that developments have a specific mix of affordable, energy efficient housing to balance the needs of both new and existing residents.

For smaller developments all documentation received in relation to proposed developments is read, discussed and comments made.

During the building process, monitoring is conducted to ensure the contractors are adhering to health and safety legislation and not putting Cubbington residents at risk. Regular contact is made with WCC Highways Officers and Planning Enforcement.

**Our Commitment:**

The Parish Council continue to fully support residents in relaying their views to the relevant authorities involved in any development and via the CNDP.

The Parish Council expect to finalise Neighbourhood Development Plan (late 2023) and actively engage with the South Warwickshire Local Plan development, Coventry South Masterplan project and any other planning reviews, consultation, workshops and meetings on behalf of all residents to the best of our ability.

**4.3 Police and Crime**

The Parish Council monitors issues with crime. The Parish Council purchased and installed (CCTV) cameras in 2022 to act as a deterrent and these are installed throughout the Recreation Ground in addition to those of Warwick District Council throughout the parish.

It is proposed to connect the Parish Council CCTV cameras to the internet via the newly installed Wi-Fi systems in both the Village Hall and the Pavilion to facilitate real time information.

Where considered necessary the parish council will seek to promote further CCTV coverage for both crime & safety benefits.

Regular external information is received and circulated from the Safer Neighbourhood Team.

**Our Commitment:**

We will continue to work with the police and the community to help keep both crime low and residents safe within the parish.

**4.4 Road and Pedestrian Safety**

The Parish Council will seek to actively take part in Community Speedwatch schemes.

We will continue to work with WCC Highways and obtain permission to install Speed Monitoring Equipment throughout the Parish including average speed cameras on major roads.

The parish council will also look to partially fund VAS signage and a pedestrian crossing on the Rugby Rd to ensure the safety of Hazelwood residents and their children going to school, Church and the two play areas within the village, subject to WCC support.

Road signage – no parking, pedestrian crossing nr Windmill Hill school, 20mph speed limits in and around local schools, and Windmill Hill roundabout.

**Our Commitment:-**

To continue to monitor the issues of speeding and road safety to find solutions that make the Parish a safer place for both road users and pedestrians.

**4.5 Communications**

The parish council will maintain existing Notice Boards and contribute to the Parish magazine to impart information. We will also consider the need for an additional Notice Board on the Hazelwood estate.

In addition, the council will evaluate the sustainability of a Community newsletter linked to other villages, a Quarterly newsletter, promoting a Communal website – partly funded by users.

The Parish Council website will be continually improved together with social media platforms to impart factual information ie. Providing hyperlinks to support residents accessing other local government and Utility sites ie. WDC, WCC, STW, Power, Gas, telecoms, etc.

Populating the upcoming events calendar more frequently

We intend to become more proactive on briefing local councillors regularly WDC, WCC on the Business Plan, CNDP and seeking support.

Work will also continue to work with local schools to understand their issues and concerns and actively support where possible. Regular liaison takes place between two councillors and the local Primary Schools. Children's views are often sought on what they would like to see in their parish. One Parish Councillor is also a Governor at Our Lady and St Theresa's.

There are seven Notice Boards in Cubbington Parish:-

- Queen Street shops (next to Costcutters),
- Welsh Road between Ladycroft and Price Road,
- High Street (on the wall of the Bus Shelter),
- Rugby Road (on the wall of the Bus Shelter by Broadway and on the wall of the Bus Shelter opposite the Rugby Tavern),
- Kenilworth Road
- Kelvin Road shops.

The noticeboards are primarily to display factual notices for Cubbington Parish Council as per legal requirements. If there is any spare space Cubbington Parish Council is happy for other notices to be displayed, so long as they are not business related.

Details of meetings and councillors are posted on these boards along with other statutory notices.

Articles in the Cubbington Parish magazine are written and co-ordinated by the Clerk as and when necessary.

**Our Commitment:**

Continue to maintain existing and evolve new communication strategies to keep pace with a rapidly changing world.



#### **4.6 Roads, Pathways, Highways**

Transport and Highways issues are not part of the Parish Councils area of responsibility.

However, they are extremely important to our residents so we spend a lot of time working on your behalf bringing our influence to bear on the relevant authorities, although we would ask that you contact the appropriate local authority first, which normally falls under Warwickshire County Council Highways, unless roads are private. We will be improving how to sign-post you to the relevant department via the parish council website during 2023.

The Parish Council receives and acts upon issues raised by residents in relation to highways, roads, verges and paths, we will report problems, hold to the relevant authority to account.

We will also attempt via our monthly surgeries to help residents who cannot use or access the internet to access the local authority web-based reporting systems more effectively to gain priority.

Where appropriate the parish council will seek to promote further delegations, TPOs, street marking and enforcement actions.

#### **Our Commitment:**

Work will continue to improve the roads, pathways and highways of the Parish. To continue to report/raise concerns for action by Warwickshire County Council.

#### **4.7 Community Events promoted by the Parish Council**

*King's Coronation celebrations*

*Annual Fun Day*

*Christmas pantomime*

*Christmas lights*

Following the success of previous Cubbington Fun Days and other such events the Parish Council are committed to continue to promote and support the organising Committee in this and other community events listed above. These do not happen without the enthusiasm and significant efforts from parish council members and the community volunteers and members of the Committee who arrange these events provide regular feedback to Parish Council meetings. These events are significant in bringing the community together.

#### **Our Commitment:**

To include all residents in enjoying the above planned community events.

#### **4.8 Environment**

The Parish Council recognise the importance of protecting and enhancing the environment, this has been demonstrated by the extensive new tree (260+) and hedgerow planting (140 metres) across both the Recreation Ground and Austen Court play areas.

In order to continue to focus on this important issue, where it is within the parish council's responsibility, we intend to: -

- Promote the provision of new trees & planters on the Rugby Road
- Replacement of hedgerows as required, keep ditches clear, the effective maintenance & replacement of diseased or damaged trees.
- Establish an Environment Working Group with a focus on understanding the trends in noise, air, water quality pollution, traffic impact, Green space use, Public footpaths access and maintenance within the parish boundaries
- Grant and other funding applications

The installation new and the care of existing hedges and trees will promote and encourage wildlife, birds, insects and other wildlife, reducing the carbon footprint of Cubbington and promote a more picturesque view of the grounds.

#### **Our Commitment:**

To continue to develop parks and green spaces with due care to the natural environment and to allow access for all.

#### **4.9 Dog Waste - Recreation Ground**

Dog fouling over the years has become a problem for all Parish Councils. In Cubbington the majority of dog owners are responsible owners who clear up after their pets and take their bags home for disposal. However unthinking owners continue to allow their pets to foul areas where children walk and play or hang bags on branches on public footpaths in the hope that someone else will take it to a bin.

The Parish Council considers this antisocial behaviour and will seek to provide a poo bag dispensing facility at the Recreation Ground, look to potentially prosecute any offender with CCTV evidence and consider limiting access to the park in the evening to reduce random dog fouling as a last resort.

#### **Our Commitment:**

We will work with responsible dog owners to try to find ways in which we can minimise the impact of thoughtless dog owners and if suitable evidence comes to light via CCTV or other means we will prosecute in the interests of all residents and the safety of children who use the play areas and wider Recreation Ground. Austen Court does not allow dogs.

#### **5. Local Council Award Status**

The new Local Council Award Scheme has been designed to celebrate the successes of the very best local councils and to provide a framework to support all local councils to improve and develop to meet their full potential. The scheme offers councils the opportunity to show that they meet the standards set by the sector, assessed by their peers, and to put in place the conditions for continued improvement.

The Award Scheme has been designed to provide the tools and encouragement to those councils which enable them to share best practice to drive up standards.

Cubbington Parish Council will be applying for Foundation Status in 2023. This level can be increased when appropriate.

## **6. Training of Councillors and Clerk**

The Parish Council appreciates the benefits of an ongoing training programme. Councillors and the Clerk are encouraged and supported to undertake training and development required to fulfil their duties and their responsibilities. The Parish Council maintains its membership of the Warwickshire and West Midlands Association of Local Councils who organise a series of training events and seminars throughout the year.

The Parish Council endeavours to send all new Councillors on an Introductory to Parish Councils Course within six months of their appointment.

The Parish Clerk is a member of the Society of Local Council Clerks and attends events laid on by them which enable her to keep up to date and to obtain CPD points.

## **7. Village Hall & Pavilion - current**

The Parish Council owns and manages both of these this important community assets.

Day to day organisation of room booking and hirers is the responsibility of a part time Manager, employed by the parish council. The Parish Clerk supports the Manager and co-ordinates cleaning, maintenance and other necessary services.

This is overseen with regular reports to the Village Hall Trustee Committee.

The parish council is committed to the professional management of the two assets and will ensure full compliance with audit & governance processes going forward, monitor and secure finances with sound and transparent financial reporting, organise annual safety checks ie. fire, electrical, etc and have a maintenance programme for each building.

The parish council will also seek to renew / refresh / update the charitable status of the Village Hall in 2023.

Safety is always a prime concern and the removal & replacement of asbestos shed roofing will be a priority,

Improvements to the Village Hall & Pavilion booking & payment service provision via website will also be progressed.

### **Our Commitment:**

To own and operate the Village Hall and Pavilion professionally, with access to all, providing a safe and comfortable environment within the limitations of the current buildings and facilities.

## **8. Village Hall - future**

Extract for the Cubbington Neighbourhood Development Plan

*The current hall is old, inefficient and ill fitted to present needs, originally built in the 1950s as a temporary facility. The Council would like to replace this with a new energy efficient building suitable for multiple purposes and hire which is more suitable and fit for purpose for a population of almost 4000 residents.*

The Parish Council on behalf of all residents has an aspiration to provide a modern, environmentally cost-effective Village Hall with the capability to provide facilities for all ages with modern technology that is financially sustainable going forward with no drain on the council precept. In late 2022 the parish council commissioned architects to provide a scheme in sketch format only. Refer to the Cubbington Neighbourhood Development Plan published on the website.

To achieve this aspiration, the parish council must instigate preparatory work and the final outcome will be subject to many factors over many years. In 2023 we will ...

- Commence public consultation on sketch plan proposals - engagement
- Post consultation submit for initial outline planning permission
- Seek and review the necessary grants & funding available
- Draft an outline business case

Other improvement will be to:-

- Re-open and establish the footpath Broadway to VH
- Remove some grass areas – hardcore surface to keep tidy

#### **Our Commitment:**

To promote improvements to the Village Hall that will serve the existing and future population of Cubbington, creating both an environmentally and cost-effective sustainable community asset for the next 30 years+

#### **9. Parish Councillor Engagement – internal and external**

The Parish Council recognise that they must move forward in attempting new ways to operate as a team and to communicate more effectively with key stakeholders, parishioners and other third parties. We will therefore focus on these areas:-

- Informal quarterly meetings to primarily focus on the Business Plan progress
- Establish a Youth Council Working Group with a view to maintain existing play equipment to safe & good standard, review Hazelwood private play area confirm ownership , maintenance responsibility, promote new equipment & facilities (in the right place), consider stake boarding area, padel court or other initiatives, actively seek grants – promote activities
- Hear any reports from the Staffing Committee
- Consider the diversity within the Parish Council, promote a non elected Youth representative, consider succession planning, consider the rotation of key roles amongst all parish councillors
- Organise and share the attendance amongst councillors of monthly surgeries to advise residents on how to best raise issues with the Parish Council, WDC, WCC & Utilities, etc– we recognise the need to have internet access with a PC available via Wi-Fi to facilitate reporting issues – this also provides a future audit trail for escalation.
- Utilities - build better relations, establish key contacts, prioritise ie. Understanding risk of flooding New Street, sewer capacity Church Lane
- Bottle Deposit Scheme - evaluate advantages / disadvantages, potential to support Parish funds

- Public transport - monitor usage & viability of existing services, promote installation of electronic bus tables at covered stops, evaluate implementation of WCC ring & ride minibuses to promote a sustainable and reliable service
- Keeping the Parish Tidy - effective use of third-party services ie. Payback team, provide work schedule, instruct, monitor
- Signage – Village Hall & Pavilion look to improve sign posting from primary roads – particularly Pavilion
- Support to Local Businesses with Improved car parking – avoid pavement parking, look for funding / planning / WCC Highways support
- Draft 24-25 Business Plan – April 2024

## **10. The Parish Clerk**

The role of the parish clerk is one that has increased considerably. From humble beginnings as a “keeper of records” to the current role of effectively being a chief executive or business manager of the council.

The role encompasses not only the original purpose to taking notes, arranging meetings and keeping records but also extends to be the legal and financial advisor, publicity officer, organiser, liaison officer for residents and outside agencies etc.

The current clerk, Jane Chatterton, carries out the role on a part-time basis and is also clerk to other local parishes in Coventry and Warwickshire. This joint employment benefits each of the parishes considerably since the experience gathered by one council is shared with the others and this can often lead to cost savings.

The Parish Council ensures the Clerk maintains her Continual Professional Development points.

The Clerk holds the CILCA qualification.

## Appendix A

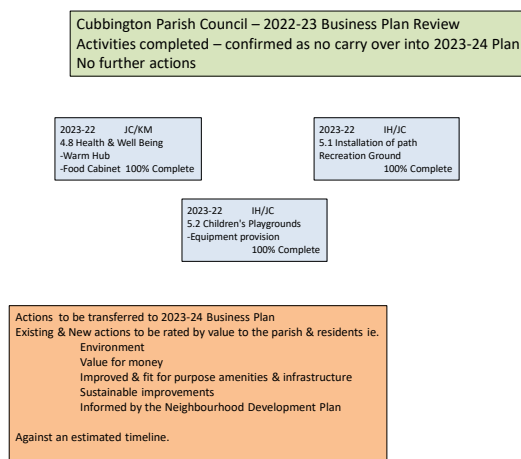
### How was the Business Plan constructed?

Parish Councillors attended a facilitated workshop to:-

1. Review the 2022-23 Business Plan – agree carryover actions
2. Thought share new ideas, actions and initiatives
3. Prioritise these up to 2025-26 with primary focus on the 2023-24 Business Plan.

Workshop outputs and results are shown below.

### 2022-23 Business Plan review



Prioritise these up to 2025-26 with primary focus on the 2023-24 Business Plan.

