



Hailsham
TOWN COUNCIL

Strategic Plan

May 2026-2030

VISION ■ OBJECTIVES ■ KEY PRIORITIES



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Foreword from the Town Mayor

This updated Plan builds on the foundation laid by the previous version. The new, updated Plan provides a sharper focus on key priorities to enhance our town and maintain quality services for residents.

Over the past four years, the Council has achieved a great deal and successfully navigated numerous challenges. In revising our Strategic Plan, we reaffirm our commitment to the continuous improvement of Hailsham and its surrounding areas - for the benefit of residents, businesses and the wider community.

The Council remains confident in the town's future, even in the face of significant upcoming changes. By adopting fresh perspectives and reviewing our priorities, we have developed an updated strategy that highlights the critical issues we aim to address in the years ahead.

The revised Strategic Plan is designed to be clearer and more target-driven, demonstrating relevant timelines.

We recognise that important decisions lie ahead - particularly concerning how we allocate funds from our share of the precept and other revenue sources. Our commitment is clear: to enhance our land, services and facilities while delivering value for money, ensuring long-term sustainability and maintaining strong community support.

This Strategic Plan outlines the Council's goals and objectives through to 2030. It reflects the careful deliberation of our standing committees and the dedicated input of our officer and works teams.

Cllr C.R. Bryant
Town Mayor & Chair

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.

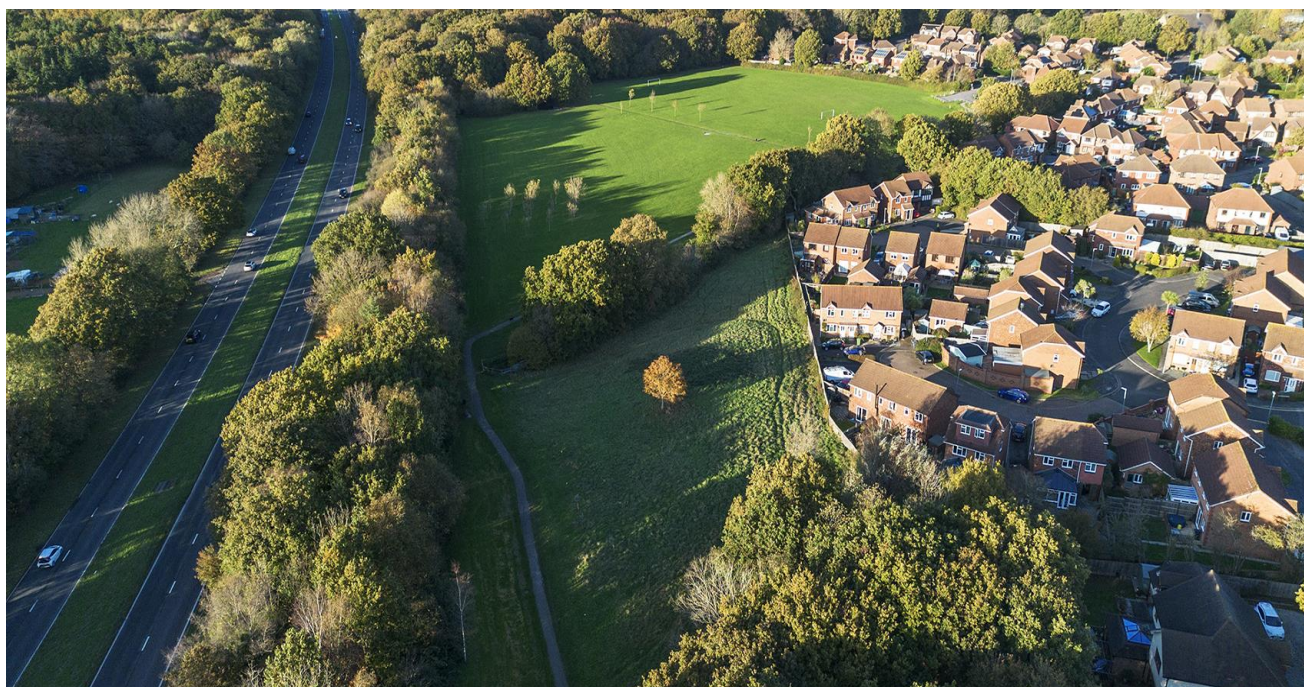
The plan sets out the aims and objectives for the Council for a four-year period, starting in May 2026. The plan will be regularly monitored, reviewed and updated and should be considered as a 'living document'.

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.



Your 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



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 Hailsham 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 2023 and are scheduled to be held again in May 2027. 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 (10High Street), the Station Youth Centre (Western Road) and the public toilets in Vicarage Field.

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 the streetlights in the parish which are owned by the Town Council



Assets Owned/Managed by Hailsham Town Council

Allotments At present, the Council manages 97 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: 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 (managed by the Southdown & Hydeneye Community Angling Club) 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, storerooms, 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 Blacksmiths Copse.

Town Council-maintained Public Conveniences The public toilets located in Vicarage Field (including a Changing Places disabled facility), currently operates seven days a week.

Union Corner Hall Hawks Road, Hailsham, East Sussex, BN27 1DN

Streetlights 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, 10 High Street (Hailsham Post office), 'The Station' Home of Hailsham Youth Service including the adjoining Manse.

Town Council Committees

The following Standing Committees are currently in place:

ASSETS MANAGEMENT COMMITTEE

Responsibilities include: Cemetery and Cemetery Buildings; Burial Records; James West Community Centre; Station Youth Centre; Public Toilets (Vicarage Field); Fleur de Lys Meeting Room; Union Corner Hall; Maurice Thornton Pavilion; Street Lighting; Play Areas (Western Road/Battle Road/Stroma Gardens/Maurice Thornton Playing Field/Quinnell Drive); Public Open Spaces; Hailsham Country Park; Common Pond; Orchard Park and Grovelands Barn; Maurice Thornton Playing Field; Outdoor Gym Equipment (Western Road Recreation Ground/Maurice Thornton Playing Fields); Western Road Recreation Ground; Allotments (Battle Road/Station Road/Harold Avenue); Dual-Purpose Waste Bins

FINANCE & GOVERNANCE COMMITTEE

Responsibilities include: Precept (recommending the Town Council's budget); Insurance; Policy & Policy Reviews; Contracted Services; Leases; Banking & Investment; Grants; Joint Funded Projects; Subsidies; Section 137 Payments

COMMUNITIES COMMITTEE

Responsibilities include: Business, Retail and Town Centre Development; Town Revitalisation, Hailsham Youth Service; Hailsham Street Market; Christmas Market and Christmas Lights Switch-on Events; Community Events

PLANNING & DEVELOPMENT COMMITTEE

Delegated powers include: Commenting on Planning Applications; Enforcement Notices; Notices of Appeal (against planning decisions); Justices Licences; Tree Preservation Orders; Conservation Areas & Listed Buildings; Local Development Proposals; any other planning related matters; Street Closures; Street Naming; Footpath Diversions

POST OFFICE COMMITTEE

Considering and dealing with all matters addressing the effective and commercial running of the Hailsham Town Council Post office and Banking Hub services; fulfilment of the CIC's contracts with Post Office Ltd and Cash Access UK Ltd

NEIGHBOURHOOD PLANNING COMMITTEE

Review and submission of the Hailsham Neighbourhood (Development) Plan and associated documents; public consultation events

STAFFING COMMITTEE

Staffing matters; contracts of employment; salaries and pay scales; disciplinary matters; policies for staff; execution of new employment contracts and changes to existing contracts; health and safety at work; recruitment

STRATEGY COMMITTEE

The committee consists of the Chairs and Vice Chairs of all the other committees and is appointed to make recommendations to the Council in drawing up a business plan of priorities for the Town Council, working in partnership with other organisations, members of the Town Council or other Town Council committees or sub-committees to achieve these objectives. The committee reviews the Town Council's progress towards its planned objectives.

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 2026-2027 Financial Year:

- The Council’s overall budget is £1,747,698
- The precept requisitioned from Wealden District Council (i.e. added to the overall council tax bills) was £1,747,698

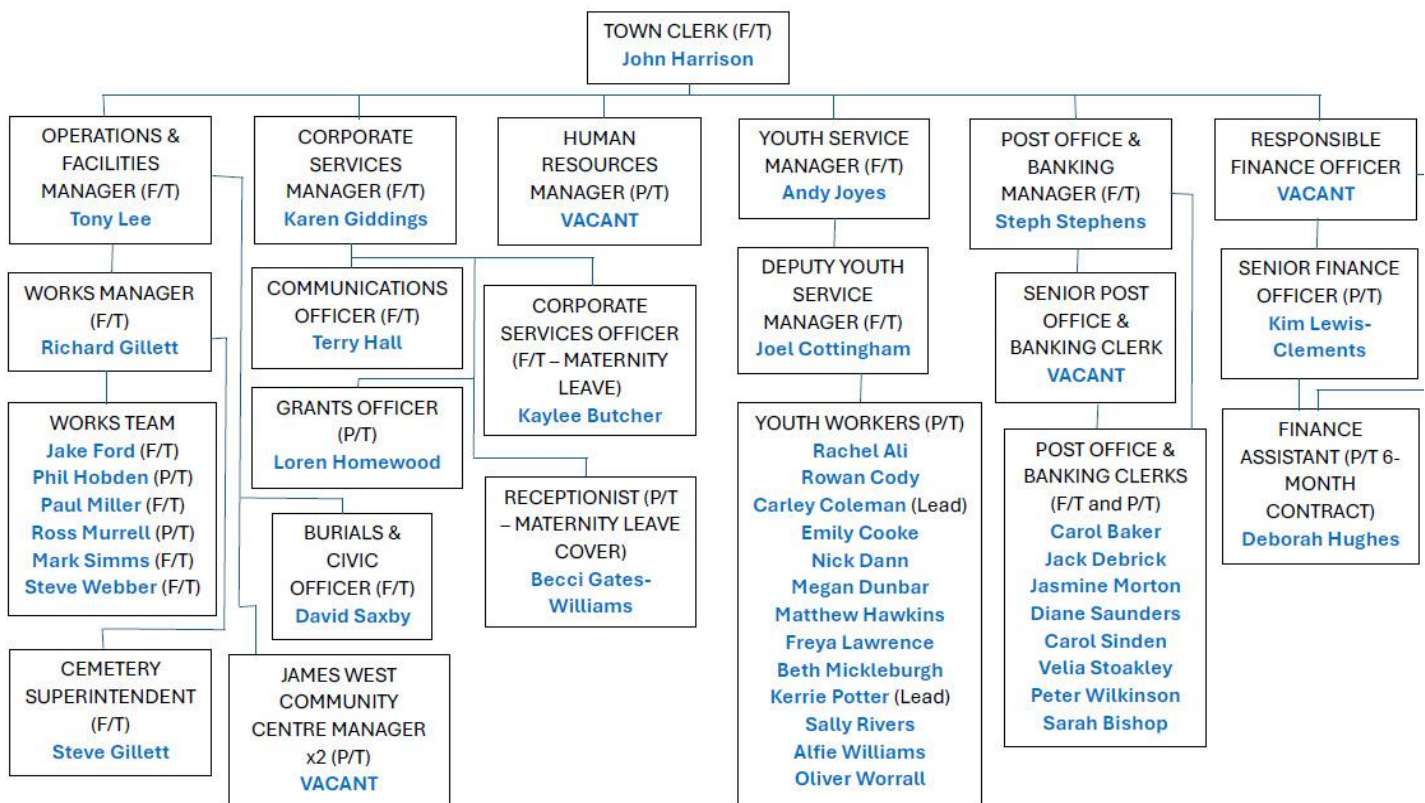
The precept was raised by charging each household (at a Band D rate) £4.20 per week.

Staff Organisational 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.

HAILSHAM TOWN COUNCIL STAFF STRUCTURE: 2026



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

(ii) Council-run events:

- Christmas events (Switch-on/market)
- Summer and other events

(iii) Youth Services:

- The Station Youth Centre
- Friday Night Project
- Other youth services/clubs/projects in Hailsham and Hellingly

(iv) Post Office:

- Incorporating the Hailsham Banking Hub



Hailsham Town Council Strategic Plan: 2026-2030

DEFINITIONS PANEL

- Q1 – May, June, July
- Q2 – August, September, October
- Q3 – November, December, January
- Q4 – February, March, April

ANY IMPROVEMENTS OR REDUCTIONS ARE MEASURED FROM MAY 2026

FINANCE, GOVERNANCE & CORPORATE SERVICES	
STRATEGIC OBJECTIVE	WHAT TO DO AND WHAT WILL HAPPEN
CS1: Deliver effective financial management of the Council's budget and financial reporting and systems	<ul style="list-style-type: none"> • Develop quarterly monitoring via Finance & Governance Committee meetings (2026 – 2030) • Manage finances to overall budget by ensuring reporting on budgets in place for officers and members, maintaining effective processes for management of transactions and ensuring that the budget setting process works well (Q4 2027) • Securing of additional external funding by applying for external grants and exploring new avenues for funding (2026-2030) • Ensure that the Council has a coherent and consistent plan in place for effective use of CIL receipts (and any other monies received from developments) (Q3 2026) • To maximise treasury management terms and report annually
CS2: Deliver effective corporate governance of the Council	<ul style="list-style-type: none"> • Develop an up-to-date suite of policies, to be reviewed, updated and developed as necessary (Q3 2027) • Develop working appraisal and performance management systems through the creation of an Appraisal, Supervision and Training Development Policy (2026 – 2030) • Deliver line management through organisation Performance Management Policy (2026-2030) • Ensure that Town Clerk's appraisals and line management are in place (2026-2030) • Ensure contracts for all staff are in place

	<ul style="list-style-type: none"> • To purchase a centralised data management system for recording contract dates and renewal dates (2026-2030) • Maintain overview of staffing structure and continuously review to ensure is fit for purpose, via an internal review of the staff structure and reports from teams on an annual basis after yearly appraisals (Review Analysis Q4 2026, further review Q4 2028) • Ensure Council committee structure is fit for purpose with regular reviews of committee Terms of References (2026 – 2030 Annually via Annual Council meeting) • Ensure agendas, reports and minutes are published and delivered as required by legislation (2026-2030) • Ensure Council and committee resolutions are enacted (2026-2030) • Ensure the Council's Strategic Plan is developed and continuously reviewed via Strategy Committee meetings (2026-2030) • Developed more formal identification of staff and members' training needs using a training matrix, use of online training packages and creating an induction checklist for new members (2026-2030) • Reconsider working towards the Local Council Awards scheme and implementing an Action Plan (Q3 2027) • Working towards being Disability Confident Committed (Q3 2027) • Aim to have Wellbeing Champions (Q3 2027) • Introduce mandatory training for new and existing staff and members (Q3 2026) • Develop a programme of networking sessions designed to strengthen understanding and relationships between staff and members (Q3 2027)
<p>CS3: Deliver effective external and internal communications</p>	<p><i>Communications (External)</i></p> <ul style="list-style-type: none"> • Update the existing Communications Strategy & Action Plan (Q3 2026) • Continue production of online residents' newsletter (2026-2030) • Continue use of social media channels (2026-2030) • Continued use of physical means such as noticeboards, printed advertisements and reports (2026-2030) • Continue engagement with media through press releases and online news items (2026-2030) • Liaise with local media outlets to maximise HTC coverage (e.g. local press, local television and local radio) (2026-2030) • Explore new social media forms <p><i>Communications (Internal)</i></p> <ul style="list-style-type: none"> • Monitor use of HTC email addresses (Report six months into new council (Q3 2027))

	<ul style="list-style-type: none"> • Develop and enhance use of Sharepoint (Q3 2027) • Ensure all members are copied into all agenda, reports and minutes (2026-2030)
CS4: Post Office and Banking Hub	<ul style="list-style-type: none"> • The Post Office and Banking Hub income is grown to ensure it remains a viable business with an overall aim to move towards it becoming self-sustaining (2026-2030). • Maintain the continued success of Hailsham Banking Hub, maintain staffing levels and continue liaison with Cash Access UK Ltd. Site identified, waiting for permanent premises (2026-2030) • Ensure Post Office staff are effectively managed and the Town Council's policies for line management and appraisals are fully implemented (Q3 2026) • Ensure the Post office and Banking Hub are maintained as clean, smart and presentable environments, with any improvements or amendments identified and implemented (Q1 2026) • Ensure the community remains satisfied with the services provided in the branch and explore additional ways of measuring satisfaction, such as in branch satisfaction surveys (Q1 2026 – 2030) • Ensure the Banking Hub 'pod' is implemented to full use and that the transition of the Banking Hub into its permanent site is managed effectively (Q3 2026)

PERFORMANCE MEASURES

CS1: Deliver effective financial management of the Council's budget and financial reporting and systems

- Clean Audit (Internal and external)
- Budget set and agreed by council to WDC Deadlines
- No. of transactions in place that adhere to the Purchase Order system
- No. of grant applications/amount £ received (to cover the cost of the role and to be reviewed Q2 2026)
- No. of sources of additional funding identified
- CIL Plan agreed by council and adhered to

CS2: Deliver effective corporate governance of the Council

- Policies created and reviewed in a timely manner.
- Policies meet appropriate legal and statutory requirements.
- Staff, members, public are able to access and use policies.

- Feedback from users on the relevance, accuracy, and clarity of policies.
- Internal and external audits confirm policies address Council needs percentage of employees completing the appraisal process within the designated timeframe.
- Percentage of employees submitting training development requests
- Percentage of employees completing online training
- Completion of a documented feasibility report outlining the benefits, challenges, and resource requirements for pursuing the Local Council Awards Scheme.
- Percentage of employees with signed, valid contracts in place
- Reduction in queries or disputes related to contract terms
- Feedback from committee members on the structure's clarity, effectiveness, and relevance.
- Feedback from Officers on the structure's clarity, effectiveness, and relevance.
- Council objectives achieved or advanced through committee decisions
- Percentage of resolutions currently in progress but on schedule.
- Percentage of resolutions that achieve their intended outcomes or objectives.
- Feedback from stakeholders (e.g., public, staff, council members) on the impact and success of enacted resolutions
- If the award is pursued: Progress toward meeting award criteria and achieving recognition.
- If the award is not pursued: Recognition for alternative initiatives or improvements adopted in lieu of the award
- Percentage of employees completing the appraisal process within the designated timeframe.
- Feedback from employees on the fairness, clarity, and usefulness of the appraisal process.
- Number of identified training development plans leading to completed training or upskilling initiatives.
- Improvement in performance post-performance management process.
- HTC becomes Disability Confident Committed employer.
- Percentage of staff trained on disability awareness and inclusive practices.
- Percentage of managers trained on providing reasonable adjustments and supporting employees with disabilities.
- Percentage of job advertisements reviewed and adjusted for accessibility.
- Increase in the number of applications from candidates with disabilities.
- Evidence of an inclusive and supportive workplace culture, such as feedback from internal surveys
- Percentage of employees completing mandatory training
- Percentage of members completing mandatory training
- Number of networking sessions held.

- Percentage of staff and members attending networking sessions
- Survey scores measuring participants' perceptions of session relevance, quality, and effectiveness.
- **Higher satisfaction scores in employee and councillor surveys relating to workplace relationships and communication.**

CS3: Deliver effective external and internal communications

- Communications Strategy & Action Plan updated by the end of 2026
- Newsletter produced
- Frequency of updating of physical noticeboards
- No. of press releases issued
- No. of HTC related articles in local media
- No. of social media 'followers'.
- No. of uploads and followers on alternative social media channels (TikTok, etc)

CS4: Post Office and Banking Hub

- Meetings scheduled and held (quorate).
- CIC meets as legally required
- Income growth/Branch continues to grow income or becomes self-sustaining.
- Development of full 'Balanced scorecard' Data set for meetings.
- Comms Officer works with POM to develop PO Promotion into annual Comms Plan.
- Staffing levels maintained as needed with low staff turnover
- Measures of staff satisfaction.
- Team meetings held quarterly.
- All appraisals and training & development plans completed.
- Implementation of re-decoration & Review.

Governance:

Officers – Corporate Services Manager, Responsible Finance Officer, Senior Management Team and all service managers to ensure are in place for their teams

Councillors – Staffing Committee, Finance and Governance Committee, Communities Committee, Strategy Committee.

YOUTH SERVICES

STRATEGIC OBJECTIVE

WHAT TO DO AND WHAT WILL HAPPEN

YS1: Representing and promoting young people and the positive impact they can and should have on local communities, by creating a youth council for Hailsham, adopting the 'Lundy Model' as a measure for the success of programs and projects and producing quarterly reports for public representation

- Representing and promoting young people and the positive impact they can and should have on local communities, by creating a youth council for Hailsham, adopting the 'Lundy Model' as a measure for the success of programs and projects and producing quarterly reports for public representation
- Creating a Youth Council for Hailsham, which will be active in discussions about the needs of the provision, advocate for young people and engage with the town council and other local authorities to promote good outcomes for young people (Q4 2027)
- Adopt the Lundy Model as a measure for the success of programs and projects. This focuses on 'space, voice, audience and influence' any program, activity or project we engage young people in must have consideration for all four of these areas (2026-2030).
- Produce quarterly reports, for public representation of impactful youthwork in our community and to promote a positive youth agenda. (2026-2030)

YS2: Produce a broad youth offer for an increasingly diverse community with access to more information, by carrying out regular reviews of youth service provision, developing various support service for young people in 'The Manse' premises and growing a programme of youth activities and engaging with young people's interests

- Carry out annual reviews of our provision to ensure that the events, activities and programs are representative of the young people's needs and interests and are effective in meeting their objectives.
- Develop family support in 'The Manse' through counselling services and support for parents, carers and families. Embed this provision within the current youth service structure. (Q1 2029)

	<ul style="list-style-type: none"> ● Grow a programme incorporating a range of different activities throughout the week, engaging with a variety of young people's interests and meeting needs of different groups in the community
<p>YS3: Develop high quality, professional provision for young people by introducing a training plan/strategy for youth service staff, having 80% of the staff team working toward (or achieved) JNC recognised or equivalent qualifications, perform an audit of provision personnel policies and develop a governance structure for the youth service</p>	<ul style="list-style-type: none"> ● Develop a training plan and strategy for the staff team working with young people to ensure that the staff are trained in essential areas but can also access appropriate specialist training for skills-sets and to meet specific needs (Q2 2026). ● Have 80% of the staff team working toward or achieved JNC recognised, or equivalent qualifications, to at least level 2 (Q1 2028) ● Perform an audit (based on NYA guidelines) of all provision personnel, processes and policies to ensure compliance and identify areas for improvement (Q1 2029). ● Develop a governance structure for the youth service, which is effective, efficient and sustainable to complement the ongoing support from Hailsham Town Council (Q1 2027).
<p>YS4: Engage effectively with partners from all sectors of the local and national communities to promote young people, by developing effective working relationships with local youth organisations, running networking events, creating opportunities to work with local businesses groups, schools and other agencies to produce positive outcomes for the young people within the wider community</p>	<ul style="list-style-type: none"> ● Develop effective working relationship with local youth work providers and organisations that can help to improve networking with young people throughout the region (Q1 2028). ● Run a networking event (conference?) and invite local and national youth workers and create an appropriate CPD space (Q3 2027). ● Create opportunities to work with local businesses and organisations to produce positive outcomes for the young people within the wider community (2026-2030). ● Continue working with local schools and police to ensure that multi-agency collaboration is effective in recognising and meeting needs of young people in the community (2026-2030) ● To attend JAG meetings (2026-2030)

<p>YS5 Maintain physical and online spaces by developing 'The Station' building to be fit for purpose for young people, users and hirers, undertaking a needs assessment around the development of digital youth work and creating spaces that express young people's views, needs and perspectives</p>	<ul style="list-style-type: none"> • Develop 'The Station' building to be fit for purpose to meet a range of needs and to attract users, hirers and provide an attractive and safe environment for young people.(Q1 2026) • Undertake a needs assessment around the development of digital youthwork and explore options for creating safe online sessions and spaces.(Q1 2028) • Create spaces in and around the building that express young people's views, needs and perspectives to demonstrate that the building is a space for young people to express creativity (Q1 2027).
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Performance Measures:

- Introduction of a Youth Council.
- CIC meets as legally required
- Internal Auditing
- Quarterly producing reports
- Feedback from partners, parents and young people.
- Numbers of Young People attending sessions
- Status of CIC to be managed and monitored by Directors
- Appraisal and Supervision of Staff
- Stakeholder feedback
- Needs Assessment completed

Governance:

Officers – Youth Services Managers, Corporate Services Manager, Responsible Finance Officer, Senior Management Team
 Councillors – Communities Committee, Staffing Committee, Finance and Governance Committee, Strategy Committee.
 Hailsham Youth Services CIC Directors.

ASSETS & FACILITIES MANAGEMENT

STRATEGIC OBJECTIVE	WHAT TO DO AND WHAT WILL HAPPEN
<p>AF1: Improved facilities management to maximise cost-effectiveness and use for benefit of the community by Establish an integrated asset management framework (aligned with ISO 55000)</p>	<ul style="list-style-type: none"> • Develop a Council-wide Asset Management Policy & Strategy • Create a comprehensive Assets Register integrated with GIS and finance systems (2026-2030) • Standardise asset condition assessments and criticality ratings (Q4-2028) • Implement lifecycle costing and renewal forecasting models (Q4-2030) • Complete surveys of all Hailsham Town Council significant assets (Q3-2027) • Develop costed maintenance programmes for all significant assets (Q2-2026) • Develop detailed business plans to maximise income streams and business potential, and make them more cost effective to operate for most significant assets (Q1-2027) • Ongoing review of Risk Assessments for all sites (2026-2030) • Review legal agreements in place for relevant assets (2026-2030) • Maurice Thornton Playing Field - drop kerb and improvements to pavilion and site (Q 4-2026) • Continued liaison with stakeholders, e.g. sports clubs, tenants, etc (2026-2030) • Further James West Community Centre improvements (2026-2030) • Review of staff in Works Team to ensure maximum effectiveness (Q3-2026) • Effective management of street light maintenance and repair (Q4-2029) • Ensure that full compliance on all Council-owned assets is in place (2026-2030) • To ensure all Council facilities are in use or being rented (Q4-2026) • To find profit generating assets for the Council (2026-2030) • The Town Council to optimise its income through the acquisition of assets if necessary (2026-2030) • Carry out a review of Town Council-maintained public open spaces and children’s play areas (Q4 2027)
<p>AF2: Improve Maintenance and Service Delivery - Shift from reactive to planned maintenance</p>	<ul style="list-style-type: none"> • Adopt a Preventive Maintenance Regime (70% planned, 30% reactive by 2030) (Q4-2026) • Introduce Service Level Agreements with internal departments (Q3-2027) • Optimise contractor performance through framework agreements (2026-2030) • Benchmark costs and performance against peer councils (Q4-2028)

AF3: Drive Sustainability and Carbon Reduction - Embed energy efficiency and decarbonisation in all projects	<ul style="list-style-type: none"> • Conduct energy audits for major facilities (Q4-2027) • Implement an Energy Management Plan aligned with the Council's Climate Action Strategy (Q4-2027) • Retro-fit Council buildings with LED lighting, insulation and renewable systems (2026-2030) • Promote sustainable construction standards in new buildings (2026-2030)
AF4: Digital Transformation of Assets Management - Use digital tools for asset and data management	<ul style="list-style-type: none"> • Implement a CAFM/CMMS system for work order and asset tracking (Q1-2026) • Integrate building data with GIS and BIM models (Q4-2026) • Introduce IoT sensors for real-time monitoring of energy and occupancy (Q4-2030) • Develop performance dashboards for transparency and reporting (Q4-2027)
AF5: Improved Governance, Compliance and Risk Management of Assets management - Strengthen statutory compliance and audit transparency	<ul style="list-style-type: none"> • Maintain up-to-date statutory compliance logs (asbestos, fire, water hygiene) (Q4-2026) • Conduct annual compliance audits and publish results (Q4-2026) • Create a Property Risk Register linked to corporate risk frameworks (Q4-2027) • Develop business continuity plans for critical assets (Q4-2028)
AF6: Improved Community use, Accessibility and Inclusion - Ensure facilities are inclusive, safe, and responsive	<ul style="list-style-type: none"> • Ensure all facilities comply with accessibility standards (Q2-2026) • Review community asset transfer policies for underused assets (Q4-2027) • Engage local communities in design and redevelopment projects (2026-2030) • Enhance safety, inclusivity, and user experience (2026-2030)
AF7: Improved Financial and Capital Planning - Implement lifecycle costing and long-term planning	<ul style="list-style-type: none"> • Develop a 10-year capital investment and disposal plan (2030) • Link asset investment decisions to service priorities and risk levels (Q4-2029) • Rationalise underperforming assets and reinvest savings (Q4-2029) • Support evidence-based funding and grant applications (Q4-2026)
AF8: Successful adoption of new facilities	<ul style="list-style-type: none"> • Adoption of new Station Road sports facility, ensuring that a costed maintenance and development plan is in place, an agreed Community Use scheme is developed with partner organisations and sources of funding for improvements/developments to the site are identified (Q4-2027) • Adoption of Welbury Meadows (land off Brunel Drive), working with Wealden District Council to establish position, planning for use of site developed with partner organisations, ensuring that a

	costed maintenance and development plan is in place, and sources of funding for improvements and developments to the site are identified (Q2-2027)
AF9: Working with partners to ensure that Local Government Re-organisation has the least detrimental effect on the local community as possible	<ul style="list-style-type: none"> Working group to continue meeting and engaging with Wealden District Council and East Sussex County Council and other parishes/towns, identifying assets that may be devolved to Town Council ownership and control, formulating plans/budget projections for their effective operation and developing plans for adoption and successful management of additional sites (Q4-2027)

Performance Measures:

- Condition Surveys of all buildings in the portfolio, total costings for repairs and renovations rag rated over a 5-year cycle.
- Maintenance Plans implemented and updated
- Accurate report available to council (plus simplified public version)
- Increase in income (targeted) for major assets
- All sites compliant. Risks mitigated and no significant incidents
- Legal agreements in place
- Sub-Lease agreed
- Lease agreed, rent paid.
- All leases reviewed, all market rents and included utilities values formally identified, Hailsham Town Council repair costs evaluated
- “Hidden” grants for included rents, utilities and repairs calculated and confirmed
- Leases brought to commercial values, hidden grant awarded to remain cost neutral
- Grant reviews annually through grants process
- Drop Kerb implemented. Vehicular access to top of field in place
- Meetings take place - issues identified and addressed where feasible
- Tenants satisfied with arrangements. No. of outstanding repairs or issues reduced.
- Improvements implemented. Increased bookings and income for JWC. Maximise capacity to aim for 100% bookings
- Increased efficiency and effectiveness of works team
- lights repaired in timely manner. SLA Objectives for repair times and No of street lights in need of repair
- All correct documentation in place for EICR, legionella, PAT testing EMI tests, fire alarm, FRA etc.
- Survey report delivered by contractor
- Asset Health: % assets in good condition based on condition surveys
- Maintenance: % planned vs reactive work; average response time; cost per m²
- Compliance: Statutory compliance tasks completed on time; audit pass rate

- Sustainability: Energy intensity (kWh/m²); CO₂ emissions reduction %
- Finance: Lifecycle cost variance; maintenance backlog value
- Customer Experience: Service satisfaction score; facility availability rate

Governance:

Officers: Town Clerk, Facilities and Operations Manager, Outdoor Works Team, Responsible Finance Officer
 Councillors – Assets Management Committee, Strategy Committee, Finance and Governance Committee.

YEAR	KEY DELIVERABLES
2026	Asset register completion, policy approval, baseline condition surveys
2027	CAFM system rollout and preventive maintenance program launch
2028	Energy retrofit phase 1 and compliance audit framework established
2029	Asset renewal forecasting model operational and dashboards live
2029/30	Continuous improvement, benchmarking, and net-zero milestones

EVENTS, COMMUNITIES & PARTNERSHIP WORKING

STRATEGIC OBJECTIVE	WHAT TO DO AND WHAT WILL HAPPEN
<p>ECPW01: Planning and delivery of high quality events/street markets that benefit the community</p>	<ul style="list-style-type: none"> • Continuing to run Hailsham Street Market, and reviewing the scheduling and viability of the market with further trials (Review Q1 2026) • Continue to liaise with the owners of Vicarage Field to allow the street market to run. (This to be reviewed again after the Friday trial markets have taken place) (2026-2030) • Continuing with a costed events plan, to continue to run the Council's events e.g. Christmas event, Summer event, Remembrance Sunday event
<p>ECPW02: Working with partner organisations and stakeholders to maximise social cohesion and develop connectivity with partner organisations to deliver maximum benefit to the community</p>	<ul style="list-style-type: none"> • Attendance at SLR (Highways) and MASHH (Highways) working group meetings (2026-2030) – to hold meetings twice a year • Providing Wealden District Council and East Sussex County Council with a facility to update residents on local issues at Town Council meetings (2026-2030) • Continuing to work closely with Hellingly Parish Council (2026 – 2030) • Attendance at WDALC meetings (2026-2030) • Officer engagement with the Wealden Clerks' Network (2026-2030) • Engagement with the Hailsham & District Chamber of Commerce and Hailsham Forward (2026-2030) • Ensure town councillor appointment to external bodies via the Annual Council Meeting (2026-2030) • Liaise with Hailsham & District Twinning Association (2026-2030) • Liaise with the local police via the Community Policing Team, local Inspector and local PCSO(s) (2026-2030) • Support the Farmers' Market and Hailsham Community Groups Forum (2026-2030) • Remain involved with other community organisations via the Communities Committee (2026-2030)

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| | <ul style="list-style-type: none">• Remain involved with community business-focused organisations and individuals via the Hailsham Forward partnership (2026-2030) |
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Performance Measures

- Development of set of data to measure success of market.
- Plan drawn up for future direction of Market
- Meetings take place with clear set of actions agreed
- ESCC Cllrs attend meetings, public reports provided, any arising actions agreed
- To determine more effective ways of working together
- Meetings attended officers remaining aware of latest issues and meeting outcomes
- Cllrs attend relevant external meetings and report back to HTC if necessary
- Member attendance at organisations as appropriate
- External organisations attendance at meetings, taking a full and active role

Governance:

Officers: Town Clerk, Corporate Services Manager, Facilities and Operations Manager, Outdoor Works Team, Responsible Finance Officer
Councillors – Communities Committee, Strategy Committee, Finance and Governance Committee.

BURIALS, ENVIRONMENT & PLANNING	
STRATEGIC OBJECTIVE	WHAT TO DO AND WHAT WILL HAPPEN
BEP01: Maintain and enhance the Town Council's public open spaces and land for the maximum benefit and wellbeing of residents	<ul style="list-style-type: none"> • Develop a Green Strategy for the Town Council's activities (Q3 2026) • Maintain urban and horticultural grass cutting (2026-2030) • Maintain the implementation of the cemetery and burials (2026-2030) • Review cemetery administration procedures (Q3 2027) • Maintain effective planning/delivery of cemetery repairs, maintenance and grass cutting (2026-2030) • To receive twice yearly reports from Cemetery Wardens
BEP02: Delivery, maintenance and use of Neighbourhood Plan	<ul style="list-style-type: none"> • Produce, undertake public consultation on and adopt the amended Hailsham Neighbourhood (Development) Plan (Q1 2026 TBC) • Continue to monitor planning applications against the criteria set out in the Hailsham Neighbourhood (Development) Plan (From adoption to 2030) • To use the Neighbourhood Plan in planning comments
BEP03: Fulfil the Town Council's remit as a consultee for all matters related to planning and development	<ul style="list-style-type: none"> • Continue to respond to planning applications through the Town Council's Planning & Development Committee (2026-2030) • Liaise with developers to maintain service provision regarding larger planning applications in or adjacent to the Hailsham parish, to try and secure assets for the Community (2026-2030)

Performance Measures

- Green Strategy Written & Implemented
- Grass cuts on time to required standards, Complaints minimised
- All burials completed with minimal complaints
- Feedback from public and Cemetery Wardens positive
- Maintenance Plans developed and delivered.

- Adoption of Neighbourhood Plan
- Evidence available from Wealden District Council
- Planning applications responded to within timeframes
- Meetings with developers as required

Governance:

Officers: Town Clerk, Facilities and Operations Manager, Corporate Services Manager, Outdoor Works Team, Responsible Finance Officer
Councillors – Assets Management Committee, Planning and Development Committee, Strategy Committee, Finance and Governance Committee.

Community Infrastructure Levy (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

Delivered:

Path around Country Park Lake
Maurice Thornton Pavilion Roof replacement
Cemetery Pathways
Goalposts at Country Park
Western Rd Rec Lighting (match fund)
Common Pond Overflow
Maurice Thornton Access cross-over
The Station and Manse
Pet Cemetery
Cemetery Toilets
Public Toilets
Common Pond Pathway

The Council will develop a ‘CIL List’ of projects to be delivered, either directly or Joint-Funded via its CIL receipts

Section 106 Projects

Welbury Farm

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
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