

SEAFORD TOWN COUNCIL



Strategy Programme 2025 - 2027

"Working with our community to secure Seaford's best future"



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ABOUT SEAFORD

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 being 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.

Seaford is a town that attracts a variety of descriptions depending on where you read and who you speak to.

To some it is a seaside town, a rambling destination, a shopping location, a hub of community groups, a cultural or heritage haven, a family-friendly town – the list goes on!





ABOUT SEAFORD TOWN COUNCIL

Seaford Town Council

Seaford Town Council is the first tier of Local Government in Seaford, the local authority closest to the people. The Town Council is a statutory body (established by law) and its role is to serve the electorate (all the people in Seaford who are entitled to vote in an election). Its role is to deliver services to meet local needs, give the community a voice and representation, and improve the quality of life and community wellbeing.

The Town Council is independently elected, raises its own precept (a form of council tax which enables the Town Council to delivery its services) and is an apolitical body, which means that it makes decisions based on local needs rather than party politics.

There are 10,000 parish and town councils in England and 100,000 councillors serving in these councils, with over £2 billion invested into communities annually.

The tier of local government above the Town Council is Lewes District Council and then above that is East Sussex County Council. While working closely together for the town, each authority has its own areas of responsibility and service delivery, for example:



- Highways
- Education
- Social Services
- Street Lighting
- Seaford Library



- Bin collections & Litter
- Recycling
- Housing
- Environmental Health
- Parking Enforcement



Seaford Town Council

- The Salts
- The Crouch
- Seaford Seafront
- Seaford Head Golf Course
- Beach Huts



INTRODUCTION TO THE STRATEGY PROGRAMME

Background

In late 2023, Seaford Town Council adopted a Strategic Plan for 2023-2027, however soon after, the Town Council was faced with a number of issues and challenges.

To over come these challenges, the Town Council carried out a comprehensive staff review, put in place a new committee structure which improves the focus and responsibilities of the committees, The View at Seaford Head was outsourced, and a new Town Clerk was appointed.

As a result of the above, the operation of today's Town Council looked and felt different to the Town Council of 2023 and it was agreed in June 2025 to revise the Strategic Plan, making it more focused, simpler and SMART (specific, measurable, achievable, realistic, timebound).

A Working Group of five councillors worked at pace with the Town Clerk, the Head of Place and other officers to devise a new draft document which was presented at the Town Council's Full Council meeting on 23 October 2025. At this meeting the Town Council agreed to relinquish the existing Strategic Plan 2023 - 2027 and to adopt the presented Seaford Town Council Strategy Programme 2025 – 2027.

Aims & Strategies

The Progamme focuses on six key aims:

- Economic
- Wellbeing
- Facilities & Assets
- Engagement
- Governance
- Climate

Cont. Over.



INTRODUCTION TO THE STRATEGY PROGRAMME CONT.

Aims & Strategies Cont.

					
ECONOMIC Promote and develop a thriving Town, enabling future opportunities for economic wellbeing and an active community	WELLBEING Develop and deliver projects to support the wellbeing of the Town's residents	FACILITIES / ASSETS Develop and maintain assets, settings and recreational facilities	ENGAGEMENT Give voice to residents actively directing our priorities to reflect their needs	GOVERNANCE Practice ethical and sustainable governance that demonstrates fiscal responsibility and sustainability	CLIMATE To help create a sustainable Seaford, resilient to the effects of climate change

Using these six key aims, councillors and officers devised 25 new 'Strategies', encompassing 79 specific 'Goals' that are designed to be **Specific, Measurable** and **Achievable**. For each of these goals, they have been given a **Realistic Timeframe** by which they should be achieved and/or concluded.

Timescale of the Strategy Programme

It was recognised that the current administration only had 19 months remaining before the next election is held in May 2027.

However, it was agreed that the duration of the Strategy Programme 2025 - 2027 should run for 24 months until October 2027 to provide the next administration of councillors a few months leeway after their election to work up a suitable new Strategic Plan for the duration of their four-year term.

Cont. Over.



INTRODUCTION TO THE STRATEGY PROGRAMME CONT.

RAG Rating & Latest Updates

Officers will provide an update on the Strategic Programme 2025 - 2027 at each 'quarterly' Full Council meeting over the next 24 months.

At each update, each goal will be RAG rated (R=red, A=amber, G=green) on its progress against the realistic timeframe. This will help to provide a visual stimulus on the progress of each strategy and goal.

In addition to the RAG rating section, a 'Latest Update' box will be completed relating to each strategy/goal, thus enabling officers to provide the latest narrative update on each.

2026 Refresh

The Town Council's Working Group will be reconvened in around a year's time from adoption to revisit and light-touch review the Strategic Programme 2025 - 2027. This will help to ensure the document is kept up to date and remains relevant across the 24 months of its intended duration. It will also enable any areas that have changed between now and then to be addressed and for strategies and goals to be re-focused if necessary.

Following on from the above review, any changes proposed will be brought back to Full Council in Autumn 2026 for re-approval.





AIM 1 - ECONOMIC

Promote and develop a thriving Town, enabling future opportunities for economic wellbeing and an active community

Strategy	Ref	Goal	Timeframe	Committee Oversight
1.1 Concession, Licence, Lease Management	A	Establish A&F 'Concessions Working Group' to review the current concession, lease and licence process/arrangements	Nov 2025	Assets & Facilities
	B	A&F Concessions Working Group to devise recommendations and obtain Full Council approval	Oct 2026	
	C	Implement new processes and arrangements	April 2027	
1.2 Improve Accessibility of STC website & Golf Course website	A	Identify areas of improvement required for 'WCAG 2.2' protocols compliance across both websites	Dec 2025	Finance & General Purposes
	B	Make necessary changes required to ensure 95% score rating is achieved	April 2026	
	C	Monitor continued compliance and address failings, as necessary	March 2027	
1.3 Improve & Refresh Signage	A	Refresh Heritage Board Signage, in conjunction with Museum & Heritage Society & Chamber of Commerce	May 2026	Assets & Facilities
	B	Undertake signage audit across STC sites, identifying improvements available, and where amalgamation can occur	May 2026	
	C	Commence incremental programme of signage changes, following on from signage audit	July 2026	



AIM 1 - ECONOMIC CONT.

Promote and develop a thriving Town, enabling future opportunities for economic wellbeing and an active community

Strategy	Ref	Goal	Timeframe	Committee Oversight
1.4 Golf Course Improvements (* Dependent on Higher Tier Funding from RPA)	A	* Prepare necessary works for the redevelopment of the 17th green and 18th tees	Sept 2026	Golf, Open Spaces & Climate Action
	B	* Achieve required approvals to commence works on 17th green and 18th tees	Sept 2027	
	C	* Create new rides through scrub areas	April 2027	
	D	Install new washdown facilities to recycle water and clippings	April 2027	
	E	Commence a programme of extending wildflower areas	April 2027	

AIM 2 - WELLBEING

Develop and deliver projects to support the wellbeing of the Town's residents

Strategy	Ref	Goal	Timeframe	Committee Oversight
2.1 Evidence Base for New Community Centre	A	Map the community group provision already existing in the town	Feb 2026	Assets & Facilities
	B	Engage with residents and stakeholders to map the need for further provision	July 2026	
	C	Finalise and, if approved, work up project including next steps, as appropriate (Oct-26 refresh to dictate next steps)	Oct 2026	



AIM 2 - WELLBEING CONT.

Develop and deliver projects to support the wellbeing of the Town's residents

Strategy	Ref	Goal	Timeframe	Committee Oversight
2.2 The Salts Improvement Plan	A	Undertake consultations with key stakeholders	March 2026	Golf, Open Spaces & Climate Action
	B	Develop a selection of plans in partnership with planning authority	Oct 2026	
	C	Undertake public consultation on proposed plans, to find a preferred solution	March 2027	
	D	Finalise and achieve Full Council resolution for preferred solution (Oct-26 refresh to dictate next steps)	Oct 2027	
2.3 Acquisition / Disposal of Assets	A	Work to acquire appropriate LDC assets, ensuring they deliver positive impact for Seaford and are sustainable for STC	May 2027	Assets & Facilities
	B	Reach a final decision on future of Hurdis House - then action decision	Feb 2026	
	C	Devise plan for future office location of STC (including the option to remain at Church Street, if appropriate)	May 2026	
	D	Review management / potential sale of STC-owned Martello Beach Huts and obtain approval for recommendation	May 2026	



AIM 2 - WELLBEING CONT.

Develop and deliver projects to support the wellbeing of the Town's residents

Strategy	Ref	Goal	Timeframe	Committee Oversight
2.4	Parking Solutions	A	Undertake a comprehensive review all STC car parking management	March 2027
		B	If approved, undertake trial of pay and display (consider BN25 resident discount) at South Hill Barn car park	June 2026
		C	Plans for gravel strip options west of Martello Tower, and obtain approval for recommendation	Oct 2026
2.5	Emergency Plan	A	Establish links with Sussex partners and understand overarching SRF's plans and how to complement them	Jan 2026
		B	Develop a Seaford Community Emergency Plan involving councillors, community groups and local emergency services	June 2026
		C	Seek Full Council adoption of the Seaford Community EP, and then monitor and adapt plan as circumstances dictate	Oct 2026





AIM 3 - FACILITIES / ASSETS

Develop and maintain assets, settings and recreational facilities

Strategy	Ref	Goal	Timeframe	Committee Oversight
3.1	South Hill Barn Project	A	Compile reports and studies needed to bring Stage 1 of the project to a conclusion	Dec 2025
		B	Present Stage 1 of project to Full Council. Seek to obtain approval to move to Stage 2 including necessary budget	Jan 2026
		C	Commence Stage 2 of project in line with project plan (Oct-26 refresh to dictate next steps)	April 2026
3.2	Toilet Provision	A	Review and run tender for toilet cleaning and maintenance	Feb 2026
		B	Review toilet provision - town centre, seafront and open spaces, considering options for internal/external provision	Oct 2026
		C	Develop plan for toilets provision and obtain approval for recommendation (Oct-26 refresh to dictate next steps)	Jan 2027
		D	Establish viability of the reinstatement of public toilet at The Crouch (Oct-26 refresh to dictate next steps)	July 2026



AIM 3 - FACILITIES / ASSETS CONT.

Develop and maintain assets, settings and recreational facilities

Strategy	Ref	Goal	Timeframe	Committee Oversight
3.3	Seafront Bin Provision	A	Undertake review to ensure best possible management of seafront bins, including options to help prevent overspill	March 2026
		B	Trial various options through summer 2026 to see what has an impact	June 2026
		C	Review success of 2026 trials and work up future plans, informed by review (Oct-26 refresh to dictate next steps)	Nov 2026
3.4	Grounds Maintenance Contract	A	Undertake tendering process to appoint Ground Maintenance Contractors	Nov 2025
		B	Award and onboard new Grounds Maintenance Contract appointed contractor	April 2026
		C	One year comprehensive review of Grounds Maintenance Contract	April 2027
3.5	Hope Gap Steps	A	Make an informed, final Full Council decision on the future of Hope Gap Steps	Oct 2025
		B	Commence process of implementing decision (Oct-26 refresh to dictate next steps)	April 2026



AIM 4 - ENGAGEMENT

Give voice to residents actively directing our priorities to reflect their needs

Strategy	Ref	Goal	Timeframe	Committee Oversight
4.1	Communications Strategy & Working Digitally	A	Review STC's website and establish need for revised website, or completely new website	Dec 2025
		B	Make improvements to website resulting from review, or commence tender for new website if replacement necessary	March 2026
		C	Review STC's communication methods. Map audiences, preferred communication methods and branding of STC	Dec 2026
4.2	Youth Ambassador Board	A	Establish Youth Ambassador Board in conjunction with Seaford Head School and other educational settings	Oct 2025
		B	Facilitate rolling schedule of meetings with Youth Ambassador Board	Nov 2025
		C	Obtain feedback from participants on effectiveness and potential improvements going forwards	June 2026





AIM 4 - ENGAGEMENT CONT.

Give voice to residents actively directing our priorities to reflect their needs

Strategy	Ref	Goal	Timeframe	Committee Oversight
4.3 Weekend Cover/Seafront Management Plan	A	Review need for an on-call weekend officer or a Seafront Officer to patrol weekends in peak season	Jan 2026	Personnel
	B	Obtain approval for preferred solution. Recruit appropriate officer, if necessary. Personnel policies to be updated	March 2026	
	C	If approved, implement either on-call officer or Seafront management officer in line with new staffing budgets	May 2026	

AIM 5 - GOVERNANCE

Practice ethical and sustainable governance that demonstrates fiscal responsibility and sustainability

Strategy	Ref	Goal	Timeframe	Committee Oversight
5.1 Land & Leases	A	Review of existing leases and contracts, including the undertaking of rent reviews	Sept 2026	Full Council
	B	Register all land owned by STC correctly at HM Land Registry	Sept 2026	



AIM 5 - GOVERNANCE CONT.

Practice ethical and sustainable governance that demonstrates fiscal responsibility and sustainability

Strategy	Ref	Goal	Timeframe	Committee Oversight
5.2	Financial Management	A Identify areas of STC governance practice for review and improvement	March 2026	Finance & General Purposes
		B Carry out internal audit and implement recommendations	July 2026	
		C Undertake a 'peer review' of STC's performance and management	Jan 2027	
		D Confirm priorities for CIL spending plans (Oct-26 refresh to dictate next steps)	Oct 2026	
5.3	Policy & Risk Management	A Review all STC policies and identify priority list of those that need creating / reviewing / updating	Dec 2025	Personnel and Finance & General Purposes
		B Develop, seek approval, and implement policy creation, review and update for all policies	March 2027	
		C Update, maintain and publish Risk Register, alongside establishment of SMT quarterly review of risk register	March 2026	
		D Develop / test BCP for continued operation of STC in the event of fire, flood, building loss, cyber attack, etc	June 2026	



AIM 5 - GOVERNANCE CONT.

Practice ethical and sustainable governance that demonstrates fiscal responsibility and sustainability

Strategy	Ref	Goal	Timeframe	Committee Oversight
5.4 Back Office Digitalisation	A	Establish options for digitalising and modernising processes, including base lines and improvement aspirations	March 2026	Finance & General Purposes
	B	Commission best option/s, following on from approval	July 2026	
	C	One year comprehensive review of efficacy and improvements gained from new option/s, alongside lessons learned	July 2027	

AIM 6 - CLIMATE

To help create a sustainable Seaford, resilient to the effects of climate change

Strategy	Ref	Goal	Timeframe	Committee Oversight
6.1 Climate Action Plan & Climate Emergency Policy	A	Working Group and officers to pull together final proposals and obtain approval from Committee and Full Council	April 2026	Golf, Open Spaces & Climate Action
	B	Ensure all features from Climate Action Plan are successfully rolled out (Oct-26 refresh to dictate next steps)	Nov 2027	



AIM 6 - CLIMATE CONT.

To help create a sustainable Seaford, resilient to the effects of climate change

Strategy	Ref	Goal	Timeframe	Committee Oversight
6.2 Fields in Trust	A	Establish pros and cons of Fields in Trust and bring paper to Full Council enabling informed decision	Jan 2026	Full Council
	B	Subject to approval of proposal, rollout Fields in Trust status to Martello Fields, The Crouch and The Salts	June 2026	
	C	Consider Fields in Trust status on other land, including applicable land acquired from LDC's asset devolution agenda	Jan 2027	
6.3 Chalk Paths - Seaford Head Estate	A	Restoration of chalk paths on route past Coastguard Cottages, consideration given to sinking fund to restore five-yearly	May 2027	Golf, Open Spaces & Climate Action
	B	Work alongside ESCC for restoration of chalk footpath from Splash Point to Seaford Head via external funding	April 2027	
	C	Restoration of path and improvements to access and conservation at High & Over in conjunction with SDNPA and NT	March 2027	
6.4 Cliff Gardens	A	Establish a Memorandum of Understanding with SDNPA & SCP. Provide SDNPA with a Licence to Occupy	Oct 2025	Golf, Open Spaces & Climate Action
	B	Assist and oversee the delivery of the Cliff Gardens project - delivered by SDNPA but with STC project officer oversight	June 2026	
	C	Establish Management & Maintenance (M&M) framework with SCP. Implement M&M to oversee ongoing maintenance	Sept 2026	