

Kingsnorth Parish Council

Business Plan

2024-28.

“Manage, Maintain, and enhance our services to improve residents’ lives.”



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Our Vision

“To Manage, Maintain, and enhance our services to improve residents’ lives.”

Our Mission

“Through innovative collaboration with our diverse community, we aim to both protect and enhance our Parish’s environment while providing highly valued services.”

Our Values

Kingsnorth Parish Council Councillors and Staff developed its vision and mission at an internal workshop and from discussions agreed its value’s which represent the core principles that guide decisions and actions, shaping how the Parish Council approach our work, community, and objectives.

- **Ethical:** We will uphold the Nolan Principles in all our actions.
- **Collaboration:** Fostering teamwork and partnerships with the community to create impactful initiatives and solutions.
- **Environmental Stewardship:** Prioritising the protection and preservation of the Parish’s environment through sustainable practices and responsible decision making.
- **Innovation:** Embracing creative and forward-thinking approaches to address challenges and improve services for the community.
- **Diversity and Inclusivity:** Recognising and celebrating the richness of diverse perspectives and backgrounds within the community, ensuring all voices are heard and valued.
- **Service Excellence:** Committing to delivering high-quality and valuable services that meet the needs and expectations of our community.

Why do we need a business plan?

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 four 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.

Any plan can only succeed if the people it affects support and actively participates in achieving and delivering it. So, this Business Plan for Kingsnorth 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 Kingsnorth Parish Council Business Plan, and subsequent updates, will be made available for community scrutiny on the Parish Council website.

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.

This business reflects the current Parish Council's internal evaluation of its purpose. In a workshop attended by Parish Councillors and Staff three key themes emerged which form the basis of this plan.

Community

This area focuses on the management of community assets, engagement, safety, communication, consultation, and representation of residents living and working in Kingsnorth.

Environment

This area addresses the impact on climate change, nature, green spaces, and water management within the Parish.

Planning

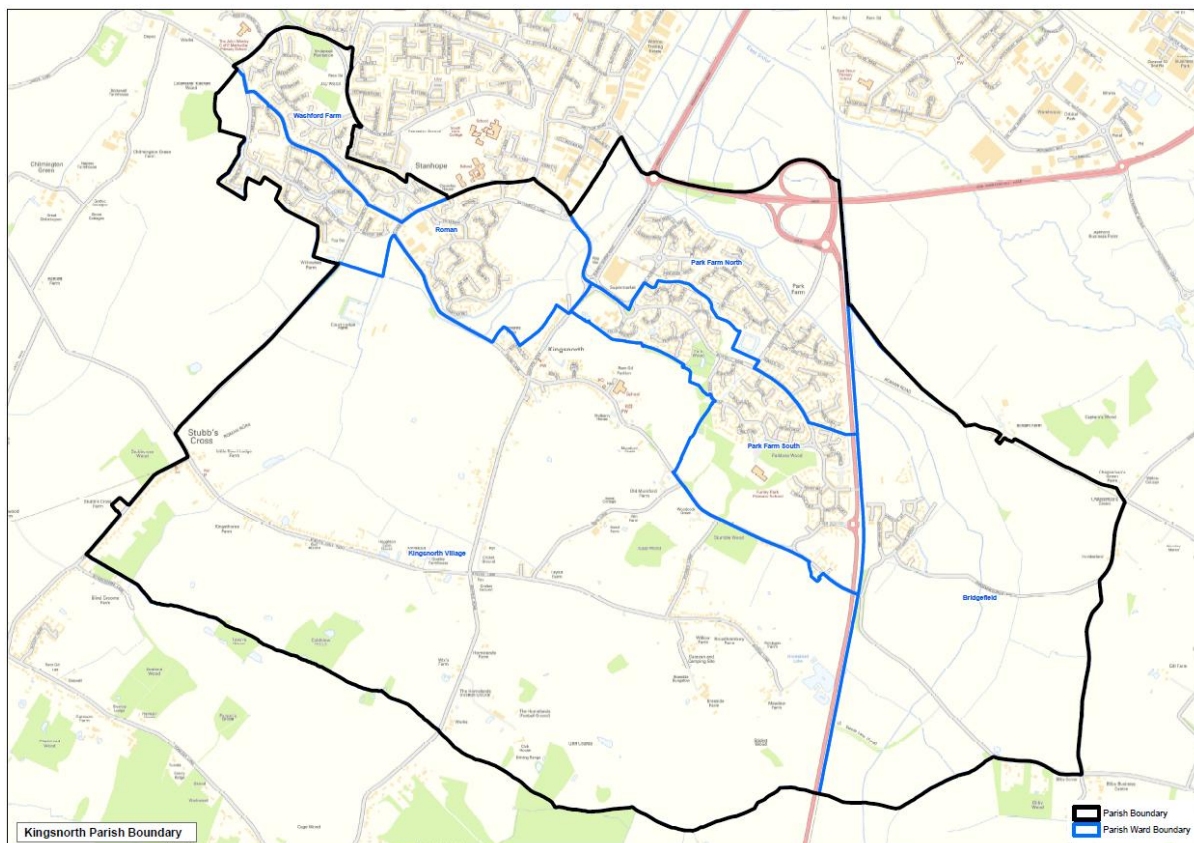
This area focuses on responding to Ashford borough council's Local Plan, development control, infrastructure, highways, transport, and land use management.

Each objective is listed in the appendices and will describe the what the objective is, why we want to pursue it, who will lead on it, a timeline with milestones that can be monitored and the resources required, be they human or financial to achieve the objective.

This will enable us to set objectives and a training regime for staff, prioritise resources and give a clear indication to ourselves, the community and our strategic partners on what our priorities and plans are.

Kingsnorth Parish Profile 2024

Kingsnorth Parish Council is the largest Parish in the Borough of Ashford; the Council comprises of ten Parish Councillors and four members of staff representing a population of around 12,100 residents.



Kingsnorth Parish Council consists of six Parish ward with ten Parish Councillors representing Kingsnorth residents. The wards and councillor allocations are outlined below:

- Kingsnorth Village – Two Parish Councillors.
- Park Farm South – Two Parish Councillors.
- Park Farm North – Two Parish Councillors.
- Washford – One Parish Councillor.
- Roman – Two Parish Councillors.
- Bridgefield – One Parish Councillor.

The Parish Council employ five members of staff as outlined below:

- Parish Council Manager – Full Time
- Grounds and Maintenance Supervisor – Full Time
- Community Events and Engagement Officer – Part Time
- Grounds and Maintenance Assistant – Part Time
- Finance and Regulation Assistant – Part Time

What is a Parish Council?

A Parish Council is a legal entity, an arm of local government and is guided by the rules, responsibilities set out in legislation and case law on what we can and can't do.

Kingsnorth Parish Council operates at the first tier of local government, before Borough and County, it has the closest links of all to the community and performs a pivotal role in promoting and representing Parish interests. The Council aspires to be apolitical, responding pragmatically to local problems and reflecting community interests into the political arena at Borough and County Council level.

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 Ashford Borough Council; Committees and working groups work to terms of reference agreed by the Council.

The Parish Council is audited annually by an independent internal auditor, appointed by the Parish Council, and the external auditor, 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.

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.

Residents elect Parish Councillors every four years, the last election was in May 2023.

The Council elects a Chair and Vice-Chair annually at the Annual Meeting of Kingsnorth Parish Council and reports to the community at the Annual Meeting of the Parish meeting in May. 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 Kingsnorth 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.kingsnorthParishcouncil.gov.uk

Like many other Parish Council's, Kingsnorth 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 must 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 or working groups 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.

Our Services

The Parish Council currently provides the following services for its residents:

- Owns and manages the following assets:
 - Kingsnorth Playing Fields.
 - Kingsnorth Multi-Use-Games-Area (MUGA).
 - Sports Pavilion.
 - 2 Play Parks situated in Kingsnorth Village.
 - Kingsnorth Village Green.
 - 4 bus stops.
 - Several Public Benches and Picnic Tables.
 - 12 free dog waste bag dispensers across the Parish.
 - Kingsnorth Parish Office.
 - 10 Parish Noticeboards.
 - 3 Parish Information Lecterns with Maps of the Parish.
 - Several footpaths.
- Operates the Kingsnorth Community Café.
- Annually organise the following events:
 - Kingsnorth Country Fayre
 - Kingsnorth Autumn Event.
 - Kingsnorth Winter Event.
- Has a Community Grants Programme to support local community groups and organisations.
- The Parish Council represent the Parish on local organisations or community groups.
- Parish Councillors attend liaison meetings with various organisations including Borough and County Council's, the Police and the Kent Association of Local Councils.
- Seeks initiatives to enhance biodiversity and promotes environmental initiatives where possible, in partnership with other organisations and agencies.
- 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.
- Represents the view of residents on:
 - Planning Applications
 - Borough and County Level Consultations for services and planning.
- Communicates with residents by:
 - Having a monthly Parish Council meeting where the public can find out about local issues, raise any issues or ask questions of the Parish Council.
- Is the custodian trustee and landowner of the Kingsnorth Village Hall.

How are we funded?

The Parish Council raises an annual precept which is collected by Ashford Borough Council as part of resident's council tax bill. Kingsnorth Parish Council have not increased the precept since 2019. A small amount of income is generated by charging for services and activities to help reduce the cost to our residents. The chart below shows our budgeted income for the 2024/25 financial year.

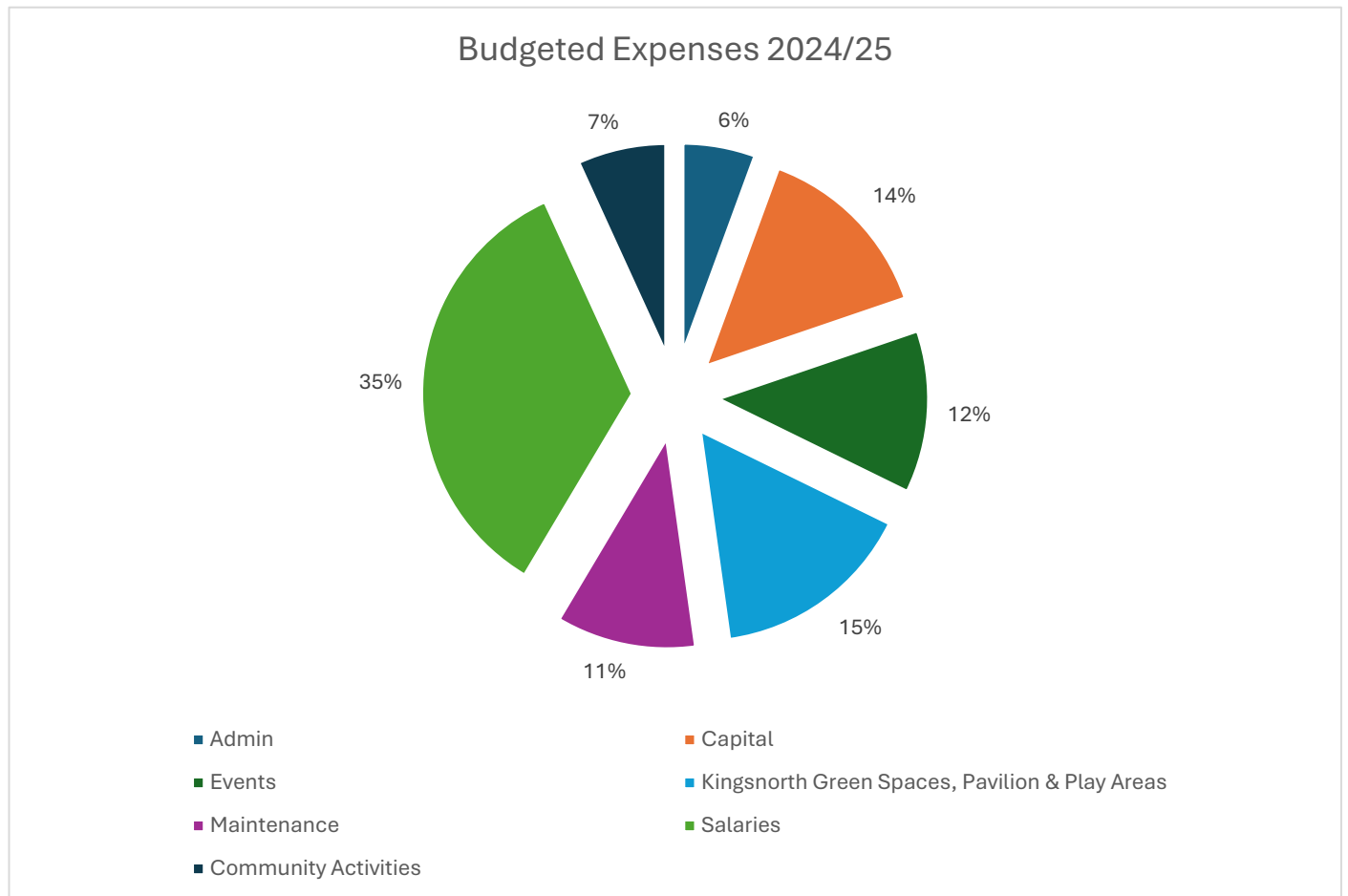


Our Reserves

Over the past five years the Parish Council has increased its financial reserves to around £400,000.00 due to several larger projects not being delivered due to changes in circumstances outside of the Council's control. Therefore, the Council do have funds available to improve the lives of our residents.

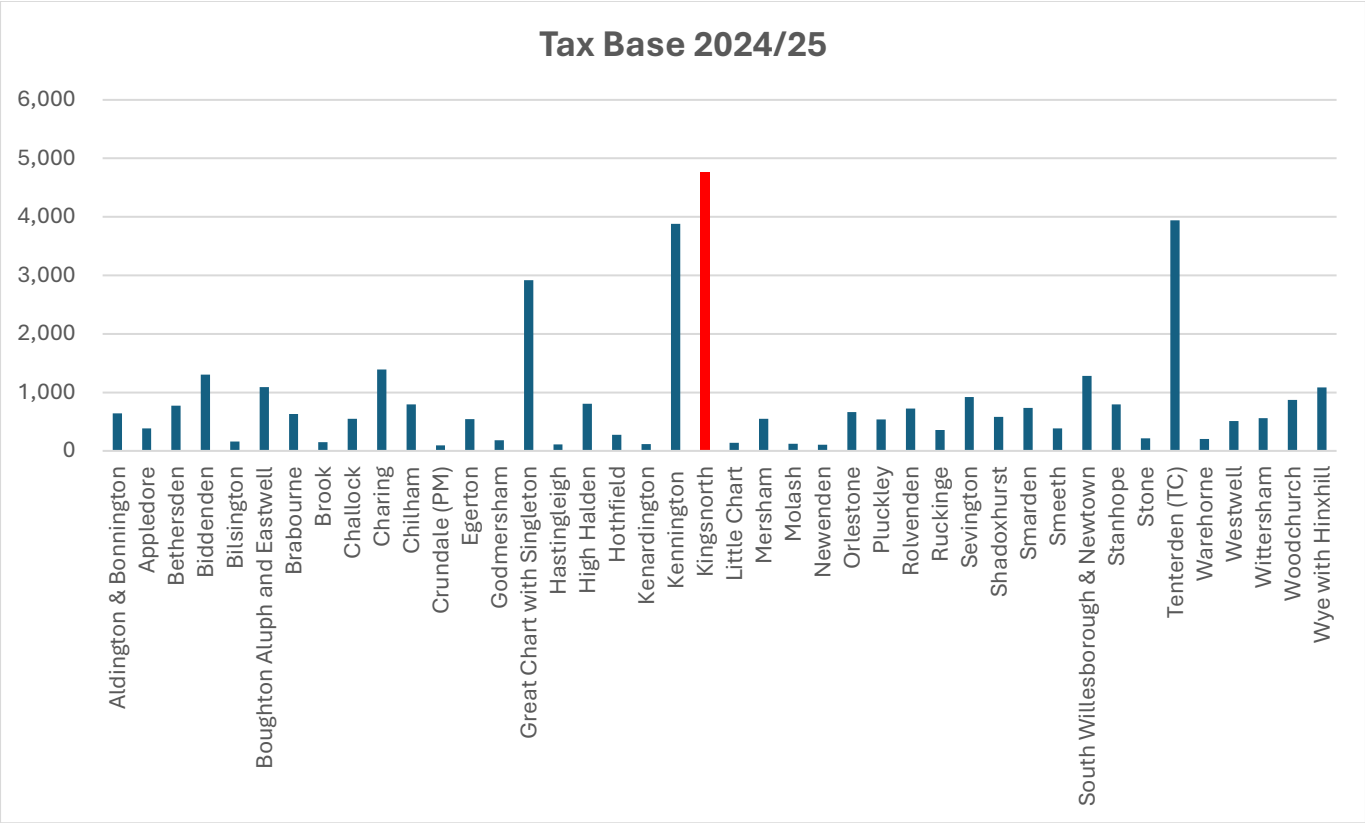
How is your money spent?

Each year the Parish Council approve a budget to provide all the services, events and activities for residents of Kingsnorth. Outlined below is a chart showing the budget for the 2024/25 financial year.

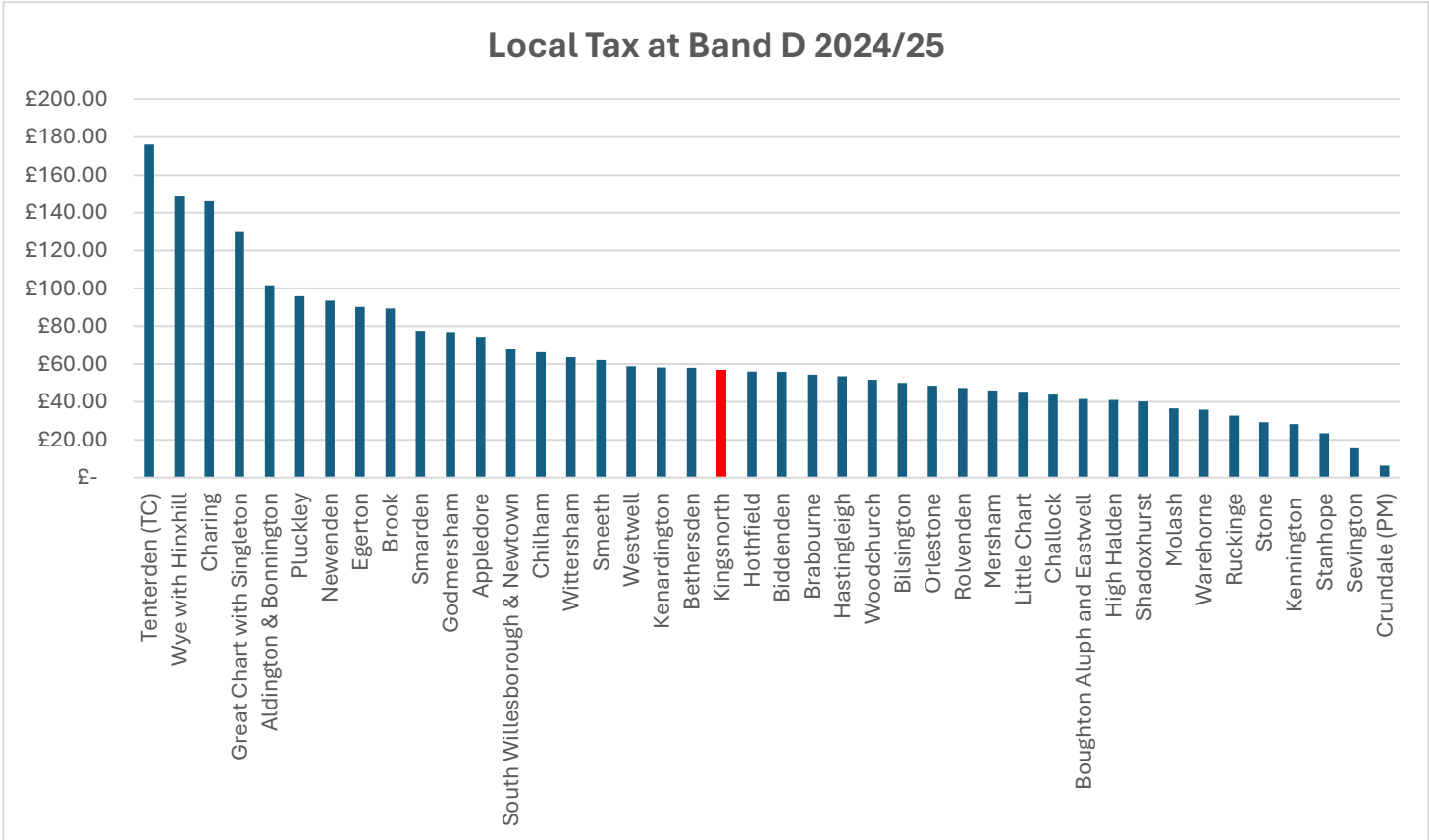


How do we compare?

KINGSNORTH PARISH COUNCIL is the largest Parish in the Borough of Ashford with a tax base higher than Tenterden.



Our precept charged to residents living within the Parish is around the average 20th out of 42 Parishes when ranked highest to lowest.



Our Objectives

Community Objectives. (Appendix A)

Assets

- To manage and maintain existing community assets which included the recreation fields, village green, Riverside play park and sports pavilion.
- To evaluate improvement plans for these assets.
- To invest in training and equipment to manage these assets.
- Evaluate options to increase community assets e.g. Central Park, Kingsnorth Buffer Zone and Entrance Park.
- Footpaths and cycle ways.
- To enhance and upgrade play equipment.

Engagement

- To provide and facilitate community events that benefit residents of Kingsnorth which include the country fayre, a winter event, an Autumn event and other community events.
- Community café to become a hub for other community-based activities e.g. knit and natter groups.
- Support local community groups who regularly use our facilities like Park Farm Rangers.
- To increase resident engagement in delivering community events.
- To establish a “Friends of the Kingsnorth Buffer Zone” group to help promote, maintain and educate the community about the biodiversity of the Kingsnorth Buffer Zone.

Safety

- To engage and support neighbourhood watch in the Parish.
- Promote safety initiatives.
- Signpost residents to appropriate bodies when making a complaint about safety issues.
- Consider “secure by design principles” when considering planning applications.
- Review, increase and maintain defibrillators across the Parish.

Consultation

- To consult with residents on the key objectives in the business plan.
- Undertake a series of workshops on Ashford Borough Council’s emerging local plan with residents.
- Identify key areas of significance for the Parish that we can present as evidence to external agencies such as Ashford Borough Council, KCC, Environment Agency, Highways England.

Communication

- Explore ways to communicate key information to residents in a timely and appropriate format and monitor effectiveness.
- Regularly review and refresh our website.
- Monitor and manage our Facebook page.
- Produce a biannual newsletter, one to be included with the precept letter.
- Review and refresh information on our notice boards.
- Install and increase information boards about the Parish.

Environment Objectives (Appendix B)

Climate change

- Consider the implications of climate change on the way we manage and maintain our assets e.g. water harvesting, solar powered pumps.
- Review and monitor how we can reduce our carbon footprint.
- Encourage and expand the use of footpaths and cycle ways across the Parish.
- To consider the environmental impact of everything we do.

Nature

- Review and prioritise management and ownership options for the important informal areas of open spaces within the Parish that are regularly accessed and used by residents e.g. Kingsnorth Buffer Zone.
- In consultation with residents, determine the Parish Councils' aspirations for the protection, management and expansion of these facilities.
- What can we do as a Parish Council to manage water to reduce wastage and nutrients gaining access to the water system.
- Promote the range of biodiversity across the open spaces within the Parish and work in partnership with others to protect, promote and educate residents on what is in the Parish.
- Consider the option of an outdoor classroom within the Parish.

Green Spaces

- Develop a clear strategy on what we want to protect and or provided in proposed new developments.
- To have a clear strategy on what community assets like allotments, community gardens and orchards do we want across the Parish and how and who will manage them.
- Consult with residents over Kingsnorth Parish Council taking over the ownership of Central Park.
- Review usage and options for Riverside play park.
- In consultation with Ashford Borough Council review the usage and potential enhancement of the facilities at the Entrance Park.
- Undertake a master planning exercise for the area around the sports pavilion, play equipment and car park to ensure the area is fit for purpose and can accommodate the needs of an expanding community.

Planning Objectives (Appendix C)

Ashford Borough Council's emerging Local Plan

- Agree our initial response to Ashford Borough Council's call for sites picking up the headline issues do not detail.
- Arrange a series of workshops with residents on the emerging local plan following the consultation timeline set out by Ashford Borough Council.
- Meet with officers at Ashford Borough Council to identify resources available to the Parish either existing or through planning gain and what they can/ could be spent on.
- Formulate our strategic priorities for the Parish that are relevant to the emerging local plan for consideration to Ashford Borough Council.
- Seek clarification from Ashford Borough Council regarding the status of the South Ashford Gardens Community initiative and if we need to seek our own alliances with neighbouring Parishes or develop our own strategy for the inclusion, management and ownership of the open spaces within proposed new development.
- Agree a strategy for how we respond to planning applications relating to proposed water treatment works within the Parish.

Development control, planning applications

- Review current arrangements for considering planning applications within the Parish and how we separate large schemes from individual applications and how and who should lead on these.
- Agree some general principles on standard applications e.g. garage conversions and garden enclosures to ensure consistency and save time.
- Consider secure by design implications for applications.

Highways

- Identify traffic hot spots within the Parish be they speeding or volume or parking.
- Increase the number of residents able to undertake speed watch.

Transport

- Encourage and support where applicable the provision of public transport within the Parish.
- Advocate the provision of footpaths and cycleways across the Parish to reduce reliance on vehicles and to improve connectivity across the Parish.

Land Management

- To consider and evaluate land management options for open spaces within the Parish to ensure they remain fit for purpose.
- Evaluate the cost of maintaining open spaces within the Parish in their current format regardless of ownership to inform future decision making.

The challenges facing us and how we will deal with them

There are many challenges facing the Kingsnorth 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 act 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 acting directly and using the powers available to it.

The Parish Council has identified the following as the most pressing challenges that need to be addressed:

- Management of community assets in the Parish.
- Engagement and communication with our residents.
- Consulting with residents in the Parish on projects organised by the Parish Council or other external organisations.
- Ensuring our residents are kept safe.
- Representing the views our residents'.
- Supporting residents, organisations and businesses in protecting our environment and reducing the impact of climate change.
- Making sure our residents have access to green spaces and nature in the Parish.
- Ensuring the correct management of water including treatment plants and supply to residents.
- Ensuring the best possible outcome for residents when engaging on the local plan for development in Ashford.
- Ensuring that new developments have the correct infrastructure, transport and are connections to benefit new and existing residents.

Responding to the challenges

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.

Next Steps

Our next steps in the process of this business plan are as follows:

- To consult with residents, community organisations and businesses in the Parish.
- To review feedback and feed comments into our overall plan.
- To finalise our business plan.
- To implement our business plan.
- To review our business plan on an annual basis.

Appendix A: Community Objectives.

Assets

BO - 001

What: To Manage and maintain existing community assets which include the playing fields, village green, Riverside play park, the sports pavilion and office.

Why: To ensure all our assets are maintained and fit for purpose.

Who: The Parish Council Manager will lead on this objective with the delivery undertaken by staff and relevant contractors.

When: Ongoing

Measure of success:

- Assets remain open and accessible for 90% of the year.
- All compliance inspections completed on time.

How:

- Undertake regular inspections of our play equipment, annual condition survey of the sports pavilion, notice boards and bus shelters and undertake repairs as required.
- Evaluate the tools and equipment required to undertake these tasks. Ensure they are fit for purpose and that staff are trained in their use.
- Monitor usage and identify any gaps in play equipment used by residents.
- Undertake a biannual review of external contracts and assess if they represent value for money.

BO - 002

What: To evaluate options to increase community assets e.g. Central Park, Kingsnorth Buffer Zone and Entrance Park.

Why: To increase and protect the open spaces within the Parish that are used regularly by residents.

Who: The Parish Council Manager will lead on this supported by a member working group with the option to co-opt residents and or people representing key stake holders and user groups. (e.g. Friends of the Kingsnorth Buffer Zone)

When: To commence in July 2025 and report biannually to the Parish Council.

Measures of success:

- The creation of a consultative forum that reports biannually to the Open spaces working group.
- Ashford Borough Council formally note our interest in specified assets.
- Agreed heads of terms for the transfer of Central Park to Kingsnorth Parish Council following resident consultation by September 2025.

How

- Research the land ownership, usage and maintenance costs associated with keeping it at the current standard and identify area for improvement and investment.
- Produce a plan for the Parish showing all the footpaths, cycle ways, identify any gaps and seek to fill them by acquiring land, maintaining where appropriate footpaths and cycle ways and referring complaints to the relevant landowner and encouraging them to keep footpaths cycle ways and bridle ways clear and maintained.

Engagement.

BO - 003

What: To provide and facilitate community events that benefit residents of Kingsnorth which include the country fayre, a winter event, an Autumn event and other community events.

Why: To encourage and generate community engagement across the Parish reaching out to existing and new residents and those who are more difficult to reach.

Who: The Community Engagement and Events Officer will lead on this supported by members of the events working group and a network of community groups'

When: Ongoing with milestones for each scheduled event.

Measure of success:

- Establish and community forum to help plan and run events by October 2025
- Research creating a cinema club for residents and implications for licensing and report to the Parish Council by October 2025.
- Set targets for the reduction of Parish Council funding and direct support for events over the life of the business plan
- Increase the number of volunteers that run the café and encourage greater use of the café by groups like knit and natter, chess club etc.

How:

- Undertake a proactive recruitment campaign for residents interested in getting involved in community events.
- Set up a focus group of existing volunteers and ask them what works well and what doesn't so we can tailor our volunteering offer accordingly.
- Consult residents on what type of community event we offer.
- Work with other community groups and organisations in the Parish, using their facilities and expertise to widen our reach and promote those events to all residents via a mix of communication platforms.

BO - 004

What: To look at ways to engage with and involve young people living in the Parish.

Why: To encourage and generate engagement with young people across the Parish so they can be involved in the Parish Council.

Who: The Community Engagement and Events Officer will lead on this supported by members of the young people's working group.

When: Ongoing.

Measure of success:

- Establish young people's working group by October 2025
- Research ways to involve young people in Parish Council decision making and examples of good practice.
- To identify opportunities to engage and involve young people in Parish Council events/activities.
- Establish a Parish Youth Council or young people's working group to help shape future decisions involving young people in the Parish.

How:

- Set up members working group.
- Pull together examples of good practice.
- Put in place policies and procedures to ensure the safety of young people involved.
- To recruit and consult with young people on how they can be involved in the Parish Council's decision making, work and activities.

Safety:

BO - 005

What: To promote safety initiatives within the Parish.

Why: to improve security and feeling safe while in the Parish for all residents.

Who: Led by the Community Engagement and Events Officer working with neighbourhood watch.

When: Ongoing

Measure of success:

- Numbers of residents signed up to neighbourhood watch.
- Reduction in the number of opportunist crimes.

How:

- Support neighbourhood watch
- Consider secure by design principles when considering planning applications.
- Review, increase and maintain defibrillators across the Parish

Consultation

BO - 006

What: To consult with residents on the key objectives in the business plan.

Why: To ensure we are delivering services, protecting and enhancing assets that residents want and value and present our findings to external agencies as appropriate to support our case and requests for funding.

Who: Led by the Parish Council Manager and supported by the Community Engagement and Events Officer

When: January - March 2025 and then ongoing.

Measure of success:

- Increased numbers accessing and using our Facebook page and website.
- Increased attendance by residents at Parish Council meetings and questions raised.

How:

- A range of focus groups/ working groups established to help inform and shape our objectives e.g. allotment/ community garden group.
- Arrange a series of resident workshops on Ashford Borough Council's emerging local plan.
- Circulate a biannual newsletter and occasional flyers on important Parish issues and pay for them to be delivered.
- Use tools like survey monkey to gauge opinions on topics.

Communication

BO - 007

What: To explore ways to communicate key information to residents in a timely and appropriate format and monitor effectiveness.

Why: To ensure residents of all ages and abilities can know what is going on in the Parish and engage with them regarding our response to key issues so we have a mandate to act on their behalf as and when appropriate.

Who: This will be led by the Community Engagement and Events Officer.

When: Ongoing but with milestones set for key issues like the business plan, Ashford Borough Council's emerging local plan and scheduled events.

Measure of success:

- Increased reach on our Facebook page.
- Increased participation in consultation events and surveys.
- Increase in residents volunteering to help support and deliver community activities and events.
- Improved understanding by residents about where they live and the issues affecting them in the Parish.

How:

- Arrange a series of community workshops to coincide with ASHFORD BOROUGH COUNCIL's emerging local plan.
- Produce and deliver two newsletters per annum to all residents.
- Use existing forums and organisations to promote matters relating to the Parish.
- Use focus groups and working groups to promote issues about the Parish.

Appendix B: Environment Objectives.

Climate Change

BO - 008

What: To consider the implication of climate change on the way we manage and maintain our assets.

Why: To use our resources to show our commitment to supporting and protecting the environment

Who: Led by the Parish Council Manager

When: Ongoing

Measure of success:

- Reduces our carbon footprint by specified targets and report annually to the Parish Council.

How:

- Research the use of solar powered water pumps and water harvesting options for the management and maintenance of our open spaces.
- Increase and improve connectivity across the Parish via footpaths and cycle ways to encourage safe walking and cycling routes across the Parish and reduce the need to use the car.

Nature

BO - 009

What: To review and prioritise management and ownership options for the important informal areas of open spaces within the Parish that are regularly used by residents.

Why: To protect and enhance these open spaces so they can continue to be accessible.

Who: Led by the Parish Council Manager and supported by the grounds maintenance team and members working group

When: by October 2025

Measure of success:

- All informal open spaces regularly used by residents mapped out and catalogued by ownership and type.eg woods, fields and usage.
- Set up a “friends of the Kingsnorth Buffer Zone” group of volunteers to help inform and catalogue current usage, assist with educational activities, maintenance and harvesting.

How:

- Produce a costed and catalogued report of the informal open spaces that can be used to consult with residents over investment options, in negotiations with key stakeholders and to support and or challenge landowners to maintain these areas and access routes.

BO - 010

What: Consider the option of an outdoor classroom within the Parish.

Why: to educate and inform residents of the flora and fauna in the Parish, to understand and respect nature and the impact they have on the environment.

Who: Led by the Parish Council Manager and the Community Engagement and Events Officer with support from a member working group.

When: December 2025.

Measure of success:

- A site for the outdoor classroom identified.
- Key stakeholders like the schools, brownies, scouts and guides supportive of the initiative.

How:

- invite key stakeholders to a workshop on setting up an open classroom and determine its function and who will use, manage and maintain it.
- Report findings to the Parish Council for inclusion in the business plan.

Green Spaces

BO - 011

What: To develop a clear strategy on what we want to protect and or provide in proposed new developments.

Why: To ensure new residents have access to open spaces and that important habitats are protected.

Who: Led by the Parish Council Manager & members working group.

When: December 2025

Measure of success:

- A report on the Parish Councils priorities presented to Ashford Borough Council by March 2026.

How:

- Residents consulted on their priorities as part of the business plan and emerging Ashford Borough Council local plan workshops.

BO - 012

What: To have a clear strategy on what community assets like allotments, community gardens and orchards do we want across the Parish and how and who will manage them.

Why: Parish Councils are the primary authority regarding the provision of allotments and should periodically assess the need/ demand for allotments.

Who: Community Engagement and Events Officer & members working group.

When March 2026

Measure of success:

- Strategy produced by March 2026.

How:

- Establishment of an allotment working group.
- Establishment of a friends of the Kingsnorth Buffer Zone group.
- Members working group to co-ordinate the consultation process.

BO - 013

What: To consult with residents over Kingsnorth Parish Council taking over the ownership of Central Park.

Why: the get the support from residents for the financial implications of this decision and how they want to use this space.

Who: Led by the Parish Council Manager and members working group.

When: By March 2026.

Measure of success:

- Decision to formally undertake negotiations with Ashford Borough Council over the transfer of Central Park to Kingsnorth Parish Council made by January 2026.

How:

- Consultation with residents over the business plan highlighting key investment priorities and opportunities between January and March 2025.

BO - 014

What: In consultation with Ashford Borough Council review the usage and potential enhancement of the facilities at the Entrance Park.

Why: The space is currently underutilised and has the potential to substitute for the loss of the community accessed facilities at the recreation centre.

Who: Led by the Chair & member working group

When: December 2025

Measure of success:

- Ashford Borough Council prioritise investment for the Entrance Park

How:

- Discuss with Ashford Borough Council the investment opportunities currently available for this site and how they could be used to improve the offer to residents.
- Use our links with the community to shape and inform future usage and investment.

What: To undertake a master planning exercise for the area around the sports pavilion, play equipment and car park to ensure the area is fit for purpose and can accommodate the needs of an expanding community.

Why: The existing facilities are too small for the range of usage currently provided and the play equipment needs replacement and the need for a fit for purpose community hub has increased following the loss of the recreation centre.

Who: Led by the Parish Council Manager and members working group.

When: Option appraisal report to the October 2025 Parish Council meeting.

Measure of success:

- Master planning exercise completed by June 2025.
- Consultation with key users completed by September 2025.

How:

- Review and refresh earlier plans for the extension of the pavilion and see if they meet current needs and aspirations and cost these plans to use as a benchmark for other options.
- Consult residents on what they want from the pavilion and if this is one of several community hubs across the Parish e.g. Bridgefield, or the main provision of community facilities.
- Commission outline plans for the emerging options and undertake a stakeholder workshop and share the findings with the community.

Appendix C: Planning Objectives.

Local Plan

BO - 016

What: Agree our initial response to Ashford Borough Council's emerging local plan

Why: To ensure the needs, aspirations and concerns of residents are represented.

Who: Led by Parish Council Manager

When: By January 2025.

Measure of success:

- Headline issues presented to Ashford Borough Council local plan team and used to shape and inform residents workshops to be arranged throughout the timeline of the local plan.

How:

- Arrange resident workshops to coincide with the emerging local plan timeline for consultation.
- Identify key priorities for Ashford Borough Council that we need to consider in our consultation process e.g. open spaces strategies, secure by design, highways, affordable housing.
- Have an agreed set of priorities that can be presented to Ashford Borough Council that they can use in determining planning gain for the Parish.

BO - 017

What: Seek clarification from Ashford Borough Council regarding the status of the South Ashford Garden Community initiative.

Why: Large developments proposed within the Parish had to align with the garden communities' objectives, if these are no longer being pursued, we need to set our own and or possibly work in collaboration with neighbouring Parishes to protect and enhance our green spaces.

Who: Led by the Parish Council Manager and Chair.

When: October 2025.

Measure of success:

- Confirmation in writing from Ashford Borough Council regarding the status of the SAGC initiative.

How:

- The Parish Council Manager to write to Ashford Borough Council seeking clarification over the status of the SAGC initiative.

BO - 018

What: Agree a strategy for how we respond to planning applications relating to proposed water treatment works within the Parish.

Why: the temporary water treatment works will have direct consequences for residents living close to them and wider disruption for the adjoining community.

Who: Led by the Parish Council Manager working in partnership with neighbouring Parishes as and when appropriate.

When: December 2024

Measure of success:

- An agreed protocol of who we consult and communicate with on these planning applications.
- The need for these temporary treatment works ceases as a solution to the Stodmarsh issue is found.

How:

- The Parish Council Manager will formally agree the communication arrangements with key stakeholders and co-ordinate all responses from the Parish.
- Challenges to any applications will be based on facts available to the public.

Development control, planning applications.

BO - 019

What: Agree some general principles on standard applications e.g. garage conversions, garden enclosures, secure by design.

Why: To ensure consistency in our responses and to save time at Parish Council meetings.

Who: Led by the Parish Council Manager and member planning lead.

When: by September 2025

Measure of success:

- Consistent responses to planning application.
- Less time spent considering standard applications.

How:

- set up a short-term group of members to identify and agree on key general principles and report back to the Parish Council their recommendations.