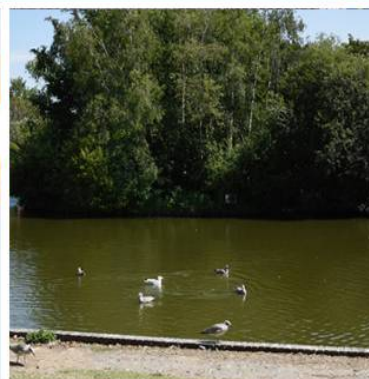




**Hailsham**  
**TOWN COUNCIL**

# Strategic Plan 2022-2026

**VISION ■ OBJECTIVES ■ KEY PRIORITIES**



# **CONTENTS**

- Foreword from the Mayor & Chairman
- Introduction
- Hailsham: The Local Picture
- Hailsham Town Council
- Overview of the Town Council
- Council Committees
- Town Council Finances
- Management Structure

## **HAILSHAM TOWN COUNCIL AIMS & OBJECTIVES**

- Overall Aims
- Key Work Strands & Services
- Business Enterprise Functions
- Assets Management
- Youth Services
- Corporate Services
- Five-Year Budget Plan



## Foreword from the Mayor

*Welcome to the latest Hailsham Town Council Strategic plan for the period 2022-2026. This updated Plan follows the Council's first Strategic Plan which resulted in a much clearer focus on a set of priorities for improving our town and maintaining our quality service provision for residents.*

*A considerable amount has been achieved and significant challenges overcome by the Council over the past four years and, by revising our Strategic Plan to account for this, the Council clearly demonstrates its intent to continue improving the town of Hailsham and its environs for the benefit of residents, businesses and the community at large.*

*The Council continues to hold the belief that there is a strong, positive future for our town's community and infrastructure, despite any significant changes which are likely to come our way soon. The Council has employed fresh thinking to effectively review its priorities - and establish an updated strategy which identifies several key issues the Council would like to progress.*

*It goes without saying that there will continue to be difficult decisions to be made over the next four years on priorities for spending the money that we receive through our share of the precept, as well as other sources. Nevertheless, the Council is determined to continue with improvements to its land, services and facilities, whilst ensuring value for money (with long-term sustainability) and having the support of the community.*

*This Plan sets out the Council's aims and objectives for the coming years and is a result of much deliberation of late by the Council's standing committees, as well as extensive input from the Council's dedicated officer team.*

*We welcome any feedback from the people of Hailsham on the content of this Plan, which should be directed either to myself or the Town Clerk (contact details can be found at the end of this document).*

**Cllr P.S. Holbrook**  
**Town Mayor & Chairman**

## Introduction

The Business Plan is the focus for Hailsham Town Council to enable it to work in a co-ordinated way in the best interests of all those who live and work in Hailsham and make use of the Council's services. It is a statement of the Council's vision, purpose, aims, objectives and values.

The purpose of the document is to provide an overview of the Council's plans to improve the quality of life for all the town's residents, businesses and visitors.



The plan sets out the aims and objectives for the Council for a four-year period, starting in May 2018. The plan will be regularly monitored, reviewed and updated and should be considered as a 'living document'.

The plan will influence the content of all other strategies and resources of the Council, particularly through the budget process.

Further pressures are faced by the fact that district and county councils are facing cuts and reducing their services, often with an expectation that parish and town councils might offer those services instead.

There is a need to maintain a large degree of flexibility within the Council's forward plan and its budgeting process to meet these shifting priorities and needs and to meet the possibility of changing demands and decisions made by the Council in the future.

This plan does not therefore go down to a fine degree of detail. This allows the Council to maintain its key directions, aims and priorities while at the same time allowing for the flexibility required.

## **Hailsham: The Local Picture**

Hailsham is the largest of the five main towns within the Wealden District. It sits amongst the lowland forests and marshes of the Sussex Weald and is a gateway to the South Downs National Park. Hailsham is a market town – its charter was granted in 1252 – and its history can be traced back to the Domesday book. There are several listed buildings in and around the town centre and within the parish boundary. The town has to a large extent maintained its character as a medieval market town and yet has also successfully modernised and moved with the times.

The parish has a current population of about 24,600 people, the majority of whom live in the town. The town has experienced significant expansion since 1945 and continues to do so.

The town's traditional industry was in rope-making. Today, industrial areas at Diplocks Way and Station Road, as well as commercial premises in the town centre, comprise the main areas of employment in the town. Wealden District Council also has its central offices based in the town.

The town is located approximately 5km north of Polegate and 15km north of Eastbourne, which is the nearest large town. These towns were previously connected to each other by rail, although the route through Hailsham was removed as a result of the Beeching report. In its place is now the Cuckoo Trail; a green cycle route running north-south through Hailsham, main road connections to and from the town comprise the A22 and A27.

Close to the town are the Pevensey Levels; a low-lying wetland of national and international conservation importance. It is designated as a site of Special Scientific Interest, a Ramsar site and Special Area of Conservation.



*Hailsham Country Park*

## Hailsham Town Council

Parish and town councils are democratically elected local authorities with duties and privileges conferred by Act of Parliament.

In England and Wales, a parish council can resolve to call itself a 'Town Council' and its chairman the 'Town Mayor'. Parish and town councils are known collectively as 'local councils'. Hailsham Town Council came into being in 1974 as a result of local government reorganisation.



*Town Council Offices, Market Street*

A town council holds sole responsibility for the services it provides. Through its committees, it formulates policies for action and decides how to raise and spend money on behalf of the local community.

The Town Council is the tier of local government closest to the people and consists of individual councillors who contribute to the work of the whole Town Council by:

- Putting forward ideas and engaging in constructive debate
- Representing their constituents and responding to the needs of the community
- Acting in an ethical way and being open about interests
- Voting to enable the Town Council to make decisions
- Ensuring the delivery of cost-effective quality services for residents

## Overview of the Town Council

The Council is made up of 18 Councillors representing seven wards in the parish. The council is elected every four years. Elections were held in 2019 and are scheduled to be held again in May 2023. The Town Mayor and Deputy Mayor are elected by the councillors every year.

The Council has adopted the 'General Power of Competence' which means it has the legal power "to do anything that individuals generally may do", so long as they do not break other laws. It is intended to be a 'power of first resort'.

The Council itself meets every two months, with committee meetings held more frequently.

The Town Council's statutory duties are the running of Hailsham Cemetery and provision of allotments (currently there are three sites: Battle Road, Common Pond/Station Road and Harold Avenue).

The Council owns or controls an extensive portfolio of land and property including Hailsham Common Pond, Hailsham Country Park, Hailsham Recreation Ground (Western Road), The Beaconsfield (football/tennis clubs), most of the play areas and many public open spaces and green spaces in the town, Union Corner Hall, Fleur-De-Lys/Inglenook building complex (Market Street), Hailsham Post Office (High Street) and the public toilets in North Street.

The Council has invested a large degree of time and resources into its business development functions, working with local businesses and partnerships to stimulate and support the economy of the town in any way it can.

The Council works with other partner organisations and attends joint committees as required, including Wealden District Council, East Sussex County Council, Hellingly Parish Council and Sussex Police.

Other services and functions of the Town Council include:

- Extensive youth-based activities in the town.
- Acting as a consultee to Wealden District Council for all planning applications
- The provision of a Neighbourhood Plan for the town
- Maintenance of dog waste bins
- Maintenance of the streetlights in the parish which are owned by the Town Council

# Town Council Committees

In recent years there have been six standing committees:

## **Assets Management Committee:**

This Committee monitors the operation of all Town Council buildings, assets and some projects and services, ensuring a high standard of provision. It considers their further development and the development of other buildings or projects.

## **Finance, Budget & Resources Committee:**

This Committee is appointed to make recommendation to the Council on all aspects of the Town Council's financial and budgetary management, staffing and resources. The Committee makes recommendations to Council on some of these areas and has some delegated authority.

## **Communities Committee:**

This committee is appointed to implement the Council's business and festivities strategies. The business strategy is to consider all aspects of commercial related activity in and around Hailsham that will provide a benefit to Hailsham residents/businesses and to work with Hailsham Forward and other stakeholders in the establishment and delivery of a Business Focused Plan for Hailsham. The festivities strategy is to organise community events to include at least one summer event/fair and one Christmas event, work with and encourage participation from local shop keepers and businesses, encourage community participation and to support other community events such as the Hailsham Festival.

## **Planning & Development Committee:**

This Committee is appointed to receive and respond to planning applications, planning appeals and applications for certificate of lawful development from Wealden District Council, East Sussex County Council and the South Downs National Park local planning authorities. In reviewing planning applications, its purpose is to ensure that they meet with current planning law, satisfy local development frameworks and published development guidance.

## **Neighbourhood Planning Committee:**

Hailsham Town Council took the decision in July 2015 to produce a Neighbourhood Plan following the Government's publication in 2011 of the Localism Act. The Plan was completed in 2021. This committee is appointed to oversee a process that will result in the review of the current Plan in line with Wealden's new draft Local Plan.

## **Staff Committee:**

The committee deals with all matters affecting staffing issues: including personnel issues, contracts of employment, pay scales, redundancy, grievances and disciplinary matters.

The committees have generally consisted of nine appointed councillors and in some cases, other guest non-voting members of the community.

The Council is at liberty to review, change or amend this committee structure at any point, through its democratic processes.

From time to time the committees will appoint sub-committees for specific purposes within their remits and the Council will appoint working groups for specific tasks.



## Town Council Finances

The Town Council is a precepting authority. This means that the overwhelming majority of its finances are raised as part of the council tax paid by most households in the parish.

For the 2022-2023 Financial Year:

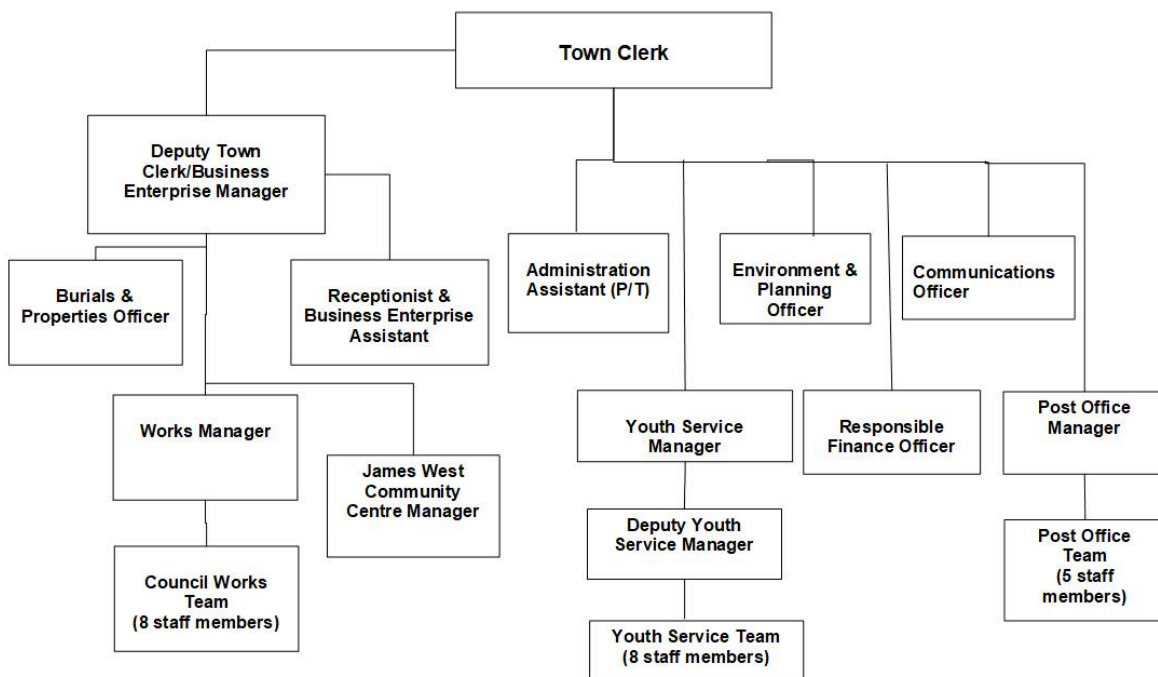
- The Council's overall budget is £1,254,441.00
- The precept requisitioned from Wealden District Council (i.e. added to the overall council tax bills) was £1,252,856.00.
- The 'Tax Base' for Hailsham (the number of households paying council tax) was 7675.4.

The precept was raised by charging each household (at a Band D rate) £163.23 per year. This amounts to £13.60 per month or £3.14 per week.

## Staff Management Structure

The administration of the Town Council is carried out by a qualified Town Clerk who has been appointed by the Council. The Town Clerk is required to carry out all the functions required by law as the council's proper officer and to issue all statutory notifications.

The Town Clerk is supported by a team of officers, administrative staff and other operatives in carrying out the extensive duties of the Council including servicing all the committees and meetings, carrying out the resolutions of the Council and those committees, maintaining the Council's portfolio of land and properties, delivering youth services and working with partner organisations and the public. Overall, there are 34 members of staff.





# HAILSHAM TOWN COUNCIL'S AIMS & OBJECTIVES

## Overall Aims:

The Town Council has previously resolved that its overall aims are:

i. To undertake its statutory and legal duties as set out below:

### Statutory duties

- Upkeep of the cemetery
- Provision of allotments
- Commenting on planning applications

### Legal duties

- Upkeep of parks and open spaces
- Upkeep of buildings owned by the town
- Upkeep of play areas
- Upkeep of some street lighting

ii. To encourage and promote the economic and commercial vitality of Hailsham

iii. To maintain/enhance the identity of Hailsham and promote its heritage as a market town

iv. To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations

v. To seek to protect and enhance our natural and built environment

### Hailsham Town Council's Neighbourhood Plan sets out some key visions for the town:

By 2028, Hailsham will be recognised as a destination for leisure, shopping and culture. It will have embraced and harnessed its growth potential and benefited from the necessary infrastructure to support and retain its strong sense of community, civic pride and social wellbeing. Hailsham will be established as a balanced, well-proportioned and prosperous town offering its residents a high quality of life.

The town centre will be an appealing and pleasant retail and leisure destination which attracts visitors from far and wide (many via public transport from rail services at Polegate) into the unique historic market town served by modern and desirable facilities and amenities. Growth will deliver excellent schooling choices and new further education opportunities, as well as good medical provision and care services, and a network of enhanced and connected green spaces centred around the Cuckoo Trail, which will support an active and healthy community. The wetlands remain an asset of recreation and well-being for the community of Hailsham. Together with improvements to pedestrian and cycling links across the town, Hailsham residents will benefit from a safe and healthier alternative to car-based travel.

Key features of the vision are:

- Making Hailsham an attractive destination for leisure, shopping and culture
- Creating a connected and expanded mixed retail area
- Improved non-motorised transportation
- Connected green spaces for a healthy community



*James West Community Centre, Brunel Drive*

## **Key Work Strands & Services:**

### **1. Statutory/Legal Duties**

#### **(i) Cemetery:**

- Administration, provision of funerals, maintenance, grass cutting

#### **(ii) Allotments:**

- Maintenance, waiting lists, administration, bins, incinerators

#### **(iii) Assets:**

- Public open spaces (tree work, tree management plan, boundaries and footpaths, drainage, grass and hedges)
- Play areas (tree work, boundaries/paths, grass/hedges, play equipment inspection)
- Buildings (maintenance and repair, cleaning)
- Other assets (lighting columns, benches, bins) – maintenance and repair
- Committee Structure in place to ensure democratic and legal decision making

#### **(iv) Planning:**

- Consultee to planning applications – running Planning & Development Committee meetings, liaison with developers and Wealden District Council

#### **(v) Finance:**

- Ensure accounts accurate and up-to-date, ensure legal guidelines adhered to (accounting, transparency, etc), payroll, insurance, pensions, liaise with auditors (internal and external), purchase and sales ledger

#### **(vi) Annual Town Meeting:**

- Administration, management, organisation, communication

#### **(vii) Full Council Meetings:**

- Administration, management, organisation, communication

## **2. Discretionary Projects and Services**

### **(i) Business Enterprise function:**

- Hailsham Forward Partnership
- Maintain committee structure to deliver plans and projects
- Continue to run and where possible enhance or develop market
- Delivery and development of Hailsham Forward Business Plan

### **(ii) Council-run events**

- Summer and Christmas events
- Christmas lights/switch-on events

### **(iii) Youth Services:**

- Square Youth Café
- Friday Night Project
- Other youth services/projects in Hailsham and Hellingly

### **(iv) Post Office**



*Allotment site in Harold Avenue*



# STRATEGIC PLAN: ACTIONS 2022-2026

## Business Enterprise Function

### Building a Culture of Collaboration

To encourage and promote the economic and commercial vitality of Hailsham  
To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations

By 2026 we will have

Supported the Voluntary and Community Groups Forum

Involved other community organisations via the Communities Committee

Involved community business focussed organisations and individuals via the Hailsham Forward partnership

Continue to support the Hailsham and District Chamber of Commerce in their work to create and operate a Business Improvement District (BID) for Hailsham.

### Specialist Markets

*To encourage and promote the economic and commercial vitality of Hailsham*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

By 2026 we will have

Delivered a programme of specialist markets identified and delivered by the Town Council through the Communities Committee

### Zero Tolerance on Dilapidated Buildings

*To encourage and promote the economic and commercial vitality of Hailsham*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

By 2026 we will have

Communicated with landlords and tenants, and then instigated the desired changes by introducing the relevant people to each other and providing resources to facilitate work to be carried out

Continue to support the Hailsham and District Chamber of Commerce in their work to create and operate a Business Improvement District (BID) for Hailsham. As one of the main aims of the BID is to provide match funding to assist businesses owners to renovate and improve their shop fronts.

### Street Market

*To encourage and promote the economic and commercial vitality of Hailsham*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

By 2026 we will have

Continued to run the street market

Continuous reviewed the scheduling and viability of market

Continued to liaise with the owners of Vicarage Field to allow the street market to run



**Promotion of Hailsham's Markets (Including the Farmers' Market)***To encourage and promote the economic and commercial vitality of Hailsham**To maintain and enhance the identity of Hailsham and promote its heritage as a market town***By 2026 we will have**

Continued to support and promote the Farmers' Market with the Street Market and other activities in the town.

- Adverts in 'Our Hailsham' residents' newsletter
- Within Town Council premises

Continued liaison with Farmers' Market to discuss how to promote for mutual benefit.  
 Promote as part of the Council's promotion of activities within Hailsham News and Hailsham Eye publications.  
 Support the Hailsham Farmers' Market to relocate if required following the development of the Cattle Market Site.

**Communication with parties both inside and outside of Hailsham***To encourage and promote the economic and commercial vitality of Hailsham***By 2026 we will have**

Engaged with surrounding parish, borough and district councils, similar town teams and external community groups to, in a similar way to the item of 'Building a Culture of Collaboration', cooperate with and cross-promote events, issues and ideas. This can also go some way to ensuring that similar events don't clash, but also ensure that the best promotion of "what's on" takes place

**Hailsham Town & Shopping Guide***To encourage and promote the economic and commercial vitality of Hailsham**To maintain and enhance the identity of Hailsham and promote its heritage as a market town***By 2026 we will help Hailsham Forward CIC to:**

Ensure the online guide remains active and the QR Code signs are available throughout the town centre. The Guide allows visitors to the town to see exactly the shops and businesses in the High Street area. The original concept for the scheme was to cover the business and industrial estates also, and this piece of work needs now to be started in order to expand the reach of the scheme

Continued to promote, develop and update on-line shopping guide

**Establish Keep Trade Local Campaign**

*Supporting Hailsham Forward CIC to encourage and promote the economic and commercial vitality of Hailsham and to maintain and enhance the identity of Hailsham and promote its heritage as a market town*

**By 2026 we will help Hailsham Forward CIC to:**

Continue to run the Hailsham Card scheme

Continue to effectively promote the Hailsham Card

Review the effectiveness and demand for the Hailsham Card

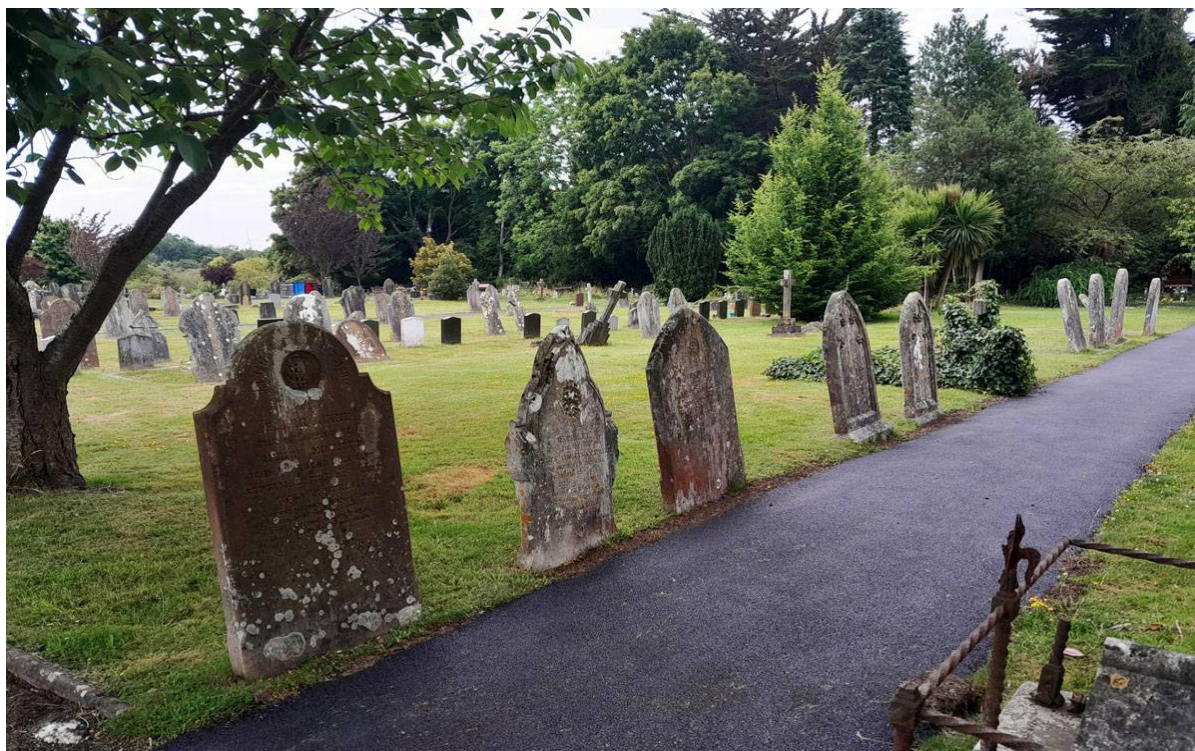


*Hailsham Street Market, Vicarage Field*

<b>Town Council Asset Management (Outdoor Works Team Functions and Maintenance/Development of Buildings and Properties):</b>
<b>Investment in Play Areas</b> <i>To seek to protect and enhance our natural and built environment</i>  <u>Legal duties</u> - Upkeep of play areas (CIL PROJECT)
<b>By 2026 we will have</b>
Identified improvements required for the Battle Road/Maurice Thornton/Stroma Gardens play areas
Identified costings and budget source (CIL Project?)
Depending on the outcomes above, commissioned works as required, including the overlay of the wet pour areas
<b>Upgrade to Council land to maximise opportunity for health and wellbeing of local residents.</b> <i>To seek to protect and enhance our natural and built environment</i>  <u>Legal duties</u> - Upkeep of parks and open spaces
<b>By 2026 we will have</b>
Investigate and install paths/twittens to connect to the town to the existing green spaces.
<b>(CIL PROJECT)</b> Worked with ESCC to have restored the original brick path on Stoney Lane
<b>(CIL PROJECT)</b> Worked with WDC to have installed a bicycle repair café servicing the Cuckoo Trail
<b>Tree Management Plan</b> <i>To seek to protect and enhance our natural and built environment</i>  <u>Legal duties</u> - Upkeep of parks and open spaces
<b>By 2026 we will have</b>
Undertaken tree surveys on a three-year inspection cycle
Undertaken the work identified (removal, etc) as a result of tree surveys
<b>Tree Planting Programme</b> <i>To seek to protect and enhance our natural and built environment</i>  <u>Legal duties</u> - Upkeep of parks and open spaces
<b>By 2026 we will have</b>
Planted 100 semi mature trees in Five years at different locations, creating small, wooded areas: <ul style="list-style-type: none"> <li>• Stroma Gardens</li> <li>• Quinnell Drive</li> <li>• Wentworth Wood</li> <li>• Western Road Recreation Ground</li> <li>• Maurice Thornton Recreation Ground</li> <li>• The open space between Solway and Adur Close</li> <li>• Carpenters Way</li> </ul>
<b>Maurice Thornton Field and Facilities</b> <i>To seek to protect and enhance our natural and built environment</i>  <u>Legal duties</u> - Upkeep of parks and open spaces
<b>By 2026 we will have</b>
Liaised with Wealden District Council and Hailsham Active to transfer the agreed parts of the land to the control of the CIC established for this purpose.
Commissioned drainage/earth quaking work
Reviewed charging for football
Identified solutions for storage facilities (shed/container)

<b>Western Road Recreation Ground and adjoined facilities</b>
<b>To seek to protect and enhance our natural and built environment</b>
<b>Legal duties - Upkeep of parks and open spaces</b>
<b>By 2026 we will have</b>
Completed the project to have the lighting scheme implemented around the all-weather track
Completed the project to have the Changing Spaces facility installed on the site
<b>(CIL PROJECTS)</b>
To have agreed to part fund the development of enhanced net facilities at Hailsham Cricket Club
To have agreed to part fund the improvement of facilities at the Beaconsfield Football round with Hailsham Town FC
<b>Common Pond Maintenance</b>
<i>To seek to protect and enhance our natural and built environment</i>
<u>Legal duties</u> - Upkeep of parks and open spaces
<b>By 2026 we will have</b>
Implemented a comprehensive scheme to improve drainage at the Common Pond
Implemented a programme for the removal of shrubs as required
Undertaken ongoing maintenance and monitoring of flood risk
<b>James West Community Centre Hall and Land</b>
<i>To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations</i>
<u>Legal duties</u> - Upkeep of parks and open spaces; Upkeep of buildings owned by the town
<b>By 2026 we will have</b>
Established a hall users committee
Implemented an ongoing review of hall facilities, administration, equipment requirements
Agreed to the final transfer of the accompanying land through negotiation with Taylor Wimpey and Wealden District Council
Identified any improvement if developments required for land
Costed, commissioned and implemented any requirements as above
Started to hire out football pitches, etc - according to demand
Tied into ongoing review and user committee processes
<b>Ersham Road Triangle: De-register, Work with East Sussex County Council Regarding the Provision of a Roundabout</b>
<i>To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations</i>
<b>By 2026 we will have</b>
Liaised with Wealden District Council to ensure new Village Green is offered to Hailsham Town Council as the required 'land swap'
Liaised with East Sussex County Council regarding the development of a roundabout via the MASHH Steering group (or any other appropriate means)
<b>Acquire Additional Cemetery Space to Increase Capacity</b>
<u>Statutory duties</u> - Upkeep of Hailsham Cemetery
<b>By 2026 we will have</b>
Fully assessed potential years left in current cemetery
Opened negotiations with Hellingly Parish Council regarding the potential to expand Hailsham Cemetery into the Hellingly parish
<b>Renewal of Council vehicles and EV charging points</b>
<b>By 2026 we will have</b>
Investigated the funding available and the possibility of replacing at least two of HTC's vehicles with a Plug in Hybrid or full EV
Look into the possibility of installing charging points at the HTC office and other HTC owned sites





*Hailsham Cemetery, Ersham Road*

## **Town Council Youth Services (Maintaining high quality services for young people and developing them as required and within available budget):**

### **Square Youth Café –**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

### **By 2026 we will have**

Continued to run a high-quality youth café service

In the afternoons: open five afternoons per week (Monday – Friday, 3.15-5.00pm)

In the evenings: open five evenings per week (Monday to Friday, 6.45-9.00pm) plus two Saturdays per month.

Bite size learning, revision, homework and employability with Wealden Works every Wednesday

The Square Youth Café Safe Hub used Monday to Thursday providing a space for young people's scenery needs

On Fridays the Safe Hub to provide access for young people under the influence of drugs or alcohol and also providing sexual health advice.

Detached services operating out of the Safe Hub on every Friday and to extend to two Saturdays a month in partnership with other agencies

Continued to work with local schools, police, Youth Offending Teams, Children's Services, East Sussex Youth Offending Team and shops to provide services.

Developed a partnership with Hellingly Parish council to offer Youth Services in the parish

Worked with Hailsham Community College and Knockhatch Adventure Park to look into providing residential opportunities both in the UK and abroad, with the aspiration of travelling to Uganda as previously achieved.



**Youth Council**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

**By 2026 we will have**

Re-established the Youth Council meeting one day per month for each age group to discuss aims, objectives, outcomes and expenditure,

Continued recruitment young people to the Youth Council

Networked with other youth organisations in the community and with local schools

Developed the structure and ways in which the Youth Council can participate in Council activities

**Friday Night Project**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

**By 2026 we will have**

Continued to offer a variety of opportunities for young people aged between 11-17 on Friday evenings in order to tackle boredom, anti-social behaviour and give young people opportunities to achieve, build confidence and self-esteem

Continued partnerships with the local police, Hailsham Community College, Knockhatch Adventure Park/Ski Centre and Hailsham Freedom Leisure Centre

Applied for funding from the Safer Wealden partnership and Hailsham Town Council

Sought to expand holiday clubs through half-term

**Job Café**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

**By 2026 we will**

Provide support in job searches, CV writing and job applications for young people not in education, employment or training (or others seeking help to progress)

Extend opening times as demand for the service progresses

Continue partnership working with local organisations such as Wealden Works and local companies to develop the service

**Expanding the Youth Service**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

**By 2026 we will have**

Continue to offer a sport-based youth service at the Welbury Farm Community Centre/James West Centre

Continue to offer and assess the feasibility of developing or continuing a youth service at Hailsham East Community Centre/Town Farm

Looked into the feasibility of developing a youth service at the Diplocks Community Centre

Looked into possible alternative venues in the centre of Hailsham that would allow the service to expand, subject to council funding

# Corporate Services

## **Develop and Improve Customer Services**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

### **By 2026 we will have**

Provided maps displaying Town Council resources and assets on our website and for use by councillors

Continued to offer 'Tea with the Mayor'-style surgeries for local people

## **Human Resources/Staffing Developments**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

### **By 2026 we will have**

Introduced a formal appraisal system

Developed line management of Town Clerk by councillors

Commissioned an independent staffing review

Developed more formal identification of staff and councillors' training needs

Recruited an HR Administrator/Coordinator

## **Local Council Awards Scheme**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

### **By 2026 we will**

Reconsidered working towards the Local Council Awards Scheme

Assessed the feasibility and what needs to be put in place to progress

Considered the possible establishing and implementation of an Action Plan

## **Communications and Marketing Developments**

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

### **By 2026 we will**

Reviewed the 'Our Hailsham' residents' newsletter contents and distribution

Signed up for email alerts system for the public

Developed the publication of 'decision sheets' on the outcomes of meetings

Looked into enhancing the Council's noticeboards and providing wider coverage across the town

Explored the potential use of digital noticeboards in other areas and the Town Council office window

Continued to produce the Council's newsletter to residents

Continued to promote Council activities through press releases, social media and via our websites

## **Hailsham Post Office**

*To encourage and promote the economic and commercial vitality of Hailsham*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

### **By 2026 we will have**

Continued to run the post office as set out in the Council's Post Office Business Plan

Continuously reviewed and assessed the viability and performance of the Post Office and sought ways to improve these aspects

## **Neighbourhood Plan Process**

*To encourage and promote the economic and commercial vitality of Hailsham*

*To maintain and enhance the identity of Hailsham and promote its heritage as a market town*

*To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations*

### **By 2026 we will have**

Ensured the Neighbourhood Plan process continues through to the review of the Neighbourhood Plan, working with Wealden District Council and consultants as necessary

Ensured the aspirational aspects of the Neighbourhood Plan are written into the developing Town

Council Strategic Plan as it progresses and CIL receipts are forthcoming, working with other councils and partners as necessary
<b>New housing/planning</b> reinforce objective to WDC that there is a need for paths/twittens to connect to our town and existing green spaces and a provision of new green space in line with the Hailsham Neighbourhood Plan and recommendations from sport England and Fields in trust (for new housing developments) and oppose offsetting.
<b>Movement and Access Strategy for Hailsham and Hellingly (MASHH) Working Group</b> <i>To encourage and promote the economic and commercial vitality of Hailsham</i>  <i>To maintain and enhance the identity of Hailsham and promote its heritage as a market town</i>  <i>To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations</i>
<b>By 2026 we will</b>
Seek to ensure the MASHH Working Group continues, and that Hailsham Town Council has adequate representation within the membership
Continue to work with the other councils* on the working group to influence key decisions relating to road infrastructure developments and improvements within Hailsham <i>*Hellingly Parish, Wealden District and East Sussex County Councils</i>
<b>Corporate Business Planning and Overview</b> <i>To encourage and promote the economic and commercial vitality of Hailsham</i>  <i>To maintain and enhance the identity of Hailsham and promote its heritage as a market town</i>  <i>To ensure an improving standard of service to meet local needs by working in partnership with other statutory bodies and voluntary organisations</i>
<b>By 2026 we will have</b>
Continuously monitored the progress against objectives in the Council's Strategic Plan - meeting quarterly to assess progress and status of objectives
Continuously reviewed the contents of the Strategic Plan and update/amend as necessary to suit shifting priorities of the Council

# HAILSHAM TOWN COUNCIL 5-YEAR BUDGET PLAN

## HAILSHAM TOWN COUNCIL 5 YEAR BUDGET PLAN

(Assumes 3% increase year on year)

	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
<b>ALLOTMENTS</b>					
Common Pond site - water supply	164	618	637	656	675
Battle Road site - water supply	618	636	655	675	695
General Maintenance	2950	1646	1695	1746	1799
Soil Test (Risk Policy)	55	0	0	0	0
Software License	186	186	192	197	203
Allotment Rent	-3757	-3034	-3125	-3219	-3315
	215	52	54	55	57
<b>WESTERN ROAD RECREATION GROUND</b>					
Ground Treatment, seed, weed, fertilize					
Gates, railings, fence repairs					
Water & sewerage	137	700	721	743	765
General Maintenance/Drainage ( including outdoor gym)	983	3012	3102	3195	3291
Rent from Beaconsfield/Tennis Club/Pitch hire	-1093	-1000	-1030	-1061	-1093
	27	2712	2793	2877	2963
<b>MAURICE THORNTON PLAYING FIELD</b>					
Annual rent	1061	1000	1030	1061	1093
Gates, railings and fence repairs	0	0	0	0	0
Ground maintenance	0	0	0	0	0
Pitch marking paint & new Lining Machine	546	500	515	530	546
Water	72	74	76	79	81
General Maintenance/Drainage	732	2753	2836	2921	3008
Skate Park Maintenance	546	515	530	546	563
	2958	4842	4988	5137	5291
<b>COMMON POND</b>					
General maintenance	765	721	743	765	788
Island protection					
Water Quality Control					
Water Plants & Wildlife protection					
	765	721	743	765	788
<b>ERSHAM ROAD COMMON</b>					
General Maintenance	55	55	57	58	60
Boundary Fence					
	55	55	57	58	60
<b>Total Recreation Areas (code 102)</b>	<b>3805</b>	<b>8330</b>	<b>8581</b>	<b>8837</b>	<b>9103</b>
<b>PLAY AREAS</b>					
South Road - Replace Equipment/General Repair					
All Sites - Insurance (engineers inspection)	1584	1450	1494	1538	1584
All Sites - safety surface top up	0	0	0	0	0
All Sites - General Maintenance	1311	2350	2421	2493	2568
All Sites - safety Gates	1093	1000	1030	1061	1093
	3988	4800	4944	5092	5245
<b>PUBLIC OPEN SPACES</b>					
Hailsham Country Park - Pond & tree Maintenance					
Hailsham Country Park - Water Quality Check					
Hailsham Country Park - general maintenance	492	507	522	538	554
Hailsham Country Park - Vermin Control	546	562	579	596	614
POS - All sites General Maintenance	328	337	347	358	368
Fishing Permit sales	-567	-850	-876	-902	-929
Orchard Park Maintenance/Skip hire	765	787	811	835	860
Plant and Skip Hire	4120	4243	4370	4501	4636
Maintenance Plan..		50400	51912	53469	55073
Covid 19		5000	5150	5305	5464
	5684	60866	62816	64700	66641
<b>HORTICULTURAL &amp; GROUND MAINTENANCE</b>					
Grass & Hedge Cutting	25750	25750	26523	27318	28138
Tree Surgery - all sites	18139	22139	22803	23487	24192
Clean out Ditches					
Tree Stock Inspection (risk policy)					
	43889	47889	49326	50805	52330



<b>LONG TERM PROJECTS (Add to Cap. Funds)</b>					
No 04 - Play Equipment	0	0	0	0	0
No. 05 - Play Area Surface Upgrade	0	0	0	0	0
	0	0	0	0	0
<b>ENVIRONMENT SERVICES &amp; EVENTS</b>					
Dog Hygiene Bin Emptying (contract)	20291	5000	5150	5305	5464
Urban Grass Cutting		9500	9785	10079	10381
	6556	14500	14935	15383	15845
<b>Total E&amp;L</b>					
	64138	136557	140655	144873	149220
<b>BUILDING MAINTENANCE</b>					
Internal repairs & general maintenance	219	225	232	239	246
External repairs & general maintenance	630	649	669	689	709
Intruder alarm & gas boiler service	765	492	507	522	538
Electronic Gates = Service/repair	515	530	546	563	580
Rates/Utilities for 4 Mkt Sq	1639	1639	1688	1739	1791
Floral Display in garden/churchyard	437	0	0	0	0
<b>Total Town Council site</b>	4205	3536	3642	3751	3864
<b>RECREATION BUILDINGS (incl UNION HALL)</b>					
<u>Changing Pod</u>					
Overheads (all services etc.)	0	13000	13390	13792	14205
General Repairs	0	0	0	0	0
<u>Maurice Thornton Pavilion</u>					
Overheads (all services etc)	1311	1311	1350	1391	1433
General Repairs	546	515	530	546	563
<u>Storage Sheds (General)</u>					
General Maintenance	258	266	274	282	291
MT Hut and grovelands barn - Energy	515	515	530	546	563
Orchard Park - Grovelands Barn Maintenance					
Groveland Barn rates	3060	3060	3152	3246	3344
<u>Public toilets</u>					
Cortlandt Stable Block	16391	15000	15450	15914	16391
<u>Union Corner Hall</u>					
All maintenance/repairs (Licence)	1093	1000	1030	1061	1093
<u>Welbury Farm - Jim West Community Hall</u>					
Maintenance/running costs	27318	12000	12360	12731	13113
<b>Total Recreation buildings</b>	50492	46867	48067	49509	50994
<b>CEMETERY BUILDING MAINTENANCE</b>					
General Maintenance of buildings	164	169	174	179	184
Cemetery Lodge repairs	437	450	464	478	492
<b>Total Buiding Maintenance</b>	601	619	638	657	676
<b>PROJECT FUNDS</b>					
No 18 - New Burial Ground (balance £14500)	0	0	0	0	0
No 20 - New Footpaths/Roadways (balance £2155)	0	0	0	0	0
<b>Total Capital Projects</b>					
<b>CEMETERY SERVICES &amp; OVERHEADS</b>					
Rates	3600	4200	4326	4456	4589
Water & sewerage	459	446	459	473	487
Electricity	328	520	536	552	568
Gas	55	1030	1061	1093	1126
Telephone	710	618	637	656	675
General Maintenance (cleaning materials, consumables)	2022	2082	2145	2209	2275
Pest Control	55	309	318	328	338
Fire Extinguisher - annual service	131	124	128	132	135
Bur Record - Computer System (annual licence)	350	339	349	360	370
<b>Total Cemetery Services &amp; Overheads</b>	7709	9668	9958	10257	10565
<b>ROADS &amp; PATHS</b>					
General repairs	0	0	0	0	0
<b>Total General Repairs</b>	0	0	0	0	0
<b>FUNERAL &amp; GRAVES</b>					
Grave digging	15298	15298	15757	16230	16717
General Maintenance incl. Chapel flowers & mem trees	546	546	562	579	597
Burial & Monument fees	-54636	-51500	-53045	-54636	-56275
<b>Total Funeral &amp; Graves</b>	-38792	-35656	-36726	-37827	-38962

<b>HORTICULTURAL (incl FLORAL DISPLAYS)</b>					
Grass & Hedge Cutting	13390	15375	15836	16311	16801
Ditch Clearance	1093	1030	1061	1093	1126
<b>Total Horticultural</b>	<b>14483</b>	<b>16405</b>	<b>16897</b>	<b>17404</b>	<b>17926</b>
<b>STREET LIGHTING</b>					
New Lighting /Sox Repair	17297	17297			
General Maintenance	16391	15914	16391	16883	17390
Energy	13659	14068	14490	14925	15372
Repair Switch & Colum repair	3278	3278	3376	3478	3582
<b>Total Street Lighting</b>	<b>50625</b>	<b>50557</b>	<b>51258</b>	<b>52286</b>	<b>53344</b>
<b>FESTIVE LIGHTING</b>					
Christmas Festoons (all costs)	11000	10000	10300	10609	10927
<b>Total Festive Lighting</b>	<b>12020</b>	<b>10000</b>	<b>10300</b>	<b>10609</b>	<b>10927</b>
<b>STREET FURNITURE</b>					
Bus shelter repairs	273	273	281	290	298
Black Sacks/Defibrillators	1248	1236	1273	1311	1351
<b>Total Street Furniture</b>	<b>1522</b>	<b>1509</b>	<b>1554</b>	<b>1601</b>	<b>1649</b>
<b>Total B&amp;P/CAC</b>	<b>102864</b>	<b>103305</b>	<b>88588</b>	<b>91246</b>	<b>93983</b>
<b>STAFFING COSTS</b>					
Wages (Manual)	133399	166514	171509	176655	181954
Salaries (Admin.)/business dev assis	284793	284892	293439	302242	311309
Youth Project (1 Mkt Square) (All costs + Ni & Pension)	104849	163468	168372	173423	178626
NHI	55940	60674	62494	64369	66300
Pension Contribution	79979	81284	83723	86234	88821
Members Allowances	33328	24953	25702	26473	27267
Honorariums (Water Bailiffs/Tree warden/ Town Crier)	2185	2000	2060	2122	2185
	<b>694474</b>	<b>783785</b>	<b>807299</b>	<b>831518</b>	<b>856463</b>
<b>ADMINISTRATION EXPENSES</b>					
Office equip/furniture/software etc/computer consultancy	2513	2369	2440	2513	2589
Newsletter	9270	5000	5150	5305	5464
Telephone & mobiles	3278	3000	3090	3183	3278
Contract Cleaning	5136	4841	4986	5136	5290
Rates	7212	7212	7428	7651	7881
Water/Sewerage/Gas/Electricity	4841	5500	5665	5835	6010
Annual Electrical Test of Equipment	328	328	338	348	358
Annual Town Meeting (Publicity leaflets)	874	600	618	637	656
Insurance	12978	12600	12978	13367	13768
Franking machine/postage	1648	1300	1339	1379	1421
Audit fees	2950	2950	3039	3130	3224
Travelling & Training costs	3278	3090	3183	3278	3377
Photocopier lease & Monthly Use Charges	3819	2881	2967	3056	3148
Computer anti virus software	1748	5621	5790	5963	6142
Subscriptions & Publications	4152	4500	4635	4774	4917
Election costs	58483	5000	5150	5305	5464
Neighbourhood Plan	0	0	0	0	0
Professional fees	3825	4100	4223	4350	4480
Advertising / Publicity	546	515	530	546	563
Annual Extinguisher Service	437	350	361	371	382
Stationery & Consumables	4371	4000	4120	4244	4371
Commercial Rubbish Disposal	2004	2650	2730	2811	2896
Civic Regalia	273	258	266	274	282
New Website - Running Costs	3278	1100	1133	1167	1202
Room hire	656	600	618	637	656
	<b>137899</b>	<b>80365</b>	<b>82776</b>	<b>85259</b>	<b>87817</b>
<b>CHAIRMANS ALLOWANCE</b>					
	1639	1500	1500	1500	1545
	<b>1639</b>	<b>1500</b>	<b>1500</b>	<b>1500</b>	<b>1545</b>
<b>STAFF EQUIPMENT (OUTDOOR)</b>					
Machinery / tools/ Protective clothing	2022	2083	2145	2210	2276
Specialist equipment - Concrete Breaker					
	<b>2022</b>	<b>2083</b>	<b>2145</b>	<b>2210</b>	<b>2276</b>
<b>VEHICLE FLEET</b>					
Leasing Costs	9835	13000	13390	13792	14205
Vehicle overheads - Fuel	4917	3500	3605	3713	3825
Vehicle overheads - Service & RVL	0	0	0	0	0
Vehicle overheads - Insurance	4371	3500	3605	3713	3825



**TWINNING**

Twinning - Civic Functions

**MISC.PROVISIONS Grants**

Grants

**SECTION 137 (FREE RESOURCE)**

Grants to Voluntary bodies

Miscellaneous(Allocated throughout year by Council)

CAB rent &amp; grant

Tourism &amp; Leisure Grants

Miscellaneous(Allocated throughout year by Council)

Queens Jubilee/Charter Market/Christmas/Festivities

Event Advertising

Bus Alliance

**CAPITAL PROJECTS (Add to Cap.Funds)**

No 03 - Community Buildings

No 14 - Contingency Fund

No 16 - Youth Project

No 21 - Vandalism

No 14 - Bus concessions

Commuted Sums - Investment interest to account

**JOINT FUNDED PROJECTS**

St Mary's Churchyard CCTV Service Contract

War Memorial - All service costs

2 North Street

Cortlandt Stable block maintenance

**FUNDED SERVICES**

Hellingly P.C. subsidy

CCTV - Running Costs

Revitalizations Fund

Post Office Operations costs

**ACCOUNTS INTEREST & COMMUTED SUMS**

Interest on accounts/ Bank charges

Bank charges

**RENTS, LETTINGS & HIRE FEES**

Kemer Kebab

4 Market Square

Meeting Room Lettings

Lettings (Pavilions)

Cemetery Lodge Rent

Total FPR

Total all committee's

19123	20000	20600	21218	21855
437	400	412	424	437
437	400	412	424	437
6789	11000	11330	11670	12020
6789	11000	11330	11670	12020
5464	0	0	0	0
437	400	412	424	437
5901	400	412	424	437
14519	5801	5975	6154	6339
2732	0	0	0	0
219	219	226	232	239
16391	18585	19143	19717	20308
546	562	579	596	614
1093	1000	1030	1061	1093
35499	26167	26952	27761	28593
3278	0	0	0	0
15298	20000	20600	21218	21855
8742	8000	8240	8487	8742
27318	28000	28840	29705	30596
328	309	318	328	338
361	500	515	530	546
17484	16792	17296	17815	18349
1158	1060	1092	1125	1158
19330	18661	19221	19797	20391
29504	27810	28644	29504	30389
8195	7957	8196	8442	8695
5464	5150	5305	5464	5628
49173	60000	61800	63654	65564
92335	100917	103945	107063	110275
-546	-1200	-1236	-1273	-1311
656	600	618	637	656
109	-600	-618	-637	-656
-11474	-10500	-10815	-11139	-11474
-7103	-6500	-6695	-6896	-7103
-3278	-33000	-33990	-35010	-36060
-1311	-1200	-1236	-1273	-1311
-7540	-6900	-7107	-7320	-7540
-30706	-58100	-59843	-61638	-63487
1012171	1014578	1044970	1076274	1108562
1179173	1254440	1274213	1312394	1351765

## **Hailsham Town Council 'CIL List'**

Under the requirements of the Community Infrastructure Levy Regulations 2010 (as amended), 15% of the CIL collected as a result of development in a given parish area will be passed to the relevant Town/Parish Council – this is more commonly known as the 'meaningful proportion'.

Areas with an adopted Neighbourhood Development Plan the amount to be passed to the Town/Parish Council will be 25% with no cap.

The CIL Regulations 2010 (as amended) require the 'meaningful proportion' to be used to support the development of the local area by funding:

1. The provision, improvement, replacement, operation or maintenance of infrastructure; or
2. Anything else that is concerned with addressing the demands that development places on an area

This provides Town/Parish Councils with a much more flexible approach for spending their CIL receipts in comparison to the powers of District Council.

### **Hailsham Town Council has agreed to the following CIL Projects to date (July 2022)**

#### **Delivered:**

Path around Country Park Lake  
Maurice Thornton Pavilion Roof replacement  
Cemetery Pathways  
Goalposts at Country Park

#### **To be delivered:**

#### **Previously agreed**

Western Rd Rec Lighting (match fund)  
Common Pond Overflow  
Maurice Thornton Access cross-over

#### **Written into Plan for 2022-2026**

1. Play Areas Development (Maurice Thornton, Battle Road and Stroma Gardens)
2. Changing Spaces provision at Western Road Recreation Ground
3. Development of Cricket Nets (jointly funded)
4. Enhancement of Stoney Lane
5. Cuckoo Trail Cycle Café
6. Development of Hailsham Town Football Club – Beaconsfield ground (jointly funded)

## **Land and Assets Owned and/or Managed by Hailsham Town Council**

### **Allotments**

At present, the Council manages 96 plots on three sites in Hailsham: Battle Road (57 plots); Station Road/Common Pond (13 plots); Harold Avenue (27 plots). Standard plots are 3 or 5 rods in size.

### **Play Areas**

Hailsham Town Council currently maintains play areas at the following sites: Carpenters Way, Battle Road, Stroma Gardens, Quinnell Drive, South Road, Maurice Thornton Field.



**Hailsham Country Park**

Owned and maintained by the Town Council, covers approximately 22 acres and incorporates woodland, an open field area, wildflower meadow, two ponds and a lake.

Fishing is permitted on season at the Country Park Lake and Hempstead Pond (adjacent to Tilehurst Wood). Both fishing areas are well-stocked with fish including carp, bream, roach, rudd, tench, perch and the odd pike.

**Common Pond**

The Common Pond has been a focal point in Hailsham for centuries and is considered to be the town's "Jewel In The Crown".

**Recreation Grounds and Pavilions**

Maurice Thornton Playing Fields, Marshfoot Lane

Western Road Recreation Ground & Beaconsfield, Western Road

**James West Community Centre**

A multi-purpose community venue located within the new Welbury Farm development in north Hailsham. The centre consists of an 18m X 11.7m hall, two meeting rooms, a modern kitchen, store rooms, toilets, changing rooms and a P.A. system.

**Hailsham Cemetery & Burial Records**

The Ersham Road Hailsham Cemetery is a quiet, secluded burial ground run by the Town Council and maintained for the maximum peace of the departed and their relatives.

**Public Open Spaces in Hailsham**

Ersham Road Triangle, Orchard Park, Solway, Arlington Road East, Land at Rear of Focus, Western Road Rec Ground, Maurice Thornton Field, Common Pond, Land at Butts Field, Land at Blacksmiths Copse.

**Town Council-maintained Public Conveniences**

The public toilets located in the former Cortlandt Stable Block in North Street, to allow more frequent cleaning of toilets, currently operates six days a week.

**Union Corner Hall**

Hawks Road, Hailsham, East Sussex, BN27 1DN

**Street Lights**

Hailsham Town Council owns 523 of the street light columns in and around the town

**Other buildings**

The Town Council also owns or rents the following buildings: Grovelands Barn Complex, The Fleur-De-Lys complex (including 4 Market Square and Kemer Kebabs), 1 Market Square, 2 North Street (public conveniences and Hailsham FM), 10 High Street (Hailsham Post office)

## Contact the Town Council

We welcome feedback on this Strategic Plan and any other comments on the Council's activities and services from members of the public.

Any comments should initially be addressed to:

Hailsham Town Council  
Inglenook, Market Street  
Hailsham  
East Sussex  
BN27 2AE

**T:**     **01323 841702** (Monday to Friday, 9am-4pm)  
**E:**     enquiries@hailsham-tc.gov.uk  
**W:**     www.hailsham-tc.gov.uk