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**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 Southeast 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**](http://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**](http://www.seafordtowncouncil.gov.uk/wp-content/uploads/2023/01/A-Z-Council-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/](http://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/](http://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/](http://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 | * 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 | * 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 | * 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. |
| 4 Engagement | * 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. | 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. |
| 5 Governance | * Practice good governance and provide value for the community. * To provide an ethical and sustainable governance. * To practice good governance and fiscal responsibility. | Practice ethical and sustainable governance that shows fiscal responsibility and ensures sustainability. |
| 6 Climate | * 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. | To help create a sustainable Seaford, resilient to the effects of climate change. |

**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.

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| **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 25th 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. |
| 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 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. | 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. |
| 1.4 Work well digitally and support digital access for all | Make this a ‘cross-cutting’ theme for all of our work.  Identify areas for improvement and ways to increase digital access for all.  Identify and protect communications for non-digital users. | Identify and implement specific measures to improve the Town Council’s digital communication.  Identify and protect communications for non-digital users. | Review impact of work so far and identify any further changes to be made. | Implement phase 2. | The Town Council strengthens its digital work and works with others to help overcome digital exclusion. |
| 1.5 Understand options to improve visitor accommodation in the town, including identifying any role the Town Council can take | Create a new Town Centre Working Group.  Map the current position and understand areas where the needs are not being met. | Work with partners to formulate plans to meet unmet need.  Identify read-across to other work for the town centre and elsewhere to see how this work can help to appropriately increase visitor accommodation. | Implement measures identified. | Review impact and make further plans. | The Town Council works with partners to maximise visitor accommodation in the town. |

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| **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 own needs in this context.  Prepare report of findings and confirmation of need. | 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. |
| 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 must 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.

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| **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 toilers 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. |
| 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. |

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| **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 campaign for change. | 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. |
| 4.2 Maximize the effectiveness of our engagement, consultation, stakeholder groups and partnership working. | Develop a new communications strategy.  Audit engagement activities to understand the volume and impact of activities we carry out. | 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. |

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| **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 Heath and safety inspections and fulfill responsibilities.  Identify area of governance practice for review and improvement in year two. | 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 Councillors in May 2027. | The Town Council manages risks well and practices good governance. |
| 5.3 Financial management | Ensure a balanced budget and pursue sound public financial administration, seeking value for money for the people of Seaford.  Carry out Internal and external audit and implement recommendations  Confirm priorities for Community Infrastructure Levy (CIL) receipts. | 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. | 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. | 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. | The Town Council practices sound financial management. |
| 5.4 Policies | Review a number of Town Council policies.  Develop any appropriate new policies in the light of learning from experience and any changes proposed by NALC. | Review a number of Town Council policies.  Develop any appropriate new policies in the light of learning from experience and any changes proposed by NALC. | Over-arching review of all of the Town Council’s policies (year one of two). | Over-arching review of all of the Town Council’s policies (year two of two).  . | The Town Council has strong and effective governance. |

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| **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 on how we work together to future proof the town. | 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. |
| 6.2 Improve access to advice for residents on building initiatives | Map current resources available to residents.  Engage expert support to determine offer  Link to community Centre work above. | Embed within community centre and/or South Hill Barn work above. | Embed within community centre and/or South Hill Barn work above. | Embed within community centre and/or South Hill Barn work above. | Residents are supported by the Town Council on climate-friendly solutions to home design and use. |
| 6.3 Explore how best community groups and residents can use our green spaces for growing food, fruit etc | Map current usage of the green spaces we use.  Develop agreements and seek community groups who can work with us. | Work with partners residents and stakeholders on plans for greater use of the Council’s green spaces. | Implement. | Implement and review | More of the space owned by the Town Council is used by the community. |
| 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 17th green and 18th 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 80th anniversary D Day celebrations, and a refreshed annual Armed Forces Day celebrations | D-Day 80th anniversary June 2024 – celebration for the town following national guidance.  Scale back Armed Forces Day in the light of D-Day celebrations. | Review future arrangements for Armed Forces Day. | Implement review results. |  |
| 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 proposals from Fields in Trust. | Implement any changes in the light of the Fields in Trust decision. |  | Review impact of Fields in Trust (if it happened). |
| 6 Implement additional seafront signage on seafront to help bring visitors to the town’s shops and facilities (both physical and digital) | 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 | Consulting with neighbouring town councils and Lewes District Council on the review. | 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. |  |
| 9 Refurbishment of Martello Toilets and creation of new Changing Places facilities | Tender awarded and works begin. |  | Review impact. |  |
| 10 Take appropriate actions in relation to Camper vans and motor homes | Submit evidence of challenges to statutory partners and work with partners on ways forward.  Implement changes on any land owned by the Town Council. |  |  |  |
| 11  Consider renaming or publicising the history of the Martello Fields, as appropriate | Public consultation and permissions. |  | Implement. |  |
| 12 Identify and implement appropriate ways to minimise carbon usage and emissions 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 to maximise family feel and accessibility. | Review of trial and work with partners on delivery of future events. | Event. | Event. |

**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 the 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 basketball 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 | 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)  As new assets are purchased over £1,000 in value, they are added to the policy.  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. | As and when |
|  |  | M | 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.  There are however several historical issues outstanding with regards to land ownership.  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.  Target to resolve all outstanding land issues by December 2023. | 12 |
| Assets | Security of buildings, equipment etc. | M | 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. | Daily |
| Assets | Maintenance of buildings etc. | M | Planned ongoing maintenance schedule is worked to.  Planned programme of testing electrical and safety equipment in place. | 1 |
|  |  | M | Reactive repair allocations included in revenue budget, pool of suitable contractors to carry out works in place. | 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 |
|  |  | 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 |
|  |  | 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 |
|  |  | 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 |
|  |  | 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 |
| Finance | Sound budgeting to underlie annual precept. | M | 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. | 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 |
| 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 |
| 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 Seaford Head Golf Course. | 36 / As Req’d |
|  |  | 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 |
|  |  | 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 |
|  |  |  |  |  |
| 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 |
|  |  | 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 |
| 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 |
| 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 |
|  |  |  |  |  |
| Councillors | Registers of Interests, gifts and hospitality not in place. | M | 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. | 12 |
|  |  | M | Declaration of interest is on the agenda at every meeting. | 1 |
|  |  | M | If circumstances change, updating declarations of interest is the responsibility of the individual councillor. | 1 |
|  |  | M | Emailed out annually to all councillors to ensure up to date. | 12 |
|  |  | H | 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. | 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** | **2024 - 2025** | **2025 - 2026** | **2026 - 2027** | **2027 - 2028** |
| --- | --- | --- | --- | --- | --- | --- |
|  | **APPROVED** | **PROJECTED** | **PROJECTED** | **PROJECTED** | **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 |  |  |  |  |
| 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

<https://www.seafordtowncouncil.gov.uk/councillor-contact-details/>

* Staff Structure

<https://www.seafordtowncouncil.gov.uk/staff-structures-duties/>