



Westerham Town Council

Strategic Business Plan 2020 – 2024

(Reviewed and updated: December 2022)

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1. Foreword by Chairman of Council, Cllr Helen Ogden



Westerham Town Council has always put the needs of the community – residents, those who work in and around our town and those who visit it – at the forefront of its forward plans. At the start of each Council's term of office it consults widely with the community to confirm those issues which are most important to it and identify those which should form the basis of the Strategic Business Plan.

Since 2015 these consultations have been conducted via digital, printed and in-person means seeking the views of both individuals and local organisations. The results, distilled into key priorities, and added to the continuing day to day business of the Council form the basis of the Strategic Business Plan for the succeeding four years.

It knits together the Council's ongoing responsibilities and the major projects designed to deliver our community's priorities.

This Strategic Business Plan is designed to be detailed enough to form the base for financial and resource plans, yet flexible enough to enable it to be updated in the light of changing circumstances.

Changing circumstances have been more than plentiful over the past 3 years. The Covid pandemic, the current cost increases have all affected the smooth progress of the Plan, but it remains the objective to which Council works. Progress on the Plan is reported to our community each year in Council's Annual Report, at its Annual Town Meeting and in frequent updates on social and published media.

Details of the current Strategic Business Plan are set out in the following pages. It is ambitious as befits a Council representing a town which has held its Market Charter since 1227 and which also supports 21st century businesses while seeking to provide a desirable place for both residents and visitors.

Helen Ogden

Helen Ogden
Chairman of Westerham Town Council

2. Introduction

Public services are provided by the three tiers of local government: Kent County Council; Sevenoaks District Council; and Westerham Town Council. As the tier of local government closest to people, Westerham Town Council aims to represent the best interests of the town and its residents. It is very important to us to ensure open and transparent decision making; and to undertake regular community engagement activities to seek residents' feedback on the issues that matter to them. This helps to establish the Town Council's priorities.

The Council undertakes public consultation on a range of topics and projects, as required, but is also committed to a four yearly full public consultation with each household in the parish. This takes place during the first year of a newly elected Town Council (last undertaken in 2019). From the results of this consultation clear themes emerged, which enabled Council to propose and set the key priorities for the next four years (2020 – 2024). These will need to be managed alongside and in addition to Council's ongoing obligations and will often need to be funded from separate external sources.

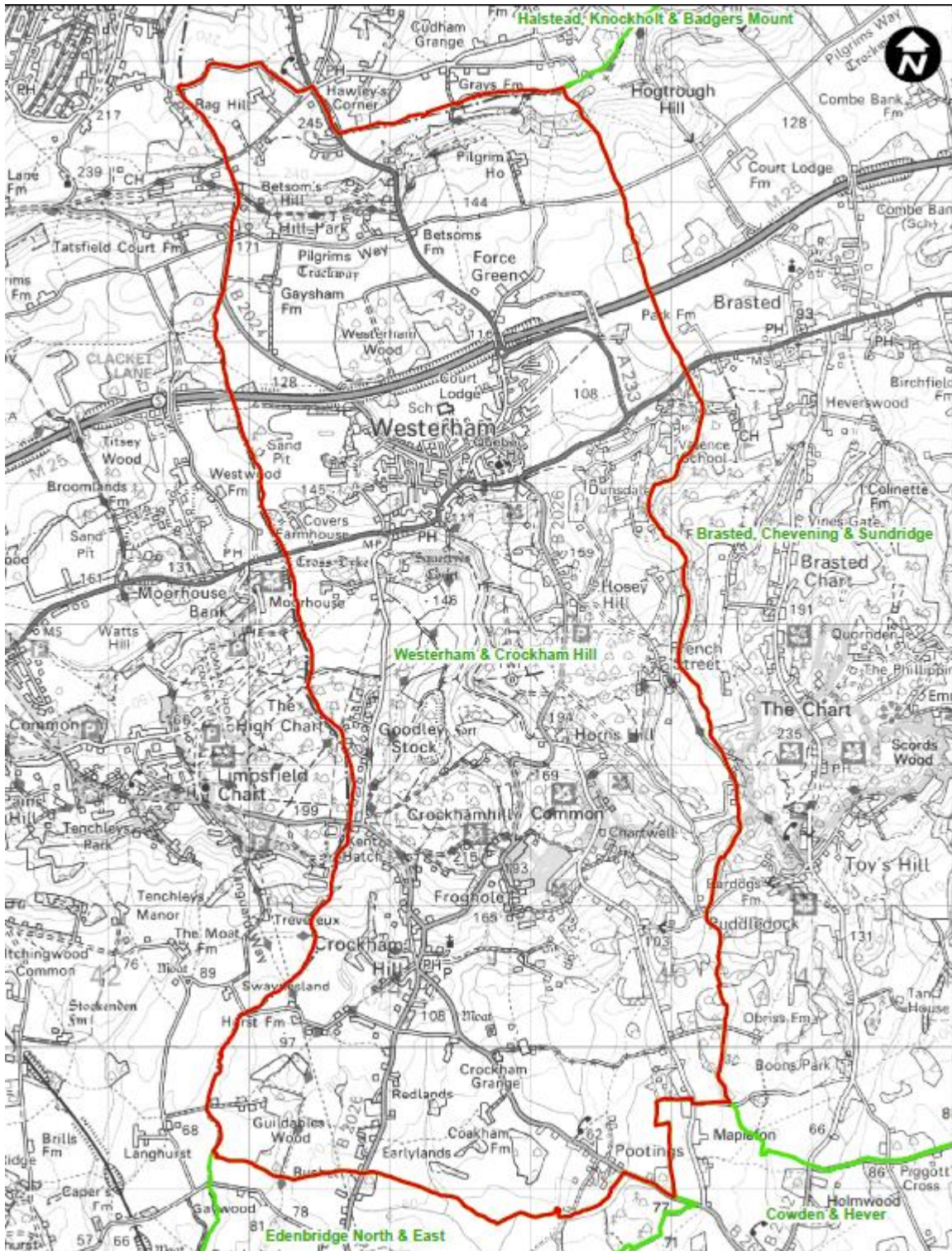
What is the Purpose of the Strategic Business Plan?

The Strategic Plan sets out the Council's vision for Westerham and Crockham Hill and provides a summary of its key priorities/objectives; it details major capital projects for the next four years. This helps the Council to plan its finances, workload and its allocation of resources. The Strategic Plan gives residents a clear understanding of what the Town Council does and what it is trying to achieve on behalf of the community.



3. The Parish of Westerham - an Overview

The Parish of Westerham consists of two main settlements, Westerham and Crockham Hill, and the surrounding rural landscape. The Parish covers slightly over nine square miles, is just 22 miles from central London, situated in Sevenoaks District, in West Kent. The Parish is home to approximately 4500 people made up of 1,184 households. 24.6% of residents are under age 19 and 27.5% are over 60s.



The historic town of Westerham, the main settlement in the Parish, dates from pre-Saxon times and the Town obtained its market charter in 1227. The town has many historic connections to important events and people including General Wolfe and Churchill, whose statues appear on the Green in the centre of the Town.

The National Trust owns two significant historic properties at Quebec House and Chartwell as well as significant land around Crockham Hill. The single largest estate is Squerryes, owned by the Warde family for almost three hundred years (tricentenary 2031). It was bought by the first John Warde in 1731 and the family are still resident.

There are approximately 100 listed buildings in the Parish, many of them along the busy A25 that runs through the centre of the Town.

The Council's area covers both the Historic town of Westerham and the neighbouring village of Crockham Hill. Westerham Town is surrounded by countryside designated as Metropolitan Green Belt and washed over by the North Downs Area of Outstanding Natural Beauty (AONB). Crockham Hill is located within both the Green Belt and Area of Outstanding Natural Beauty.



Local geology provides a rich variety of small hills and valleys, which provide an attractive setting for the Parish between the North Downs and Kent Chart at the head of the Darent River Valley, with the ribbon of small roads and lanes leading off the A25. The single feature impacting the landscape is the M25 to the North of Westerham.

The town of Westerham is a popular destination for tourists, encouraged by the history of the town and the facilities on offer. There are many cafes, pubs, restaurants and independent shops, and the town also has its own brewery and winery. The location of Westerham with its convenient access to the M25 and motorway network makes it an attractive location for retail and industry.



4. Westerham Town Council (the Councillors)

The Council is made up of 13 Councillors, who are democratically elected every four years, ten to represent the ward of Westerham and three to represent the ward of Crockham Hill. The current term of office runs from 2019 to 2023. The Chairman and the Vice-Chairman are elected by the Council every year.

The Councillors all have relevant experience to represent the best interests of the Town and its residents and there is a training and development plan in place for all Councillors.

Councillors are also nominated to act as Council representatives on a number of community organisations.

Councillor	Ward	Role
Cllr Helen Ogden	Westerham	Chairman of Council
Cllr Loretta Bird		Chairman of Highways & Lighting Committee
Cllr Eddie Boyle		Vice Chairman
Cllr Chris Elsdon-Wortley		
Cllr Bob Holt		
Cllr Stewart Kay		
Cllr Clive Pither		
Cllr Nick Robson		Chairman of Planning Committee
Cllr Keith Thompson		
Cllr Jonathan Lord		Chairman of Allotments, Playing Fields & Open Spaces Committee
Cllr Deborah Coen		Crockham Hill
Cllr June Davies		
Cllr Sharon Sheen	Chairman of Finance & General Purposes Committee	

Westerham Ward



Helen Ogden
Chairman



Eddie Boyle
Vice Chairman



Loretta Bird



Chris Elsdon-Wortley



Bob Holt



Stewart Kay



Jonathan Lord



Clive Pither



Nick Robson



Keith Thompson

Crockham Hill Ward



Deborah Coen



June Davies



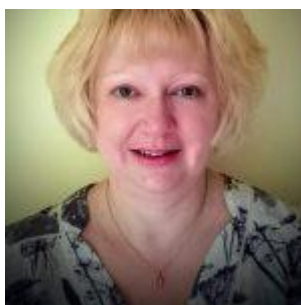
Sharon Sheen

5. Council Staff & Performance of Staff

There are 5 part-time members of staff. Only appropriately skilled and trained staff are recruited, and all members of staff have job descriptions and contracts. The administration of the Town Council is overseen by the Town Clerk, who is the Town Council's Proper Officer; responsible for carrying out all the functions required by law and issuing all statutory notices. The Responsible Finance Officer (RFO) is responsible for managing the finances on behalf of the Council.

Objectives are set and reviewed at regular intervals with a formal appraisal process held annually. Training and development plans are in place for all members of staff.

Staff member	Role	Qualifications
Angela Howells	Town Clerk Committee Clerk for: Full Council Finance & General Purposes Planning Youth & Community	CiLCA ¹ Community Governance Level 4
Debbie Marshall	Responsible Finance Officer Project Manager	CiLCA
Deborah Rogers	Deputy Town Clerk Committee Clerk for: Allotments, Playing Fields & Open Spaces	ILCA ² CiLCA
Emily Rodgers	Assistant Clerk Committee Clerk for: Highways & Lighting	ILCA
Tony Clark	Grounds Maintenance Operative	



Angela Howells



Debbie Marshall



Deborah Rogers



Emily Rodgers



Tony Clark

¹ Certificate in Local Council Administration

² Introduction to Local Council Administration

6. Council Vision Statement

'The aims of the Council are to maintain Westerham and Crockham Hill Parish as a thriving, attractive community, to improve the quality of life for residents in the area, and to enable local businesses and other key stakeholders to provide opportunities and community activities for the benefit of residents and tourists.'

The Council achieves these aims by providing a range of services within the Community and ongoing representation of the views of the community and relevant stakeholders.

There was a strong correlation between the proposals put forward by Council committees and the views expressed by residents during formal consultation (the latest in 2019). Consultations have consistently identified the following priorities:

- 1) Keep Westerham a thriving, clean and tidy small town**
- 2) Extend the availability of parking in the Town**
- 3) Promote a safe parish for residents and visitors**
- 4) Community and marketing activities to promote the parish**

7. Delivering the Vision

The Council aims to be a professional and competent Council: which is both open and accountable; ensures sound management of the Council's resources; and strives to demonstrate best practice in all that it does.

The actions adopted by the current Council to achieve these aims are:

1) Keep Westerham a thriving, clean and tidy Town

- Represent residents' views on current planning issues – continue current stance on the Sevenoaks District Local Plan, Covers Farm and Moorhouse planning applications; and monitor Tandridge District Local Plan
- Take action when necessary to preserve Green Belt and Areas of Outstanding Natural Beauty
- Maintain open spaces so that they remain clean, tidy, and attractive – review and intensify the programme to keep the town clean and tidy
- Continue support of Darent Valley Pathway and Greensand Commons Projects
- Complete Town Signs Project
- Develop an ECO Policy and action plan

2) Extend the availability of parking in the Town

- Provide additional parking in Madan Rd/Hartley Rd
- Provide additional parking in Costells Meadow Car Park
- Provide a new car park at Crockham Hill Playing field
- Consider further parking solutions and funding

3) Promote a safe Town for residents and visitors

Traffic

- Work with KCC to reduce speed limits/implement traffic calming measures and improve signage

Vandalism & Anti-Social Behaviour

- Continue to influence SDC CSU and Kent Police
- Provide additional youth activities (see King George's Field)

4) Community and Marketing Activities to promote the Town

- Encourage the use of King George's and Crockham Hill Playing Fields for a variety of sports and ensure they can be used safely
- **Redevelop King George's Playing Field** - consultation with the public supported the Council's plans to improve the facilities on site - further consultation will be undertaken to confirm a final design
- Implement programme of Youth Work
- **Support promotion of local business**
- Engage businesses – key to 'vibrant and enticing town'
- Support improvements to local transport – investigate feasibility of East/West bus service

8. The Council Functions

What do we do?	
Allotments	Managing the town's three allotment sites: Bloomfield; Currant Hill and Farley.
Assets	General Wolfe & Sir Winston Churchill statues, Domesday Mosaic, Fountain, Trough, Jubilee Clock, War Memorials.
Christmas	Providing Christmas lights, Westerham and Crockham Hill Christmas trees and the 'Christmas Lights' event.
Commons	Working with Sevenoaks District Council to protect the town's commons: Crockham Hill; Farley; and Hosey Hill.
Community Engagement	Tourism, events, newsletters, website, Facebook, Instagram, public consultations.
Flowers	Working in partnership with the Westerham Society to provide the hanging baskets; planting beds & containers; creating wild flower areas.
Grants	To local organisations
Planning	Consultee on all planning applications within the parish; lobbying and representing the public on issues affecting the town such as Covers Farm, Moorhouse and the Local Plan.
Playing Fields	Managing the playing fields: King George's Field – pavilion, playing field, playground, skate park, tennis courts, outside gym, bridge and car park. Crockham Hill War Memorial Playing Field * – pavilion, playing field, tennis pavilion, playground, tennis courts. *This is run through a charitable trust (CHWMPF Trust) with the Town Council as managing trustee.
Public Open Spaces	Maintaining public open spaces (mowing, weed management etc): the Green; Verralls Corner; Grange Island; Bonneval Garden; Crockham Hill Garden; amenity space at Ash, Granville, Hartley and Madan Roads.
Public Toilet	Maintaining and cleaning the public toilet in Fullers Hill.
Running the Council	Financial management (including budgeting, fundraising, investments and meeting audit requirements); insuring Council assets/liabilities; administration; meeting regulatory reporting requirements; consultee to other authorities; the role of employer to Council staff.
Russell House	Provides: the Council Office for administration and public enquiries; the Council Chamber for Council meetings, Hearing Aid Clinics and public hire; and the ground floor houses the Doctor's Surgery.
Senior Services	Running a Forget-me-not-Café to support residents living with dementia and their carers; coffee mornings in Crockham Hill; facilitate/ support the Friday Lunch Club.
Street Furniture	Providing bus shelters, defibrillators, dog bins, notice boards & benches.
Street Lighting	The Council owns and maintains 176 of the street lights in Westerham
Trees	Managing 100s of trees on Westerham Town Council owned land.
Youth Services	After school age appropriate clubs and activities, Community Bus, outreach workers, boxing and holiday play schemes.

9. Council Committee Structure

The Council meets six times a year and holds an Annual Town Meeting. The annual calendar of meeting dates is published in advance. Members of the public are very welcome to attend all Council and Committee Meetings. The first 10 minutes of every meeting are available for members of the public to raise any issues. Each committee meets five times a year, with the exception of the Planning Committee, which meets every two weeks.

The Council in pursuance of its powers under Section 101 of the LGA 1972 Local Government Act and Section 15 of the LGA 2000 Local Government meets the requisite criteria to operate under the General Powers of Competence.

The Council operates under a delegated Committee Structure to provide and manage all of the Council's Functions listed, as follows:

Finance & General Purposes Committee

Key Responsibilities: all matters relating to finance & staffing; managing Council assets and community engagement, to ensure -

- responsible financial management of all funds within the Council's control, complying with best practice and all relevant legislation, securing an unqualified external audit.
- that all staff employed by the Council are recruited, managed, remunerated and trained to enable them to carry out the Council's strategy to high standards.
- that all Councillors attend training sessions appropriate to their Council roles which keep them up to date on legislation and regulations and current thinking on relevant topics.
- we manage and maintain Westerham's historic assets/buildings to keep them in good repair.
- we keep residents informed of Council initiatives/local matters through our website, social media, newsletters & Annual Town Meeting and hold consultations on key matters of public interest.



Planning Committee

Key Responsibilities: to provide comment on behalf of the Council on all planning matters by -

- acting as a consultee on Westerham Parish planning applications made to SDC, providing SDC with local knowledge on applications affecting decisions taken and to represent the views of residents.
- awareness of significant planning issues arising in neighbouring local authorities, advising the community where appropriate and responding where it is considered these may affect us.
- reviewing, considering and responding to wider public consultations on behalf of our community, endeavouring where possible to communicate this to residents as appropriate.
- keeping under review the changing framework of Neighbourhood Plans, and if considered appropriate bring proposals forward to Full Council.
- utilising relevant training seminars and conferences to improve and update the knowledge of both Town Councillors and staff involved in planning matters.



Allotments, Playing Fields & Open Spaces Committee

Key Responsibilities: to manage the use/maintenance of allotments, playing fields & open spaces, to ensure -

- active management of the allotment sites, ensuring as far as we can that there is sufficient supply to meet demand, making improvements as and when we can.
- maintaining the open spaces in the Council's ownership so that they remain attractive to visitors and in good state for residents to use.
- encouraging the use of the Playing Fields in the Council's ownership or management, expanding the variety of sports which can use them, and maintaining them to the standard which enables them to be used safely and regularly.



Highways & Lighting Committee

Key Responsibilities: maintenance of Council owned streetlights and to provide comment on behalf of the Council on highways matters, to ensure -

- effective management of the Council's street lighting, ensuring that it is efficient and takes full advantage of technological advances. We will seek out the best value provision of energy supply.
- we work with organisations in the town to improve parking provision in and around the town.
- the monitoring of road issues & lobby/influence those responsible to take appropriate action.
- co-ordination of the speed watch initiative to make Westerham a safer place.



Youth & Community Committee

Key Responsibilities: promoting the Town for the benefit of residents, local business and tourists by arranging events/activities with particular focus on supporting young & elderly/vulnerable people by-

- continuing to support and provide activities which engage and support the young & elderly/vulnerable of the community.
- working with the Community Warden, the Police and SDC to reduce anti-social behaviour.
- involving retailers, businesses and the Town Partnership to support and develop economic activity in the town, taking leadership where appropriate.
- monitoring services provided by other bodies which are regarded as a benefit to the community and lobby to ensure that they remain.

Forget-me-not Cafés
Compassion over a cuppa

Sevenoaks Forget-me-not Café
FIRST Friday each month*
The Hayloft
National Trust Knowle House
Sevenoaks TN13 1HU - 10:30am – 12noon

Hildenborough Forget-me-not Café
Second Wednesday each month*
St Johns Church Centre
Fobush Hildenborough
TN11 9HT - 11am – 12:30pm

Westerham Forget-me-not Café
THIRD Friday each month*
The Congregational Church
Fullers Hill
Westerham TN16 1AB – 11am – 12:30pm

Contact us - Web: www.forgetmenotcafe.org.uk
Email: forgetmenot.sadfc@gmail.com
Elaine 07946 534 476 - Amelia 07580 601 182
*there may be some months certain cafes do not operate

Olympia BOXING Starting 19th May 2021

Westerham boxing and multi-sport

for young people aged 8+

Get fit and have fun in a safe, non-contact environment

When: Wednesdays, 5.30pm
Where: Westerville Hall

To sign up, email youthservices@wbha.org.uk or DM us on our Facebook page @WestKentYouthServices

Westerham Family Fun
King George Fields, Westerham, TN16 1BL

28th July
4th, 11th and 18th August
(10.30am - 1.30pm)

FREE family fun for all ages this will include garden games, craft, inflatables, entertainers, sports and so much more....

WESTERHAM TOWN COUNCIL'S CHRISTMAS LIGHTS SWITCH ON EVENT

THURSDAY 29TH NOVEMBER 5 - 8 PM

KINGS ARMS MINI CHRISTMAS MARKET

NO. 17 CHILDRENS CHRISTMAS TRAIL

BEST DRESSED SHOP WINDOW

**CHURCHILL SCHOOL CHOIR
WESTERHAM SEA CADETS BAND
WADS CINDERELLA CAST**

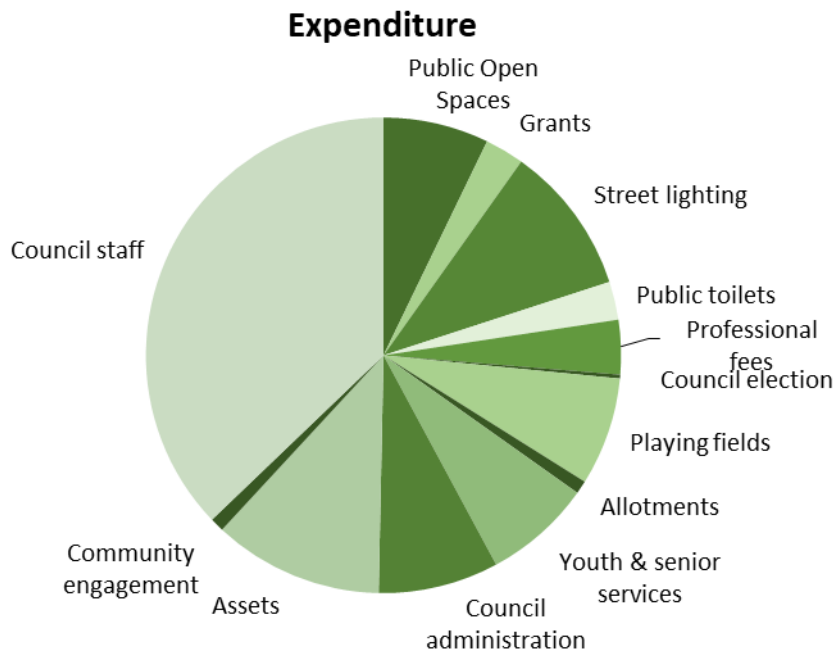
10. Financial Information – Year End 31/03/2022

WESTERHAM TOWN COUNCIL ANNUAL RETURN	
Year ending 31st March 2022	
BALANCE B/F	£534,914
PRECEPT	£252,000
TOTAL OTHER RECEIPTS	£118,081
STAFF COSTS	£107,993
LOANS	Nil
TOTAL OTHER PAYMENTS	£308,662
BALANCE C/F	£488,340
TOTAL CASH & INVESTMENTS	£472,023
TOTAL FIXED ASSETS	2,054,532

For the financial years 2019/2020, 2020/2021 and 2021/2022 the Council received both clean Internal & External Audit Reports.

For the financial year 2021/2022 the Council's total expenditure was £416,665 and the pie chart below illustrates how the money was spent.

The Council tax passed to Westerham Town Council amounted to £252,2000 in 2021/22, which cost £123.68 per year or £2.38 per week, for Council tax band D houses in Westerham/Crockham Hill.



11. Financial Information – Projected Budget 2020 - 2024

The Council operates a 4-year budget which is recommended by the Finance & General Purposes Committee in January each year for approval by Council. Performance to budget is monitored at each Committee meeting, is overseen by the Finance & General Purposes Committee and reviewed at each Full Council meeting.

Committee	Budget 2020/2021 £		Budget 2021/2022 £		Budget 2022/2023 £		Budget 2023/2024 £	
	Income	Expend.	Income	Expend.	Income	Expend.	Income	Expend.
F & GP	55,200	162,250	54,250	164,100	53,750	166,300	58,6000	186,840
APFOS	3,300	58,500	3,700	59,200	3,700	58,250	4,000	54,650
Y & C	-	31,850	-	31,850	-	32,750	-	30,225
H & L	-	24,800	-	25,300	-	25,300	-	29,000
Total	58,500	277,400	57,950	280,450	57,450	282,600	62,600	300,715
Net		218,900		222,500		225,150		238,115
Increase to Reserves		18,300		29,500		41,850		55,000
Precept		237,200		252,000		267,000		293,115
% Increase		4.6% <small>(shown as 4.8% due to decrease in the tax base)</small>		6.2% <small>(shown as 7.7% due to decrease in the tax base)</small>		6.0% <small>(shown as 3.8% due to increase in the tax base)</small>		9.8% <small>(shown as 9.2% due to increase in the tax base)</small>

12. Financial Information – Council Reserves (as at 31.03.22)

NALC³ Recommends that local councils should hold three – six months of expenditure in a non-specific reserve. In addition, the council maintains earmarked reserves for specific projects, maintenance and replacement of assets and to mitigate liabilities.

Reserve	Amount £	Detail
General Reserve	70,290.00	The Council holds approximately three months of expenditure in a general reserve, which is deemed adequate given the extent of specific earmarked reserves.
Asset Repair Fund	60,895.00	The council is responsible for £2.5m of community assets. Repair, renovation and replacement often produce large costs that cannot be met from yearly budgets alone. The Council utilizes the asset maintenance plan to inform the level of reserving for this fund.
Office / Chamber Fund	3,744.35	To cover office and IT replacement costs.
Election Fund	4,500.00	To build a fund to cover four yearly election costs of £6,000.
Tree Fund	6,920.00	Regular tree surveys and resultant programme of tree works are covered by annual budgeting. It is necessary to hold an additional tree fund to meet unforeseen costs such as storm damage or disease as the Council's tree stock is substantial.
Crockham Hill Playing Field	25,218.02	This fund is to cover tennis court maintenance and resurfacing every 12/14 years (2 courts), playground replacement, pavilion refurbishment/replacement and car park provision.
King George's Field Redevelopment	143,602.70	This fund is to cover: playground refurbishment; skate park replacement; the creation of a MUGA (multi-use games area); installation of a FIT trail; and pavilion refurbishment (currently desolate).
Professional Fees	6,610.00	To meet the cost of ongoing and future legal / accounting / planning / employment issues.

³ National Association of Local Councils

12. Financial Information – Council Reserves (as at 31.03.22)

Title	Amount £	Detail
Vandalism Fund	4,420.00	Although insurance generally meets most of the cost, this fund is to cover security improvements as they arise and to repair minor damage. Use of insurance for repeat smaller claims is not cost effective.
Payroll Contingency	7,500.00	To cover temporary staff costs, including recruitment, arising from long term illness, accident or the need for emergency additional resources.
CIL Reserve	139,744.79	This is the residue of CIL funding received from Sevenoaks District Council. It has been ring fenced by Council for the King George's Field redevelopment project.
Allotment Reserve	5,902.00	Residue of funds from the sale of a single allotment at Farley allotment site for improvement and maintenance works at the town's three allotment sites.
Outreach Reserve	13,114.00	To cover the cost of outreach youth work, as required.
Miscellaneous Reserves	11,807.77	<p>Funds received from other organisations and ring fenced by the council for specific purposes:</p> <p>£3,000 – donated by Westerham Town Partnership for new signage around the town.</p> <p>£1,961 – sale receipts of the walks' booklet held to fund reprinting.</p> <p>£6,846.77 – funding and donations held to support the running of the Memory Café.</p>

13. Value for Money Statement

Introduction

Value for Money (VFM) is important to Westerham Town Council because the Council is committed to:

- ensuring that public money is spent efficiently to provide effective services for our residents;
- whilst delivering and maintaining a balanced budget;
- and continuously striving for improvement.

VFM Principles

Value for Money (VFM) can be defined as the relationship between Economy, Efficiency and Effectiveness. It is a term used to assess whether the Council has obtained the maximum benefit from the goods and services it procures and provides within the constraint of limited resources facing the Council. Value for money is not about achieving the lowest initial price. The Town Council has adopted the National Audit Office's (NAO) practice of using the three criteria to assess the value for money of government spending:

Economy: minimising the cost of resources used or required (inputs) – **spending less;**

Efficiency: the relationship between the output from goods or services and the resources to produce them – **spending well;** and

Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – **spending wisely.**

Delivering VFM

We have integrated our approach to achieving value for money into all that we do. The Council seeks to achieve the optimum balance between the principles above in all aspects of service delivery, by the following means:

- a) Involving residents in our decision making by identifying community needs and priorities through regular consultation with all households; and ensuring that community needs and priorities are reflected in Council plans and strategy;
- b) Regularly reviewing, redesigning and modernising services to improve customer experiences and to address changing community needs;
- c) Allocating our resources in line with the Council's priorities, plans and strategy;
- d) Effectively managing the procurement process to secure the most advantageous combination of quality and price – the Council's Procurement Policy, Financial Regulations and Standing Orders must be observed. They provide clear guidance to officers on the limits for the purchase of goods and services above which three

quotations should be sought and the limits that trigger a formal tendering process to award a public contract, as defined by the Public Contracts Regulations 2015;

- e) Having strong governance processes in place - reviewing Internal Controls and Internal Audit procedures annually and commissioning an annual programme of Internal and External Audit;
- f) Operating a robust budgeting process. Each committee reviews their budget lines in detail when setting the budget, seeking to identify savings and minimise increases to costs. The Responsible Finance Officer challenges whether there is built in under-spending. Finance & General Purposes Committee and Full Council consider the consolidated budget in detail before setting the precept to ensure that the Council is offering good VFM. Expenditure against budget is reviewed at each Committee and Full Council meeting, throughout the year;
- g) Working in partnership with community groups to minimise costs whilst bringing benefits to the town. For example, working with the Westerham Society each year to jointly provide the floral displays around the town;
- h) Enhancing our budget by maximising sources of income, including allotment rent, chamber hire, sport club usage fees and rental of Russell House ground floor to Winterton Surgery. We undertake annual reviews and regular benchmarking to ensure we implement fair and appropriate charging for services;
- i) Striving to obtain external funding to supplement our resources through sponsorship and grant funding;
- j) Managing performance – we regularly review our performance, tracking progress against objectives and seeking opportunities for continuous improvement and increased efficiency. We always seek to learn from and share best practice with other councils, asking whether our staff and other resources are being used to best effect?
- k) Transparency – VFM is communicated through the Council website, annual report, strategic plan and to each household through external publications (TN16 and Crockham Hill village newsletter).

14. Review of the Strategic Business Plan

The Strategic Business Plan is monitored and reviewed regularly to ensure that the Council is focused on the delivery of its aims. This is a responsibility of the Finance & General Purposes Committee in order that an overview can be taken of the proposed projects considered by each committee, and to assist with the budget setting process. The review of progress and any need for change in priorities is discussed and agreed by Full Council.

The Council uses numerous channels to keep the community fully informed of progress made in achieving the aims set out in the Council Strategic Action Plan through:

- Westerham Town Council website
- Westerham Town Council Facebook and Instagram accounts
- Regular articles in each edition of TN16 and Crockham Hill village newsletter
- Full Council and Committee minutes
- Annual Town Meeting
- WTC stand at community events

15. How to Comment on this Document and Contact the Council

Any comments or queries about any element of this Strategic Business Plan document can be made by contacting the Town Clerk, Angela Howells, by one of the following methods:

1. Completing the contact form on the website – www.westerhamtowncouncil.gov.uk
2. By email to office@westerhamtowncouncil.gov.uk
3. By telephoning 01959 562147 option 1
4. In person to the Council office – Russell House, Market Square, Westerham, Kent, TN16 1RB. Office hours are Monday to Friday, 9.30am to 1pm.

Appendix A - 4 year Strategic Action Plan 2020 - 2024

1. ENVIRONMENT: keep Westerham a thriving, clean and tidy small town						
Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Local Plan	Support SDC in non-inclusion of Which Way Westerham in the draft Local Plan	PLANNING COMMITTEE			2020 - 2024	Local Plan revised timetable – completion due end 2024
Covers Farm	Object to the proposed Covers Farm restoration project	PLANNING COMMITTEE	£5,350	Council Professional fees budget	2020 – 2023	ON-GOING
Moorhouse	Object to proposed DPD development at Moorhouse	PLANNING COMMITTEE	£4,250	Council Professional fees budget	2020 - 2024	DPD proposal now withdrawn, but WTC keeps watching brief on potential use of site in Tandridge District Local Plan
Keeping Westerham and Crockham Hill clean & tidy	Review and intensify the programme to keep the town clean/tidy & prevent the 'unloved' look: <ul style="list-style-type: none"> • Continue pressure on SDC to meet street cleaning schedules • Continue regular litter picks • Continue weed kill on pavements • Additional dog bins, as required • Continue pressure on shops/restaurants to clear frontages • Review hours/role of Maintenance Operative 	APFOS COMMITTEE	£2,000 p.a.	APFOS budget APFOS budget Salary budget	2020 - 2024	ON-GOING <ul style="list-style-type: none"> • WTC agreed to house SDC street sweeper to ensure regular street cleaning schedules • Regular litter picks continue • Regular schedule of weed kill on pavements budgeted for • 2 additional dog bins installed as requested by residents • Continued pressure on shops/restaurants to clear frontages • New Maintenance Operative employed 5 days rather than 3 and for additional hours

1. ENVIRONMENT: keep Westerham a thriving, clean and tidy small town

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Greensand Commons Project	WTC support the project financially: £1,500 grant p.a. for 4 years (2017-2021)	APFOS COMMITTEE	£6,000	Grant budget	2020 - 2022	COMPLETED HLF bid approved; £300,000+ spent on improving Westerham's 3 commons
Darent Valley Pathway extension	WTC support the concept of the project to extend the pathway from Chipstead to Westerham to provide a 25 mile traffic free path for walking/cycling	APFOS COMMITTEE	£0		2020 – 2024	ON-GOING The Darent pathway was scheduled to be extended in 2020 – the project has experienced many setbacks and is currently on hold pending resolution of issues outside Westerham.
Town Signs Project	<ul style="list-style-type: none"> Design and site a town sign Start replacing town signage 	Westerham Town Partnership/WTC	£3,000	WTP grant	2020 - 2023	ON-GOING No planning agreement from KCC for a town sign/no suitable WTC site. Funds to be spent on replacing town signage
ECO Policy	Develop: <ul style="list-style-type: none"> WTC Eco Policy WTC Eco Action Plan 	APFOS COMMITTEE			2020 - 2024	ON-GOING Approved Oct. '21: <ul style="list-style-type: none"> Eco Policy/Action plan Environmental Statement Climate Change Statement Biodiversity Statement Undertook green public postcard consultation in 2022 & at Annual Town Meeting Gained Wilder Kent Silver Award June'22

1. ENVIRONMENT: keep Westerham a thriving, clean and tidy small town

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
LED Programme	Change all WTC streetlights to LED (reduced maintenance and energy costs)	H&L COMMITTEE	£45,000	H&L budget	2020 – 2023	COMPLETED Programme accelerated and completed early in 2022.
Plastic Free Westerham	<ul style="list-style-type: none"> Sign up to national re-fill scheme Become plastic free 	Y&C COMMITTEE			2021 – 2024	ON-GOING <ul style="list-style-type: none"> Re-fill participants agreed. Implement Autumn '22 Plastic free feasibility being conducted
Electrical Charging Points	<ul style="list-style-type: none"> Lobby SDC to install electric charging points in town car parks Explore feasibility on WTC owned land 	H&L COMMITTEE			2021 – 2024	ON-GOING <ul style="list-style-type: none"> SDC plan to install EVP in Quebec Avenue car park WTC exploring the feasibility of installing points on WTC's own land/ streetlights

2. PARKING: improve parking provision

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Parking Project	75 additional parking spaces: Madan Road – 12 spaces Hartley Road – 19 spaces Costells Meadow – 14 spaces C.Hill Playing Field – 30 spaces	APFOS COMMITTEE	£200,000	£49,975 SDC CIL £76,831 WTC CIL £25,145 WTC reserves £48,650 CHWMPFT	2020 – 2022	COMPLETED
Residential Parking	Improve parking by: <ul style="list-style-type: none"> Review on street parking Consider further parking solutions Prevent pavement/grass verge parking through enforcement 	H&L COMMITTEE		Funding needed	2020 – 2024	<ul style="list-style-type: none"> Knee rail installed around Ash Rd greens to prevent parking

3. COMMUNITY SAFETY: to provide a safe town by improving traffic calming and reducing ASB/vandalism

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Traffic Calming/Speed Restriction	<ul style="list-style-type: none"> • Introduce 20s Plenty • Implement one-way around the Green • Regular programme of Speed Watch • Improve road safety signage 	H&L COMMITTEE	£4,000	KCC members grant	2020 - 2021	<ul style="list-style-type: none"> • COMPLETED • COMPLETED • More volunteers recruited/trained to enable more regular activity • Proposal by Hosey Hill residents to be completed • Further improvements to be identified and costed
Reduce ASB/Vandalism	WTC will work in partnership with other bodies, including SDC, Kent Police and the CSU, to improve the safety and well-being of the residents of Westerham	Y&C COMMITTEE				<p>ON-GOING</p> <p>WTC continues to work closely with all parties. All incidents are reported.</p> <p>A councillor sits on the Kent IPAG, acting as a critical friend to improve policing across Kent.</p>

4. VIBRANT, ENTICING TOWN: engage with businesses to support and market the town

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Support business/retail	<ul style="list-style-type: none"> • Develop closer links with businesses/retail • Seek ways to support Westerham businesses 	Y&C COMMITTEE	£2,000	SDC grant/WTC budget	2020 - 2024	<p>ON-GOING</p> <ul style="list-style-type: none"> • WTC has joined Sevenoaks Chamber of Commerce – the Clerk & a Councillor attend each meeting to network • WTC has hosted a chamber session • Provided businesses with free social media training

4. VIBRANT, ENTICING TOWN: engage with businesses to support and market the town

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Promote Accessibility	<ul style="list-style-type: none"> Investigate the feasibility for provision of an East/West bus service Lobby for provision of a bus transfer from the Darent car Park to the Green 	Y&C COMMUNITY			2020 - 2023	ON-GOING <ul style="list-style-type: none"> On hold in light of the change in working patterns post pandemic. Service agreed by all parties. Lobbying of SDC MP and TfL for assurance of continuation of 246 service.

5. COMMUNITY: provide a wide range of services/facilities to meet residents' needs

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Youth Programme	<ul style="list-style-type: none"> Implement a programme of youth work Seek more to do for young teens 	Y&C COMMITTEE	£18,800 p.a.	WTC budget	2020 – 2023	ON-GOING Introduced: <ul style="list-style-type: none"> An outreach programme Youth Bus Free Food Fridays Boxing - 2021 Street Dance – 2022 Continue the holiday scheme
Senior Programme	Implement a programme of senior work	Y&C COMMITTEE	£2,200 p.a.	WTC budget/grant	2020 - 2024	ON-GOING Introduced: <ul style="list-style-type: none"> A befriending café in C.Hill Covid care packages Continue the Memory Café Continue to support the Community Lunch Club

5. COMMUNITY: provide a wide range of services/facilities to meet residents' needs

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Redevelopment of King George's Field	<ul style="list-style-type: none"> Investigate project feasibility to create a draft Masterplan Public consultation of draft Masterplan Create Project Plan Phase 1 – Costells Meadow Car Park Phase 2 – Playground refurbishment Phase 3 – New Skate Park Phase 4 – Pavilion refurb./create MUGA Phase 5 – Perimeter path around the field Phase 6 – Ancillaries (paths/signage/benches/CCTV/lighting etc) 	FULL COUNCIL	£800-900K	£170,848 WTC CIL funds £138,087 KGF Reserve £15,000 SDC CIL funds External Funding required	2020 – 2024	<ul style="list-style-type: none"> Draft Masterplan – COMPLETED Public consultation - COMPLETED Project Plan - COMPLETED Phase 1 - COMPLETED Phase 2 – COMPLETED Phase 3 - 2023 Phase 4 – 2023/2024 Phase 5 – 2024/2025 Phase 6 – 2024/2025

6. CORPORATE MANAGEMENT: always striving to improve efficiency and operate best practice

Project	DeliverableAction	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Local Award Scheme	Achieve Gold Status	F&GP COMMITTEE			2021 – 2023	ON-GOING Submit in April 2023
Budgeting	<ul style="list-style-type: none"> Committees continue to improve budget forecasts (4 year plan) Continue to develop asset maintenance plan to aid Capital Reserving 	F&GP COMMITTEE				ON-GOING

6. CORPORATE MANAGEMENT: always striving to improve efficiency and operate best practice

Project	Deliverable/Action	Lead Organisation	Approx. Cost £	Funding	Timescale	Outcome
Funding	Grow expertise in Funding	F&GP COMMITTEE				ON-GOING Officer training and mentoring in place
Long Pond	Resolution of Long Pond lease	F&GP COMMITTEE			2020 – 2022	COMPLETED Lease expired and not renewed Funds transferred to FOLP
King George's Field	Resolution of KGF lease	F&GP COMMITTEE	£2,000	Council Professional fees budget	2021 - 2022	COMPLETED Transfer of land completed and lodged with land registry
Bloomfield Allotments	Secure a long term lease	F&GP COMMITTEE			2023	
Currant Hill Allotments	Create a plan for the future of the allotments	F&GP COMMITTEE			2024	