



Seaford Town Council

Minutes of a meeting of Seaford Town Council's Full Council on Thursday 16th November 2023

Held at The View at Seaford Head, Southdown Road, Seaford, BN25 4JS at 7.00pm.

Present:

Councillors O Honeyman (Mayor) and S Markwell (Deputy Mayor)

Councillors S Adeniji, S Ali, L Boorman, C Bristow, R Buchanan, R Clay, S Dubas, F Hoareau, R Honeyman, J Lord, O Matthews, J Meek, G Rutland, L Stirton, R Stirton, I Taylor, L Wallraven and M Wearmouth.

Adam Chugg, Town Clerk

Andy Beams, Locum Responsible Finance Office

Natalie Simpson, Temporary Strategic Projects Officer

Azzura Williams, Temporary HR Specialist

Georgia Raeburn, Acting HR & Governance Manager

Becky Terry, HR & Governance Assistant

There were three members of the public in attendance.

C73/11/23 Apologies for Absence

Apologies for absence were received from the Young Mayor, Nia Waite.

C74/11/23 Disclosure of Interests

There were no disclosures of interests.

C75/11/23 Public Participation

Speaker	Statement
Resident A	<i>Item 11 and 14 from the agenda - Bönningstedt beach hut owner – Resident raised concerns over the delay in the rebuilding of the sea defence wall on Bönningstedt promenade. Resident queried the timelines and that no work has been carried out despite agreements at Council meetings. Resident queried further delays on the wall build and the necessity of a consultation on the design for the top of the new wall ahead of Council making an</i>

	<i>informed decision. Queried how councillors were originally advised that concrete was not to be used, but concrete is being proposed now. Feels that had the repairs been carried out in a timely fashion, residents and beach hut owners would not be in this position.</i>
Town Council Response	Thanked the resident for their contribution and for the clear articulate presentation. Explained that there are a number of circumstances that has caused this project to continue to take longer than anticipated but that the Town Council has communicated this where it can. Certain circumstances have been delayed hence the temporary structure being on the agenda. Confirmed that the Town Council understands that this is a source of frustration for beach hut owners.

(7.11pm - two members of public exited the meeting)

C76/11/23 Petitions

There were no petitions presented for consideration at this meeting.

C77/11/23 Minutes

It was **RESOLVED** to **APPROVE** the following minutes:

4.1	Full Council	5 th October 2023
4.2	Personnel	12 th October 2023
4.3	Climate Change	26 th October 2023
4.4	Planning & Highways	19 th October 2023

Members queried the content of minutes, with it being clarified that minutes capture key points discussed and decisions made.

It was confirmed that the Climate Change Sub-Committee minutes will be presented for approval at the next Full Council meeting.

C78/11/23 Civic Update Reports

a. Mayor's Update Report

Full Council considered report 101/23 presenting the Mayor's update and details of engagements attended.

It was **RESOLVED** to **NOTE** the contents of the report.

b. Young Mayor's Office Update

The Mayor verbally updated Full Council on the Young Mayor’s engagements and events. Including attending the weekly Youth Forum at the Mercread Youth Centre, the Youth Citizen Award on 17th November and the RNLI Christmas fundraiser on 26th November. The Young Mayor has started fundraising for the RNLI and Seaford Lifeguards, and also linked up with schools in Seaford to arrange a fundraising non-school uniform day.

C79/11/23 Town Clerk’s Update Report

Full Council considered report 103/23 updating Full Council on key Town Council work and work priorities for the Town Council.

Members thanked the Town Clerk for the new format and discussed complaint reporting, staffing review timelines, the 80th anniversary of D-Day, and clarifying the process with petitions.

It was **RESOLVED** to **NOTE** the contents of the report.

C80/11/23 Town Council Working Group Reports

Whilst there are active working groups, there were no working group reports for this meeting.

Members confirmed that there is a new South Hill Barn working group looking at the possible uses of the venue and its ecology. The working group will report back to Council accordingly.

C81/11/23 Outside Body Representative Reports

A standard agenda item to enable Town Councillors appointed as representatives of outside bodies of the Town Council to give brief verbal updates on relevant business / activities of the outside body.

Representative	Statement
Councillor F Hoareau, Strengthening Local Relationships Meeting	Officers from the Town Council and County Council met this week and discussed; seafront parking, the safety of Bishopstone junction, general condition of the roads and pavements in Seaford.
Councillor C Bristow, Chalk Coast National Nature Reserve	The first meeting of the prospective Chalk Coast National Nature Reserve took place on 27 th October. The group is looking at the health and quality of the water supply, eco

	system services, studies on soil and species, and the best communication method with so many stakeholders involved. Next steps include a visioning workshop in January and a visit to Purbeck Heath in April. An update will be brought to Full Council for consideration in spring.
Councillor J Meek, Seaford Head Local Nature Reserve Management Committee and, Trees for Seaford	Confirmed that a Seaford Head Local Nature Reserve management committee email update should have gone round. Also, that Trees for Seaford are planting a lot this winter and carrying out very productive work.

C82/11/23 District & County Council Update Report

A standard agenda item to give an opportunity for an update from councillors at a District or County level on business and activities that effect Seaford and the local area.

Representative	Statement
Councillor J Meek, Lewes District Council	Updated that Impact Seaford will be reviewing its purpose and aim in the new year. Invited councillors to have input and make suggestions, so an impact can be made locally and in conjunctions with other authorities.
Councillor C Bristow, Lewes District Council	Confirmed that in Seaford West two bins have been removed - general and dog waste. The litter accumulated has been cleared by Lewes District Council. Discussed with Lewes District Council putting a bin at the beach end as the dog bin is overflowing. They are trialling a Seagull proof bin in due course. Liaising with Friends of Tidemills to get their input

C83/11/23 Adoption of the 2023-2027 Strategic Plan

Full Council considered report 107/23 facilitating the review and agreement of the 2023 - 2027 Strategic Plan.

Members and the Town Clerk discussed the draft plan section by section and the review process of the new plan once adopted.

The 2023 – 2027 Strategic Plan – with tracked amendments agreed in the meeting – is included as an appendix at the end of these minutes.

Outside of these amendments, members also discussed the role of councillors as decision-makers, the approach to parts of the plan that are outside of the Town Council's areas of responsibility / service delivery,

C83.1 It was **RESOLVED** to **NOTE** the report and draft Strategic Plan 2023 -2027.

C83.2 It was **RESOLVED** to **AGREE** to the proposed amendments to the plan.

C83.3 It was **RESOLVED** to **APPROVE** the agreement of the Strategic Plan 2023-2027, as amended.

C84/11/23 Martello Toilets Tender Awards

Full Council considered report 104/23 providing an update on the Martello Toilets project progress.

The Town Clerk introduced the report, thanking the officers involved, and responding to queries from members on the project costs.

C84.1 It was **RESOLVED** to **NOTE** the updated project costs.

C84.2 It was **RESOLVED** to **APPROVE** utilising earmarked reserves and Community Infrastructure Levy funds to cover the costs, as per the financial appraisal within the report.

C84.3 It was **RESOLVED** to **NOTE** the outcome of the tender process.

C85/11/23 Temporary Toilets: Practices to Follow and Purchase of New Assets

Full Council considered report 108/23 enabling Full Council to agree its approach with temporary toilets and seek approval of the purchase of two accessible, compostable toilet blocks.

The Town Clerk introduced the report and responded to members queries on decision making under the proposed delegated powers, Community Services Committee considering how to utilise the portable toilets after the Martello project is completed and the comparative costs of hiring versus purchasing.

C85.1 It was **RESOLVED** to **NOTE** the contents of the report.

- C85.2** It was **RESOLVED** to **APPROVE** the recommendations from the Climate Change Sub-Committee:
- i. Make the decision to not use plastic portable toilets going forwards.
 - ii. Delegate power to officers, in consultation with the Chair of the Community Services Committee, to determine the appropriate arrangements when toilet facilities are being introduced, by considering types of alternatives toilets in the context of sustainability and environmental impact and whether temporary toilets are rented or bought, subject to the requirements of the Town Council's financial policies.

- C85.3** It was **RESOLVED** to **APPROVE** the purchase of two accessible, compostable toilet blocks.

(It was agreed at this stage to have agenda item 14 discussed under an exclusion of the press and public – in the later stages of the meeting – due to it being inextricably linked to an exempt report elsewhere on the agenda and therefore the potential to need to discuss exempt information in order to consider this report. It was discussed that appropriate parts of the discussion and all decisions made would be recorded in the minutes in order to address the public questions raised during the meeting and enable as much transparency as possible.)

C86/11/23 Annual Communications Schedule

Full Council considered report 95/23 presenting a suggested Annual Communication Schedule for consideration.

Members requested better clarification within the schedule of the Commonwealth Remembrance Service date.

- C86.1** It was **RESOLVED** to **INSTRUCT** officers to deliver an agreed annual communications schedule.
- C86.2** It was **RESOLVED** to **AGREE** that the Town Council uses its platform in the community to share communications from the partner organisations listed at section 3 of report 95/23.
- C86.3** It was **RESOLVED** to **AGREE** that officers share partner organisation communications, accordingly, as set out within the report.

C87/11/23 Committee Membership Update

Full Council considered report 96/23 updating on the Town Council's committee membership.

Members raised a query around restrictions on membership of certain committees if on other committees, which officers will look into.

C87.1 It was **RESOLVED** to **AGREE** to appoint Councillor Olivia Honeyman to the Community Services Committee.

C87.2 It was **RESOLVED** to **DELEGATE POWER** to the Town Clerk to fill vacancies during the remainder of this municipal year, where interested councillors come forward.

Members thanked the Town Council officers for their hard work and thoroughness.

(8.49pm to 8.58pm – a short break was held, one member of public exited the meeting)

C88/11/23 Exclusion of Press & Public

It was **RESOLVED** that in accordance with the Public Bodies (Admission to Meetings) Act 1960, the press and public **BE EXCLUDED** from the meeting during the discussion on the remaining items of business for the reasons as set out on the agenda.

C89/11/23 The View – Determination of Next Steps EXEMPT

Full Council considered and discussed exempt report 106/23 in great depth, regarding determining the next steps at The View

C89.1 It was **RESOLVED** to **NOTE** the following:

1. The report and all the work being undertaken
2. The draft Heads of Terms Agreement
3. The due diligence conclusions
4. The forward financial plans
5. The employee arrangements including TUPE and pensions
6. The risk register and contingency planning.

C89.2 It was **RESOLVED** to **AGREE** the draft Heads of Terms document with the amendments discussed in the meeting.

C89.3 It was **RESOLVED** to **DELEGATE AUTHORITY** to the Town Clerk, Responsible Financial Officer and Head of Assets, Projects & Services, to work with the Chairs of the Council, Finance & General Purposes, Golf & The View and Community Services, to take all necessary steps to carry out all necessary actions to conclude the preparation of the lease of The View to Papachinos Ltd and any ancillary documentation on the principal terms outlined within this report, with a particular focus on the arrangements described in 8.1 of the Heads of Terms to held to manage the risk to the Town Council.

C89.4 It was **RESOLVED** to **AGREE** to retain confidentiality of these decisions until Monday 20th November midday.

C90/11/23 Bönningstedt Temporary Block Structure

Full Council considered report 105/23 seeking approval of the cost incurred with placing a temporary structure in front of the Bönningstedt wall, to provide protection to the wall and beach huts behind.

Members questioned the proposed concrete blocks – concrete being used for this temporary measure, the impact of such heavy blocks on the promenade, the proposed location on the prom and any planning restrictions/conditions, the confidence of the blocks not being moved in adverse weather and options available, and any option of reusing blocks rather than purchasing new.

*(9.58pm - It was **PROPOSED** to **AGREE** to suspend Standing Order 3t in order to extend the meeting beyond three hours; this **MOTION** was **CARRIED**.)*

C90.1 It was **RESOLVED** to **APPROVE** the placing of a temporary structure in front of the Bönningstedt Wall to provide protection to the wall and beach huts behind, in an appropriate and practicable manner without interacting with the original wall.

C90.2 It was **RESOLVED** to **AGREE** to waive Financial Regulations in accordance with Financial Regulation 11.1.d, to allow officers to instruct the company to carry out the works on a temporary structure at Bönningstedt, as per report 105-23.

C91/11/23 Bönningstedt Wall – Determination of Next Steps EXEMPT

Full Council considered exempt report 102/23 seeking agreement of the next steps to be taken.

C91.1 It was **RESOLVED** to **NOTE** the contents of the report, including the external advice within.

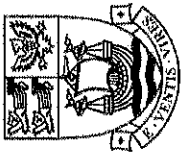
C92.2 It was **RESOLVED** to **AGREE** to take steps in relation to Bönningstedt Wall as set out within exempt report 102-23.

The meeting closed at 10.20pm.

Councillor O Honeyman

Councillor Olivia Honeyman

Mayor of Seaford



Seaford Town Council

STRATEGIC PLAN 2023 - 2027

SECTION ONE: INTRODUCTION

Welcome to the Strategic Plan for Seaford Town Council, covering the four year period to December 2027.

In this introduction, you will find the information about the following:

- The Town of Seaford
- The Town Council
- This Plan

The Town of Seaford

The town of Seaford is in the county of East Sussex on the coast of southern ~~South East~~ England, with Brighton around 12 miles to the west and Eastbourne around nine miles to the east, and roughly equidistant between the mouths of the River Ouse and the River Cuckmere.

With just over 11,000 properties and a population of 27,000, Seaford is the largest town in the Lewes District.

We are very fortunate in our setting, with over three miles of beach, as well as behind surrounded by the South Downs National Park and offering a large portfolio of open spaces and recreation/play spaces.

Seaford has a thriving community, with a large number of groups and organisations covering a wealth of different interests, activities and causes.

The town is also served by two train stations – Seaford and Bishopstone - and regular bus services.

While being blessed with many assets, the town, like many others, has challenges to face, and this plan describes the role of the Town Council in working with our community to meet these challenges.

The Town Council (www.seafordtowncouncil.gov.uk)

Seaford Town Council was created in 1999, and in 2024, we will celebrate our 25th anniversary.

Since 1999, the Town Council has been one of the three local councils that help look after the town, alongside Lewes District and East Sussex County Council. The Town Council has produced a guide for all our residents to help explain which council is responsible for what, which can be found online at www.seafordtowncouncil.gov.uk/wp-content/uploads/2023/01/A-Z-Council-Guide-A5.pdf

Guide-A5.pdf

The Town Council is the part of local government 'closest to the community' and works with local residents and stakeholders on behalf of our town, from putting the views of Seaford forward to delivering projects for the 'betterment' of Seaford. As our mission says, the Town Council is 'working with our community to secure Seaford's best future.'

As well as our work for the town and our representative role, the Town Council is the owner and custodian of a number of key buildings and spaces in our town, such as:

- Seaford Head, including Seaford Head Local Nature Reserve
- The Salts
- Martello Fields
- Crouch Gardens
- Old Town Hall
- Martello Tower and Museum
- 'Concessions' such as refreshment kiosks
- and many others.

The Town Council also owns and manages Seaford Head Golf Course, recognised as one of the most iconic settings in Southern England, and maintained to a great standard. The Town Council is committed to managing the site with an approach that supports local ecology and wildlife, including creating and using a borehole that means that no mains water is needed for maintaining the course. This is just one example of the work the Town Council is undertaking in response to the Climate emergency (www.seafordtowncouncil.gov.uk/climate-change/).

How We Work

Councillors

20 Councillors are elected by the electoral population to serve as Town Councillors every four years. The most recent election was in May 2023, and so the Town Council is a few months into the four year term from May 2023 - May 2027. Councillors not only represent their communities and residents, they also help to make and shape the policies of the Town Council. They do not directly manage services but they do make the decisions on what those services will be like. Councillors attend various meetings and converse with residents and other stakeholders in a variety of ways in order to carry out their duties.

These councillors represent the following nine electoral wards of the town:

- Seaford Bay - Councillor Dubas
- Bishopstone - Councillors Taylor and Wallraven
- Central - Councillors Ali and Buchanan
- East Blatchington - Councillor Boorman
- East - Councillors Adeniji, Matthews, Rutland and Wearmouth

Esplanade - Councillor Hoareau

North - Councillors Clay, R Honeyman, Lord, Markwell and Meek

South - Councillors Bristow, O Honeyman, and L Stirton

Sutton - Councillor R Stirton

www.seafordtowncouncil.gov.uk/councillor-contact-details/

Mayor

Every year, the Town Council elects one of their number to act as the Mayor. The Mayor is the public face and Chair of the Council and as such is the First Citizen of the Town of Seaford. The Mayor is the ambassador of the town and can help in the promotion of the Town Council's objectives in the local community. In turn, the position of Mayor will often be held in the highest regard within the town and see the Mayor invited to carry out a full range of duties on their behalf and throughout the Town.

Young Mayor

The Town Council is committed to listen to and help develop our local young people, and to help with this the office of Young Mayor was created. Every year, pupils at Seaford Head School elect one of their number to act as the town's Young Mayor.

As Young Mayor, they are able to speak at every Full Council meeting, put forward the views of local young people to the Town Council, attend civic and local events, and support charities or themes of their choice. The Young Mayors will often also utilise their role within the school, supporting the Youth Forum and with other local stakeholders and groups.

Meetings

Town Council business is conducted, and decisions are made, at meetings open to attendance by members of the public.

These meetings are as follows:

‘Full’ Council – all 20 Councillors, considering and making the decisions of the Town Council.

Community Services Committee – assets and community spaces, projects on behalf of the town.

Golf and the View Committee – oversee the golf course, including the hospitality venue The View at Seaford Head.

Planning and Highways Committee – consider and respond to any planning applications, tree orders, and highways matters.

Finance and General Purposes Committee – oversee the finances and governance of the Town Council including processes to set and manage the budget, audit, and community grants.

Personnel Committee – policies in relation to staffing and other HR matters (please note these meetings are not held in public).

Climate Change Sub-Committee – oversee the work of the Town Council in response to the climate emergency.

(www.seafordtowncouncil.gov.uk/council-meetings/)

Officers

Decisions of the Town Council are enacted by the officer team – a staff structure is shown in the appendices to this report.

This Plan

This document is a working document, allowing stakeholders and residents to understand the mission aims and structures of the Town Council, and what the key work of the Town Council will be for the four years to December 2027.

The document is structured as follows:

1. Introduction to the town, the Town Council and the Plan
2. Mission Statement
3. Aims to December 2027
4. Delivery of the Aims
5. 15 Project Commitments
6. Strategic Management of key areas of the town
7. Risk Assessment
8. Budget
9. Appendices

The plan will be formally adopted by the Town Council before the end of 2023.

SECTION TWO – MISSION

‘Working with our community to secure Seaford’s best future.’

NOTE FOR COUNCILLORS:

- Work was carried out at the Away Day to review the previous Mission (‘Working Together for Seaford’).
- The feedback and suggestions made by Councillors were captured.
- A group of Councillors was then convened to review this feedback and these suggestions, and this Group used these to come up with an updated mission.

SECTION THREE – AIMS

Please find below a table showing the six aims for the Town Council for the period to December 2027.

The columns show:

- The 'area' of the aim
- The input from Councillors for this aim
- The proposed final aim

AIM	FEEDBACK FROM COUNCILLORS	PROPOSED FINAL AIM
1 Economic	<ul style="list-style-type: none"> • Promote a thriving town with economic wellbeing and an active community • To enable future opportunities for the town 	Promote and develop a thriving town, enabling future opportunities for economic wellbeing and an active community
2 Wellbeing	<ul style="list-style-type: none"> • To have a vibrant and inclusive cultural environment • To develop the cultural and economic wellbeing of the town 	Develop and deliver projects to help support the wellbeing of the residents of the town
3 Facilities and Assets	<ul style="list-style-type: none"> • Develop and maintain recreational facilities for the benefit of the community • To safeguard the character of the town • To ensure safe access to recreational facilities • To improve the recreational facilities and amenities of the town 	Develop and maintain assets, settings and recreational facilities so as to: Ensure safe access Benefit the community, and Safeguard the character of the town

AIM	FEEDBACK FROM COUNCILLORS	PROPOSED FINAL AIM
4 Engagement	<ul style="list-style-type: none"> • Listen to, engage with and give voice to our residents • To actively encourage the community voice to be heard • To reflect the needs of the community 	<p>Listen to, engage with and give voice to our residents so that the Town Council is actively encouraging community voices to be heard and our priorities reflect the needs of the communities</p>
5 Governance	<ul style="list-style-type: none"> • Practice good governance and provide value for the community • To provide an ethical and sustainable governance • To practice good governance and fiscal responsibility 	<p>Practice ethical and sustainable governance that shows fiscal responsibility and ensures sustainability</p>
6 Climate	<ul style="list-style-type: none"> • Strategic Objectives and Council Action to be informed by environmental and sustainability considerations and to develop climate change initiatives • To develop the town's resilience to the effects of Climate Change • To embed sustainability and resilience criteria in all decision-making to actively promote and encourage transition to sustainable living 	<p>To help create a sustainable Seaford, resilient to the effects of climate change</p>

SECTION FOUR: DELIVERY OF THE AIMS OF THE TOWN COUNCIL

Please find below the actions being taken to meet the six aims of the Town Council.

The priorities were identified by the Councillors.

AIM ONE:					
Promote And Develop a Thriving Town, Enabling Future Opportunities for Economic Wellbeing and an Active Community					
PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
1.1 Understand and improve connectivity in the town, especially in relation to the Town Centre	Create a new Town Centre Working Group Use engagement work for the 25 th anniversary of the Town Council to better understand the issues and needs. Carry out desktop research of possible solutions.	Draw up recommendations for change. Identify funding and partnerships to support change.	Fundraising, planning and implementation (more details from work in years one and two)	Fundraising, planning and implementation (more details from work in years one and two)	The Town Council increases its understanding of connectivity needs and challenges in the town, and work with partners on solutions to improve this.

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
1.2 Work with partners to create more opportunities for young people and enable strong engagement with local young people	Build on the 'youth theme' year, and make sure there is read across the needs of local young people and the work taken forward on connectivity, community spaces etc	Build on the 'youth theme' year, and make sure there is read across between the needs of local young people and the work taken forward on connectivity, community spaces etc	Build on the 'youth theme' year, and make sure there is read across between the needs of local young people and the work taken forward on connectivity, community spaces etc	Build on the 'youth theme' year, and make sure there is read across between the needs of local young people and the work taken forward on connectivity, community spaces etc	The Town Council is doing what it can to enable more opportunities for local young people.
1.3 Pilot new seafront concessions and offerings including consideration of the sale of alcohol	The Community Services Committee will oversee a review of the current arrangements	Consult and engage on possible changes. Make plans for implementing these	Pilot new arrangements	Review	Seafront offer is 'refreshed' in the light of community feedback and learning from the past.

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
1.4 Work well digitally and support digital access for all	<p>Make this a 'cross-cutting' theme for all of our work.</p> <p>Identify areas for improvement and ways to increase digital access for all.</p> <p>Identify and protect communications for non-digital users.</p>	<p>Identify and implement specific measures to improve the Town Council's digital communication.</p> <p>Identify and protect communications for non-digital users.</p>	<p>Review impact of work so far and identify any further changes to be made.</p>	<p>Implement phase 2</p>	<p>The Town Council strengthens its digital work and works with others to help overcome digital exclusion</p>
1.5 Understand options to improve visitor accommodation in the town, including identifying any role	<p>Create a new Town Centre Working Group.</p> <p>Map the current position and understand areas</p>	<p>Work with partners to formulate plans to meet unmet need.</p> <p>Identify read-across to other work for the town centre and elsewhere to see</p>	<p>Implement measures identified</p>	<p>Review impact and make further plans</p>	<p>The Town Council works with partners to maximise visitor accommodation in the town.</p>

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
the Town Council can take	where the needs are not being met	how this work can help to appropriately increase visitor accommodation			

AIM TWO:

Develop and Deliver Projects to Support the Wellbeing of the Residents of the Town

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
2.1 Help create a new community centre and space in the town centre, based upon need and including creative centres and workspaces	Create a new Town Centre Working Group. Map community need. Map provision in the town. Engage with public and stakeholders. Understand the Town Council's	Convene partnership to take forward Identify and seek sources of funding	Implement	Review progress	The Town Council is part of creating a new community anchor needed by the town

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
	own needs in this context Prepare report of findings and confirmation of need				
2.2 Work with stakeholders to champion more affordable housing and quality jobs for young people in our town	In the first year, map stakeholders to work with and identify most effective ways of engaging with local young people	Commission an audit of youth opportunities in the town and use it to identify further work the council can help to lead	Implement	Implement and review	The Town Council works with stakeholders to champion opportunities for local young people.
2.3 Successfully deliver 15 projects that enhance the town	See Section 5	See Section 5	See Section 5	See section 5	The Town Council does all it can to make Seaford the best place it can be.

Please note that Aims 1 and 2 have some similarities and the Town Council will be mindful of this when we implement the plan.

AIM THREE:

Develop and Maintain Assets, Settings and Recreational Facilities so as to:

Ensure Safe Access

Benefit the Community

Safeguard the Character of the Town

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
3.1 Make South Hill Barn the best space it can be in its location, including being an environmental exemplar	Implement a new South Hill Barn working group. Consult the public Consider initial priorities	Engage with public and stakeholders on preferred option(s) Identify sources of funding. Seek necessary permissions for the work	Implement	Implement	The Town Council works towards the best use of the South Hill Barn site
3.2 See how best the toilets we own can be maintained and improved	Tender for toilets cleaning and maintenance. Consider toilet provision in the town	Implement the outcomes of needs assessments		Review the success and effectiveness of the new provision Determine any additional needs	The Town Council delivers the best facilities we can for the town.

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
3.3 See how to improve provision of wire bins and other changes to improve beach safety	Consult with the Beach Users Group and residents on the changes people want to see.	The Community Services Committee confirms the improvements to be made	Implement	Implement and review	The Town Council works with partners to improve beach safety
3.4 Explore an appropriate increase in facilities to the western end of the seafront	Consult with the Beach Users Group and residents on the changes people want to see	The Community Services Committee confirms the improvements to be made	Implement	Implement and review	The Town Council works with stakeholders and the community on appropriate changes to the western end of the seafront

AIM FOUR:

Listen to, Engage With and Give Voice to our Residents so that the Town Council is Actively Encouraging Community Voices to be Heard and our Priorities Reflect the Needs of our Communities.

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
4.1 Work with community to champion change for the A259 Bishopstone junction	The Planning and Highways Committee will review and report to Full Council on any changes the Town Council would recommend. The Town Council engages with stakeholders and the Councillors may wish to help	Work with partners on solutions	Work with partners on solutions	Review success and plan next steps	The Town Council has done all it can to bring greater safety to a key intersection in the town.

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
4.2 Maximize the effectiveness of our engagement, consultation, stakeholder groups and partnership working.	<p>campaign for change</p> <p>Develop a new communications strategy</p> <p>Audit engagement activities to understand the volume and impact of activities we carry out.</p>	Implement new strategy and the results of the audit	Implement new strategy and the results of the audit	Review and plan for the future	The Town Council strengthens its communications and engagement.

AIM FIVE:

Practice Ethical and Sustainable Governance that Shows Fiscal Responsibility and Ensures Sustainability

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
5.1 Create a new business plan for Seaford Head Golf Course	Commission and work with expert support to understand what we do well, what we can improve on, and what are our priorities for the future	Approve five year plan for the course	Implement	Implement and review	A long term plan for Seaford Head Golf Course is agreed and implementation underway
5.2 Management of risk and good governance	Review of leases and contracts. Update Risk register. Carry out all necessary Health and safety inspections and	Review governance measures identified in year one. Identify further areas for review.	Review governance measures identified in year two. Identify further areas for review.	Review governance measures identified in year three. Identify further areas for review. Preparations for the election and the new	The Town Council manages risks well and practices good governance

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
5.3 Financial management	<p>fulfill responsibilities. Identify area of governance practice for review and improvement in year two</p> <p>Ensure a balanced budget and pursue sound public financial administration, seeking value for money for the people of Seaford that minimises precept while funding</p>	<p>Ensure a balanced budget that minimises precept while funding necessary projects and service. Carry out Internal and external audit and implement recommendations</p>	<p>Ensure a balanced budget that minimises precept while funding necessary projects and service. Carry out Internal and external audit and implement recommendations Confirm priorities for CIL receipts</p>	<p>Councillors in May 2027</p> <p>Ensure a balanced budget that minimises precept while funding necessary projects and service. Carry out Internal and external audit and implement recommendations Confirm priorities for CIL receipts</p>	<p>The Town Council practices sound financial management.</p>

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
	<p>necessary projects and service.</p> <p>Carry out Internal and external audit and implement recommendations</p> <p>Confirm priorities for Community Infrastructure Levy (CIL) receipts</p>	<p>Confirm priorities for CIL receipts</p>			
5.4 Policies	<p>Review a number of Town Council policies.</p> <p>Develop any appropriate new policies in the light of learning from experience</p>	<p>Review a number of Town Council policies.</p> <p>Develop any appropriate new policies in the light of learning from experience</p>	<p>Over-arching review of all of the Town Council's policies (year one of two)</p>	<p>Over-arching review of all of the Town Council's policies (year two of two)</p>	<p>The Town Council has strong and effective governance</p>

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
	and any changes proposed by NALC.	and any changes proposed by NALC.			

AIM SIX:

To Help Create a Sustainable Seaford, Resilient to the Effects of Climate Change

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
6.1 'Future Proofing' the town	The Town Council: Climate/energy audit The Town: Work through the Town Centre Working Group and with our stakeholder groups	Implement the results of the audit. Create an action plan to support 'future proofing' in the town	Host an event to champion change with residents and stakeholders	Review	The Town Council works on responses of town and Town Council to climate emergency.

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
<p>on how we work together to future proof the town.</p> <p>6.2 Improve access to advice for residents on building initiatives</p>	<p>Map current resources available to residents</p> <p>Engage expert support to determine offer</p> <p>Link to community</p> <p>Centre work above</p>	<p>Embed within community centre and/or South Hill</p> <p>Barn work above</p>	<p>Embed within community centre and/or South Hill</p> <p>Barn work above.</p>	<p>Embed within community centre and/or South Hill</p> <p>Barn work above</p>	<p>Residents are supported by the Town Council on climate-friendly solutions to home design and use.</p>
<p>6.3 Explore how best community groups and residents can use our green spaces for growing food, fruit etc</p>	<p>Map current usage of the green spaces we use.</p> <p>Develop agreements and seek community groups who can work with us.</p>	<p>Work with partners residents and stakeholders on plans for greater use of the Council's green spaces</p>	<p>Implement</p>	<p>Implement and review</p>	<p>More of the space owned by the Town Council is used by the community.</p>

PRIORITY	Year 1	Year 2	Year 3	Year 4	OUTCOME
6.4 Create and implement climate policy/ies that will embed environmental considerations into the work of the Council	Develop policy/ies needed	Implement	Review	Determine any future priorities	The Town Council uses its policies to inform best practice.

SECTION 5: PROJECTS LIST - 15 COMMITMENTS TO THE TOWN 2023 - 2027

Please find below 15 projects that the Town Council will deliver by the end of 2027 to help make Seaford the best place it can be.

Project	Year 1	Year 2	Year 3	Year 4
1 In response to expected cliff erosion, move the 17 th green and 18 th tee on Seaford Head Golf Course	Initial planning Expert advice Confirm plans	Preparatory work, permissions and funding	Preparatory work, permissions and funding	Implement change
2 Deliver 80 th anniversary D Day celebrations, and a refreshed annual Armed Forces Day celebrations	D-Day 80 th anniversary June 2024 – celebration for the town following national guidance.	Review future arrangements for Armed Forces Day	Implement review results	

Project	Year 1	Year 2	Year 3	Year 4
	Scale back Armed Forces Day in the light of D-Day celebrations .			
3 Offer Sponsorship opportunities for local business: maintain and renew current arrangements (e.g. boat; water refill stations) and develop further opportunities	Confirm timetable of all current arrangements and renewal dates Trial new sponsorship arrangement and measure impact	Renewals/refresh as per timetable Review results of trial and confirm arrangements for additional sponsorships Agree targets for new sponsorships	Renewals/refresh as per timetable Implement post-trial arrangements and review performance against targets.	Renewals/refresh as per timetable Implement post-trial arrangements and review performance against targets.
4 Carry out Bönningstedt Wall remedial works	Prepare plans and consult publicly	Make changes to the wall	Review impact and effectiveness of the changes made	
5 Consider adopting Fields In Trust status for large green or recreation spaces owned by the Council	Following submission of original application, there will be formal consideration by council of the final	Implement any changes in the light of the Fields in Trust decision.		Review impact of Fields in Trust (if it happened)

Project	Year 1	Year 2	Year 3	Year 4
6 Implement additional seafront signage on seafront to help bring visitors to the town's shops and facilities (<u>both physical and digital</u>)	proposals from Fields in Trust Review plans and proposals and confirm the next steps	Implement new fingerpost signage, targeted by area and content to maximise impact and the potential increase of footfall for businesses and facilities in the town.		Review and plan for the future
7 Grounds Maintenance: carry out formal review of arrangements for the maintenance of the large number of spaces owned by the Town Council and implement the results	<u>Consulting with neighbouring town councils and Lewes District Council on the review</u>	Prepare review	Carry out and implement results	
8 Carry out Martello Tower Maintenance – Seaford museum	Review specialist's report and plan for works	Secure necessary permissions and funding and begin work	Complete maintenance program	

Project	Year 1	Year 2	Year 3	Year 4
<p>9 Refurbishment of Martello Toilets and creation of new Changing Places facilities</p>	<p>Tender awarded and works begin</p>		<p>Review impact</p>	
<p>10 Take appropriate actions in relation to Camper vans and motor homes</p>	<p>Submit evidence of challenges to statutory partners and work with partners on ways forward Implement changes on any land owned by the Town Council</p>	<p>Explore possible sites for new provision Carry out a further public consultation</p>	<p>If agreed, implement new area of these vehicles</p>	
<p>11 <u>Rename the Martello Fields as Queen Elizabeth fields</u> <u>Consider renaming or publicising the history of the Martello Fields, as appropriate</u></p>	<p><u>Public consultation and permissions</u></p>	<p>Public consultation and permissions</p>	<p>Implement</p>	

Project	Year 1	Year 2	Year 3	Year 4
12 Identify and implement appropriate ways to minimise carbon usage and <u>emissions</u> by the Town Council	Engage external expertise and undertake 'carbon' audit	Review results and begin to implement outcomes	Implement	Review
13 Look into the Town Council providing spaces for street art		Scope briefing for the project and confirm next steps with Town Council	Implement and review	
14 Update CCTV for the town	Confirm new arrangements for the town and implement improvements		Review	
15 Deliver the annual Christmas Magic event	Trial of new arrangements for December 2023, with a focus on families and partnerships with schools, community organisations, traders and other stakeholders	Review of trial and work with partners on delivery of future events	Event	Event

Project	Year 1	Year 2	Year 3	Year 4
	to maximise family feel and accessibility.			

SECTION 6: THE 4 'AREA PLANS' – PRIORITIES AND HOW WILL THEY BE IMPLEMENTED

Being mindful of its mission and role as custodian of so many spaces and assets in the town, the Town Council has also been looking strategically at Seaford's future.

The work undertaken was to consider four key areas of the town (the town centre, seafront, green or open spaces, and The Salts) and identify priorities and how the Town Council can help to deliver them – a deliberately strategic approach, being mindful of working with partners and the community to make things happen.

Set out below are the priorities and the next steps:

AREA ONE: TOWN CENTRE

The Councillors have identified the following seven priorities for the town centre of Seaford:

1. Recognise challenges for town centres, such as the cost of living crisis and internet shopping.
2. Define the area – what do we mean by a town centre?
3. How do we making it easy for people to get there?
4. How can we promote what the town centre has to offer – not just shops but coffee/art gallery/museum/history?
5. Can we create a community centre as an anchor and place for community to gather?
6. What activities and events that will bring people to the town centre?
7. Can we create more free wifi/charge points/cycle racks/ places young people may want to go?

Please note that these seven items are of equal importance,

How this work will be taken forward:

- Create a new working group
- Commission a report to explore how best we deliver these priorities
- Carry out more community and stakeholder surveys to inform need
- Report bi-annually to Full Council on progress against the list of priorities

AREA TWO: SEAFRONT

The Councillors have identified the following seven priorities for the seafront:

1. Trial new things in seasonal months – e.g. do we want to try a pop-up bar?
2. Consider doing more to attract people to town centre from the seafront and complement, not compete, with town centre
3. Highlight key walking routes – a flat promenade great for access – and links to heritage trail to encourage walking to town
4. Keep the 'balance' – no arcades – and consider noise issues for any new activities
5. Have better signage – not just 'town centre' but tell people what is there
6. Management of camper van and motorhome issues and parking
7. How best can we become as litter free as possible?

Please note that these seven items are of equal importance.

How this work will be taken forward:

- Share priorities with beach uses group and see how best we can work together
- Community Services Committee to review progress bi-annually and report to Full Council

AREA THREE: GREEN/OPEN SPACES

The Councillors have identified the following seven priorities for the green and open spaces we manage:

1. South Hill Barn is a key priority so take forward renovation and use of space given its location.
2. Undertake audit of our green spaces - how used?
3. Work with community – regular consultations on priorities and any plans
4. Identify ways to work with range of stakeholders including those who may have conflicting priorities for the use of the space
5. Review and improve signage
6. Maintain public safety e.g. cliff edges
7. Consider how to enable access to spaces and appropriate cycling routes in the spaces

Please note that these seven items are of equal importance

How this work will be taken forward:

- Create a South Hill Barn Working Group

- Convene and work with stakeholder groups in key spaces
- Reconvene the Assets Working Group bi-annually to review progress
- Work with the Seaford Head Local Nature Reserve Management Committee on management of that space

AREA FOUR: THE SALTS

The Councillors have identified the following seven priorities for the Salts:

1. Look to see if we can develop any shaded areas?
2. Provide more seating areas for families/other groups
3. Create space for younger children near skate park
4. Host events – cinema?
5. Toilets – can we improve disabled provision? Should there be compostables?
6. Refurbish the café, the scout hut and basket ball court
7. Investigate having a community performance space

Please note that these seven items are of equal importance

How this work will be taken forward:

- Bi-annual review by Community Services Committee
- Convene and work with stakeholder groups in key spaces

SECTION 7: RISK REGISTER

Identification and management of risk is vital. Every year, the Town Council produces an Annual Risk Assessment document, which is a public document and formally adopted at a meeting of Full Council.

The latest version of this organisational risk assessment can be found below.

General and Financial Risk Assessment

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Assets	Protection of physical assets detailed in the Council's Asset Register.	H	<p>All assets over a value of £1,000 are insured through Zurich Municipal, unless previously agreed by Full Council not to insurance (e.g Skate Park)</p> <p>As new assets are purchased over £1,000 in value, they are added to the policy.</p> <p>The Head of Assets & Projects (HAPS) to advise Finance team as soon as a project is completed to enable project to be insured if necessary.</p>	As and when

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
		M	<p>All leases and land registration details that are in the Council possession and are kept by the HAPS. Some original documentation is held by the Council's Solicitors.</p> <p>There are however several historical issues outstanding with regards to land ownership.</p> <ol style="list-style-type: none"> 1 Some documentation is missing. 2 Some parcels of land in the Council's ownership have not been registered with Land Registry. 3 Secure details of all land documents held by Solicitors. <p>Target to resolve all outstanding land issues by December 2023.</p>	12
Assets	Security of buildings, equipment etc.	M	<p>Where possible buildings have alarm systems and CCTV installed. All offices routinely locked overnight. All assets at The View and Seaford Head Golf Course are securely stored. Planned programme of testing electrical and safety equipment in place.</p>	Daily

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Assets	Maintenance of buildings etc.	M	<p>Planned ongoing maintenance schedule is worked to.</p> <p>Planned programme of testing electrical and safety equipment in place.</p> <p>Reactive repair allocations included in revenue budget, pool of suitable contractors to carry out works in place.</p>	1
Finance	Banking.	M	All Council bank accounts are in place with the Cooperative Bank and CCLA's Public Sector Deposit Fund. These are reconciled every month in accordance with the Financial Regulations.	1
Finance	Risk of consequential loss of income.	L	Insurance cover in place for insurable risks	12
		H	Uninsured risks (e.g. pandemic) – expenditure reduced, grants applied for and robust reserves.	1
		H	General Reserves to be at least 50% of the precept.	Annually

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
		H	Earmarked Reserves increased for contingent liabilities (e.g. Building maintenance).	1
		H	Financial performance of all activity reviewed monthly to enable any issues to be speedily addressed.	1
		M	Committees consider in detail draft budgets. Councillor briefing reviews all potential financial issues to ensure all relevant information is present at the Full Council where the annual budget and precept are determined.	1
		M	Precept paid 6 monthly.	6
		L	FM checks bank statements to ensure all payments are received.	1
Finance	Loss of cash through theft or dishonesty.	M	Petty cash at Council Offices and The View is managed in accordance with adopted procedures, which requires receipts for all purchases. Reconciled every month.	1

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
		H	All cash from tills at The View is reconciled with till reading every evening and banked promptly following all internal control procedures.	Daily
		L	Mayor's Charity pots- procedures in place for secure collection and banking, in accordance with National guidelines.	As req'd
		L	Cash only used where absolutely necessary- payment by BACs or Debit card the norm.	1
Finance	Financial controls and records.	L	Strict internal controls in place to separate functions relating to all form of payment transactions including electronic, debit cards and cheques. Two Councillors required to sign as well as at least two separate officers.	Daily
		L	Internal Audit 2-3 times per annum, External Audit annually.	4/6/12

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
		L	Audit Reports to be presented to the next available Finance & General Purposes (F&GP) Committee meeting; all recommendations acted upon as soon as practical and reported back to F&GP Committee.	4
		L	All electronic financial records are backed up to the server weekly.	Weekly
		L	Tenders secured for contracts when required in accordance with Financial Regulations.	As req'd
		M	All financial records stored and saved in accordance with Council's document retention policy.	12
		L	Internal Controls are reviewed annually	12
Finance	Comply with HMRC VAT Regulations.	L	VAT payments and reclaims to be calculated by the FM, quarterly.	3

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
		L	VAT reconciled monthly and claimed quarterly.	12
		L	Advice notes from HMRC followed at all times, use external advice where necessary.	12
		L	Internal auditor reviews VAT on a regular basis.	12
		M	Carry out annual Partial Exemption Calculations.	12

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Finance	Sound budgeting to underlie annual precept.	M	<p>The Responsible Financial Officer (RFO) in consultation with the Finance Manager (FM), budget managers and Committee Chairs develop committee budgets based on previous performance and plans for the future. These are presented to the relevant committee for consideration and recommendation to F&GP who recommend the whole budget to Full Council. A briefing meeting is held with all Councillors to assess the Committee proposals and ensure that all potential contingencies are addressed in the final report. Draft figures go to the Full Council meeting in January to set the precept, avoiding any potential last-minute proposals that cannot be financially assessed ensuring financial diligence is retained.</p>	12
		L	Expenditure against budget reported to relevant committee at least every quarter.	3
		M	Budget managers to ensure that spend does not go over budget	1

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Finance	Complying with borrowing restrictions.	L	All current loans are paid automatically via Direct Debit every six months.	6
		L	Any new loans require Full Council approval after presenting a full business case.	As req'd
Liability	Risk to third party, property or individuals.	M	Insurance in place with Zurich Municipal & Golfguard.	12
		M	Full health and safety programme of inspections of all property and land is in place and carried out by a qualified Health and Safety Officer.	Weekly
		M	A qualified officer routinely undertakes risk assessments of all individual events such as Seaford Christmas Magic, Armed Forces Day.	As req'd

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Liability	Safeguarding risks with relevant Council activities, where vulnerable adults or children are concerned.	M	An appointed Welfare Officer to ensure safeguarding requirements and processes are in place for Salts Tennis Courts activities. Refresher training to be undertaken every 3 years. Another officer trained to deputise in Welfare Officer's absence. A Town Council Safeguarding Tennis Policy adopted in line with LTA guidelines.	36 / As req'd
		M	Permissions sought from the Young Mayor and Deputy Young Mayor's parents/guardians upon taking office, relating to a number of different duties and activities. Regular communication maintained with parents/guardians by relevant officers within the Civic Office.	Annually
		M	A Golf Professional with relevant safeguarding training for the activities involving junior members / visitors at Seafood Head Golf Course.	36 / As Req'd

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
		M	An overarching Safeguarding Policy to be devised in 2023-2024 and adopted, addressing safeguarding arrangements across all of the Town Council's activities	Tbc
Liability	Legal liability as consequence of asset ownership.	H	Insurance in place with Zurich Municipal & Golfguard	12
		M	Full health and safety programme of inspections of all property and land is in place and carried out by a qualified Health and Safety Officer.	Weekly
		M	Annual checks by ROSPA of all play equipment takes place and report is acted on.	12
		M	Play areas also inspected weekly by LDC & STC H&S Inspector.	Weekly
Liability	Legal liability as consequence of personal data controlled / processed.	L	An appointed internal Data Protection Officer, with access to relevant training and resources.	As req'd

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
		H	Initial training for all councillors and staff on data protection legislation and requirements and understanding of roles where personal data is concerned. Annual refreshers of responsibilities to be arranged.	12
		H	Adequate processes in place to ensure security of personal data being processed by both councillors and staff.	12
		L	Adequate process in place for handling Subject Access Requests (currently part of the Data Protection Policy, due for review in 2022).	36
		M	Privacy notices displayed explaining why personal data is collected, how it is used and stored.	As req'd

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Employer Liability	Comply with Employment Law.	H	Membership of various national and regional bodies including NALC, SLCC, BIGGA, CIPD to ensure Managers are kept up to date with all relevant employment requirements and legislation as well as best practice.	As req'd
		L	Subscribing to HMRC information emails and bulletins.	Weekly
		M	Ensure employee's terms & conditions comply with employment law.	As req'd
		M	Annual Appraisals take place with all employees.	12
		L	Central records retained of all employee sickness absence and holidays. Hard copies of all employee's records are currently stored in a locked filing cabinet, although the aim is to go 'paperless' with personnel records.	As req'd

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
		M	All digital records can only be accessed by necessary managers to ensure compliance with the Data Protection legislation.	As req'd
		L	Routine reviews of employment terms and conditions acted on or where necessary reported to the Personnel Committee for action	
		M	Ensure all staff and councillors* involved with employment relations or processes have access to relevant training and resources. * Could change after each annual meeting and the appointment of committees. Relevant training will form part of the standard training list for relevant councillors.	12
Employer Liability	Comply with Inland Revenue requirements.	M	Regular review of current legislative requirements undertaken by managers. Internal auditor undertakes regular review.	As req'd

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Employer Liability	Safety of staff and visitors.	M	Risk assessments carried out for all premises and activities undertaken by employees.	As req'd
		M	Internal training undertaken on the job and on a regular basis formally when need arises.	As req'd
Legal Liability	Ensuring activities are within legal powers.	M	Proper Officer to clarify legal position on any new proposal.	As req'd
		M	Legal advice to be sought where necessary.	As req'd
		L	Council to maintain General Power of Competence eligibility, which collectively gives the Council the power to do anything that and individual may do, as long as it does not break any laws.	As req'd

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Legal Liability	Proper and timely reporting via the minutes.	L	All agendas are issued and displayed in accordance with the Local Government Act 1972 and/or other relevant legislation.	As req'd
		L	Council meets regularly and always receives and approves minutes of meetings held since the last meeting including all committee minutes.	2
		L	Minutes made available to press and public via the Town Council website, email distribution and social media, and (where achievable) the library, notice boards and in the Tourist Information Centre.	As req'd
Legal Liability	Proper document control.	M	Original Deeds and leases stored with Barwells Solicitors.	As req'd
		M	Copies Retained within the Council Offices and stored within a fireproof safe. Document Retention policy was adopted in 2021.	36

Area	Risk	Level	Controls (bold indicates where work is needed)	Frequency months
Councillors	Registers of Interests, gifts and hospitality not in place.	M	<p>Register of Disclosable Pecuniary Interest is retained in the Council Offices by the Town Clerk and sent to the Monitoring Officer at LDC who is responsible for the management.</p> <p>Declaration of interest is on the agenda at every meeting.</p>	12
		M	<p>Declaration of interest is on the agenda at every meeting.</p>	1
		M	<p>If circumstances change, updating declarations of interest is the responsibility of the individual councillor.</p>	1
		M	<p>Emailed out annually to all councillors to ensure up to date.</p>	12
		H	<p>Register of Gifts & Hospitality retained in Council Offices by the Town Clerk for use by councillors and Council employees. Published annually on website. Gifts & Hospitality Policy adopted by Council in 2018.</p>	12

SECTION 8: BUDGET

Please find below the current 'rolling' four year budget for the Town Council. This is reviewed and updated annually each January at a Full Council meeting.

COMMITTEE	2023 - 2024 APPROVED	2024 - 2025 PROJECTED	2025 - 2026 PROJECTED	2026 - 2027 PROJECTED	2027 - 2028 PROJECTED
Finance and General Purposes					
Income	£49,705	£48,560	£47,434	£48,570	£49,734
Expenditure	£704,050	£682,898	£690,296	£703,673	£747,586
Net	£654,345	£634,338	£642,862	£655,103	£697,853
Community Services					
Income	£261,310	£279,484	£291,322	£298,130	£307,127
Expenditure	£704,195	£458,693	£462,053	£477,062	£487,786
Net	£442,885	£179,209	£170,731	£178,933	£180,569
Golf and the View					
Income	£1,050,935	£1,082,116	£1,117,206	£1,150,248	£1,184,266
Expenditure	£1,232,660	£1,231,176	£1,274,983	£1,336,805	£1,395,932
Net	£181,725	£149,060	£157,777	£186,557	£211,666
Total Committees					
Income	£1,361,950	£1,378,978	£1,420,872	£1,463,905	£1,507,109
Expenditure	£2,640,905	£2,374,251	£2,383,525	£2,455,708	£2,572,178
Net	£1,278,955	£995,272	£962,653	£991,813	£1,065,069
LESS					
Funded FROM Earmarked Reserves					
EMR320 Election Costs	-£26,135				-£30,000
EMR 363 Capital Receipts	-£200,000				

COMMITTEE	2023 - 2024 APPROVED	2024 - 2025 PROJECTED	2025 - 2026 PROJECTED	2026 - 2027 PROJECTED	2027 - 2028 PROJECTED
EMR 366 Seafront Improvement	-£20,000				
Subtotal	£1,032,820	£995,272	£962,653	£991,813	£1,035,069
PLUS					
Transfers TO Earmarked Reserves					
EMR 320 Election Costs		£10,000	£10,000	£10,000	
EMR 353 Professional Fees	£10,000				
EMR 356 Playgrounds	£13,389	£10,000	£10,000	£10,000	£10,000
EMR 368 Tennis Courts	£5,400	£5,400	£5,400	£5,400	£5,400
Transfer to General Reserve		£40,937	£73,556	£44,396	£11,140
Funding Requirement from Precept	£1,061,609	£1,061,609	£1,061,609	£1,061,609	£1,061,609
Tax Base	9556.3	9556.3	9556.3	9556.3	9556.3
Band D Council Tax	£111.09	£111.09	£111.09	£111.09	£111.09

SECTION 9: APPENDICES

These will include:

- The public consultation on priorities for Seaford and the Council.
- The stakeholder engagement on priorities for Seaford and the Council
- Town Councillor List
- Staff Structure