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PEACEHAVEN TOWN COUNCIL

Minutes of the meeting of the Business Planning & E-communications Committee, held in the Anzac Room, Community House, Meridian Centre, at 7.30pm on Tuesday 28th January 2020

Present – Mayor Cllr Claude Cheta, Deputy Mayor Cllr Job Harris, Cllr Isobel Sharkey, Cllr Dawn Paul, Cllr David Seabrook, Cllr Chris Collier, Cllr Catherine Gallagher, Cllr Lucy Symonds, Cllr Alan Milliner, Cllr Wendy Veck,

Officers; Town Clerk, Tony Allen; Civic & Marketing Officer, Deborah Donovan; Matt Gunn Marketing & Communications Assistant

Public; One member of the public was present.

1 BPEC012 TO CONSIDER APOLOGIES FOR ABSENCE

Cllr Lynda Duhigg has Resigned from the Committee

2 BPEC013 TO RECEIVE DECLARATIONS OF INTEREST FROM COMMITTEE MEMBERS

Cllr Wendy Veck declared an interest as she hires the Kitchen to run Coffee Mornings.

3 BPEC014 TO REVIEW THE NOTES OF THE MEETING HELD ON TUESDAY 17TH SEPTEMBER

It was resolved to adopt the summary minutes as a true and accurate record.

4 BPEC015 PUBLIC QUESTION TIME

There were no public questions.

5 BPEC016 TO ELECT A VICE CHAIR OF THE BUSINESS PLANNING & E-COMMUNICATIONS COMMITTEE

Cllr Sharkey proposed that Cllr Gallagher should be the Vice Chair of the Committee. Cllr Harris Seconded
All Agreed

6 BPEC017 TO DISCUSS THE COUNCILS PREVIOUS BUSINESS PLAN WHICH ENDED IN 2016

After lengthy discussion Cllr Cheta proposed that an evaluation and internal review of the plan should take place, so we can have a clear idea of what had been achieved and what we still need to work towards.

Cllr Milliner confirmed that he would look through the plan and report his findings to the Marketing Assistant for the next committee meeting.

7 BPEC018 TO SET OBJECTIVES & OUTLINE PRIORTIES TO GUIDE OUR WORK FOR 2020 (SHORT TERM)

8 BPEC019 TO CREATE A CLEAR STRUCTURE TO START THE PLAN

(Items 7 and 8 were taken together)

Cllr Gallagher suggested that we should have a look at Telscombe Town Councils Business plan as they have a very clear and simple structure which we could replicate.

It was agreed that Cllr Milliner, Cllr Gallagher, Cllr Seabrook and the marketing assistant should meet before the next to define a clear structure for the plan.

Priorities discussed included:

- Public Transport
- Tourism Attractions
- Shopping
- Infrastructure
- Roads
- Employment
- Entertainment/ Recreation

The involvement of stakeholders was discussed, to include:

- Public (all ages)
- Businesses
- Other authorities
- Voluntary and local organisations
- Climate change groups

The 'Vision' for the Business Plan was also discussed at length.

9 BPEC020 TO DISCUSS THE FUTURE OF THE HUB BUILDING.

Cllr Gallagher said that the council should look to the future as the town is growing and these facilities will be needed. She also confirmed that as part of the NDP AECOM have done a sustainability review of the Hub building and its potential plan and see no reason why the plans wouldn't gain planning permission.

Cllr Seabrook said that adding an additional floor would allow for a first class conference centre with views over the downs. He also confirmed that the Hub Working Party are having a meeting on the 5th February 2020 in the hub and Cllr's are welcome to attend.

10 BPEC021 TO DISCUSS WAYS OF OPTIMISING THE USE OF THE KITCHEN & FOYER AT COMMUNITY HOUSE ON WEEKDAYS

The Town Clerk confirmed that there will be a proposal at the next Civic and Events committee to set up a Community House facilities working party.

Cllr Seabrook Proposed to defer the item until the next civic and events committee meeting on the 25th February.

All Agreed

11 BPEC022 TO DISCUSS THE FUTURE OF THE E-NEWS AND PRINTED COMMUNICATIONS.

Cllr Symonds asked if it would be possible to create a Councillors Column every month so the residents of Peacehaven could have a clear idea of what Councillors do and how they are working in the community.

Cllr Sharkey recommended that the Council should have printed copies in key locations around the town.

Cllr Collier suggested that we should check whether we have the money available in the current budget to afford the printing.

It was resolved that 40 A5 printed copies will be made available in Community House as a trial print for the month of February.

12 BPEC023 TO CONSIDER THE ACCESSIBILITY OF THE PTC WEBSITE

The Town Clerk, the Marketing Assistant and Cllr Seabrook will explore different options to the Browse Aloud plugin ahead of the next meeting.

Cllr Seabrook also confirmed that we will need to check what budget the expenditure will come from.

13 BPEC024 DATE OF THE NEXT MEETING – TO BE AGREED

The next Business Planning & E-communications Committee meeting will take place at 6.30pm on Tuesday 3rd March 2020

The meeting closed at 20:47

Agenda Item: BPEC029

Committee: Business Plan & E-Communications

Date: 26/02/2020

Title: TO DECIDE ON OUR VISION & AIM FOR THE BUSINESS PLAN

Report Author: Matt Gunn

Recommended Visions-

- Our Vision is to produce a Business Plan which is supported by the community and offers real power, choice and influence in relation to the future of our distinctive Town as a thriving community
- Our aim is to maximise the use of our assets to not only help the residents but to keep the costs to the residents at a reasonable level.

Peacehaven Town Council Internal Review

Service Delivery Plan 2011/2012



Internal Review Introduction:

At the Business Plan & E-Communications committee meeting held on Tuesday 28th January 2020 it was proposed that an evaluation and internal review of the service delivery plan dated 2011/2012 should take place.

The purpose of this document is to allow Councillors and Officers to have a clear idea of what had been achieved and what we still need to work towards.

KEY:

- **GREEN- OBJECTIVE/PROJECT ACHIEVED**
- **AMBER- OBJECTIVE/PROJECT STARTED BUT NEEDS REVIEWING**
- **RED- OBJECTIVE/PROJECT INCOMPLETE**

POLICY & FINANCE OBJECTIVES

Action/project	Position in 11/12	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments (2020)
To purchase, install and implement a new financial management package that more effectively monitors and manages the Town Councils budgets	• Installation completed in May 2011 • New and simpler to understand reports and spreadsheets are now being produced • Quarterly budget reports are now produced for all main service committees and monthly budget monitoring meetings are held with all chairs of committees.	Town Clerk RFO		RBS OMEGA ACCOUNTS SYTEM Used.
To ensure that all committee chairs are provided with relevant and up to date financial reports so as to ensure that are fully involved in the management of their committees budget	Quarterly budget reports are now produced for all main service committees and monthly budget monitoring meetings are held with all chairs of committees.	RFO Town Clerk Assistant Town Clerks		Evident that monthly budget meetings haven't taken place with committee chairs due to large overspend and poor management in previous years. <i>Could be beneficial for Zoe to meet with Chairs to update them on budget through 2020/21</i>

To review all the Town Councils staffing policies and procedures to ensure they are relevant and up to date : • Flexitime procedure • Disciplinary procedure • Grievance procedure • Equalities policy Sustainability policy	• Work started • Work yet to commence • Work yet to commence • Work yet to commence • Work yet to commence	Town Clerk		Town Clerk has now produced Employee handbook with up to date policies and standardised contract of employment
To utilise social media to ensure that the work and the projects of the Town Council are well advertised and publicised	• Town Clerk and Information office now have links to Twitter and can be followed @ptccclerk and @ptcinformation	Town Clerk Information Officer		Council Social Media updated by Marketing Assistant and Civic and marketing officer.
To develop greater press coverage through local press and through the Peacehaven times	• Peacehaven times published every 3 months and distributed to all residents/households in Peacehaven. • Regular press releases and copies of the non confidential reports are sent regularly to the Sussex Express, Evening Argus and Leader	Town Clerk ATC (Leisure & Amenities)		Weekly column in the Sussex Express produced by marketing assistant.
• Improve and enhance the Town Council website	• Improvements being carried out including links with twitter and improved access to Town council committee agenda and minutes.	Town Clerk Information Officer		Entered a 3 year contract with Madison's solutions in 2019. <i>Must improve website accessibility of website</i>

	More improvements will be introduced (subject to funding) in 2012 including links to Telscombe Town Councils website			under new legislation in 2020
Install a large TV screen in foyer to advertise our services and local businesses (at a charge)	Contract entered into with On screen media with 2 screens being installed free of charge in Spring 2012 and with the council receiving 10% of all income generated by advertising	Town Clerk Information Officer Note : as part of the deal Telscombe Town Council will also have a TV screen		Media Screen has been installed but not worked since 2017. in discussion with Northstar IT to fix screen
To ensure that the committees budget is monitored to ensure that it does not overspend	Monthly budget meetings between the Chair, RFO and Town Clerk	RFO Town Clerk Chair of Committee		Evident that committee budget hasn't been monitored. due to large overspend and poor management in previous years. Could be beneficial for zoe to meet with Chairs to update them on budget through 2020/21
To co-ordinate and manage the mayors diary and support him in his fund raising efforts and the organisation of mayoral events and activities	- Annual programme of events in place - Weekly listing of mayoral events sent to mayor and all councillors by email	ATC (Administration & Information) Information Officer		Mayors Diary is effectively managed by the Civic and Marketing officer and the marketing assistant. Fundraising efforts/ events are well supported by office staff and Councillors

Introduce a new award scheme for citizen/organisation of the year award	Report outlining proposals to be tabled at council meeting on 25 October.	Town Clerk ATC (Administration & Information) Information Officer		No award scheme in place currently
To commence discussions with Lewes District Council in respect of the devolution of facilities to Town Council	- Working party to be set up to work up detail as to how the process will work - Discussions commenced in November 2011	Town Clerk		

Medium/long term (1 -5 years)

Action/project	Position in 11/12	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments (2020)
Work with partners to improve youth facilities in the town	- Liaison with various bodies in place including Police, LDC and PCS - No further action to be taken at the present time	Town Clerk NOTE: The localism bill could mean that the some services currently provided by principal authorities could be, subject to agreement, devolved to town and parish councils		Some youth Facilities have improved.
Improve access and pathways and opportunities for young people to progress educationally post school leaving	Stronger links to be established with PCS, Tideway School , Sussex Downs College and primary schools in Peacehaven.	Town Clerk		Strong link with Pcs and Sussex downs.
Merger of Peacehaven and Telscombe Town Councils	No further action to be taken at the present time – although the review of the parliamentary boundaries may result	Town Clerk Council		

	in changes to the boundary between ESCC and Brighton & Hove City Council.			
Work closely with adjoining town councils to develop links and establish common aims for the coastal strip between Seaford and Brighton & Hove.	Set up regular bi-annual meetings with Town Clerks at Newhaven, Telscombe and Seaford and with appropriate officers at LDC and ESCC and other appropriate agencies to discuss range of common issues including economic development, youth provision, anti social behaviour and other common issues relating to the 4 coastal towns in the district.	Town Clerks in four coastal towns		Office staff occasionally meet with other officers from neighbouring towns.
Work closely with the chamber of commerce and the regeneration partnership to seek inward investment in the town in line with the Town Councils vision	- Develop a masterplan in co-operation with local businesses and employers and the District and County Council to create new opportunities, jobs, apprenticeships for young people in the town. - Identify ways to increase take up of vacant business premises in the town and to attract new businesses and employment to the Town	Town Clerk Chamber of Commerce		NDP will work to ensure this happens in the future.
Work closely with the many clubs, organisations, voluntary groups to develop the town vision and actively seek their involvement and support for the vision	Carry out a range of focus groups meetings across the town to inform voluntary and other residents groups of the Town Councils service delivery plan and encourage them to contribute to the future vision and service delivery plan of the Town Council.	Town Clerk		Councillors attend a variety of different outside bodies meetings weekly.

Work with Sussex Police and the East Sussex Fire & Rescue Service to make our community a safe place to live, work and visit	- Co-ordinated action between Police, LDC, PCS and PTC currently being undertaken in respect of Youth Shelter re littering and anti-social behaviour - Regular liaison between Town Council and local PCSO's in place - Bi annual meeting between the Town Clerk and the Lewes District Commander (Natalie Mahoney) in place - Bi annual meeting between the Town Clerk and the Lewes Borough Commander (Gary Collins) to be set up	Town Clerk ATC (Leisure & Amenities)		Town clerk regularly meets with police. (Good relationship since the new Police room in Community House) The town clerk rarely meets with East Sussex fire and rescue and other services currently.
Convene discussions with a range of developers in to encourage them to develop and build a hotel in Peacehaven	Work and prepare plan with Lewes District Council economic development officers to attract developers to develop hotel in Peacehaven	Town Clerk		Airbnb very popular in the Peacehaven area.

LEISURE & AMENITIES OBJECTIVES:

Action/project	Position in 11/12	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments (2020)
Allotments				
To actively pursue the acquisition of additional land for the provision of allotments	Negotiations with landowners in Cornwall avenue are progressing	Town Clerk ATC (Leisure & Amenities)		Landowners on Cornwall Avenue unwilling to sell or lease the land
Maintain and update our allotments waiting lists and ensure that allotment plots are inspected and managed appropriately taking action against owners who do not maintain their plot	- Waiting list updated every 6 months - Regular inspection programme in place and carried out by ATC (Leisure & Amenities)	ATC (Leisure & Amenities)		Waiting list maintained by Information officer Quarterly Inspections of allotments from Parks Officer.
Landscape and environment				
To actively use and seek resources to improve the landscape of the Town in particular through the planting of trees, shrubs and flowers	27 trees to be planted in Autumn 2011 - Annual tree planting programme to be developed (see report to L&A committee of 30 August 2011) - Additional planters to be installed in 2012 subject to the agreement of the South Coast Road working party.	ATC (Leisure & Amenities) Senior Groundsman		Landscape of town hasn't improved in areas.

Carry out annual tree survey and ensure that as a result of the survey an appropriate tree management and tree surgery is carried out.	2011 tree survey carried out in summer 2011 - Specification of works to be prepared and tenders sought for carrying out tree works	ATC (Leisure & Amenities) Senior Groundsman	Every 3 years a tree survey is carried out by an independent contractor
Dell recreation ground Improve the appearance and facilities at the Dell recreation ground and carry out regular safety and cleanliness checks	Regular monthly inspection carried out by ATC – Leisure & Amenities & Groundstaff	ATC (Leisure & Amenities) Groundstaff	Play area in the Dell updated in 2017 safety and cleanliness checks in play area are done every week
Ensure that we have an active community events programme for Dell throughout the year and ensure that event organisers take appropriate responsibility for their events	- Annual programme of events in place - Responsibility of hirers clearly set out and sent with all booking forms	ATC (Leisure & Amenities)	Currently only 3 bookings for 2020 <i>Pricing review may be necessary.</i>
Replace the fencing adjacent to the A259	Fencing to be replaced and funded by section 106 developer contribution.	Town Clerk ATC (Leisure & Amenities)	
Provide picnic area and seating adjacent to Coffee haven	- Initial work completed - Seeding of area to replace bark to take place in Spring 2012	ATC (Leisure & Amenities)	Area was created but coffee shop now shut.
Sports Park			

Work closely with LDC and other partners in utilising section 106 monies to install high quality accessible sports facilities and associated infrastructure on PT16 land	Regular project board meetings in place with Lewes District Council, PCS and ESCC	Town Clerk Various councillors		Big park project achieved
Community House				
Install LED lighting in all our buildings	- Proposed installation programme to be presented to October 2011 L&A committee. - Installation subject to identification of funding through reserves or PWLB	ATC (Leisure & Amenities)		No LED lighting currently in our buildings. <i>Could easily roll in new LED Bulbs.</i>
Obtain costings and estimates for the installation of solar panels	4 quotes obtained and will be reported to L&A committee on 30 August 2011 and P&F committee on 11 October 2011 – solar panels to be installed subject to roof weight assessments/structural survey and allocation of funding from earmarked /general reserves budget or PWLB	Town Clerk ATC (Leisure & Amenities) Chair of Committee		Installed Feb 2012 One panel wasn't working now only just been fixed. So far the solar panel has saved us £486 in the current financial year.
Investigate more efficient options for layout of kitchen facilities	Cllr Sargent has prepared possible new layouts and funding of changes subject to allocation of earmarked reserve budget	ATC (Leisure & Amenities) Chair of Committee		New Equipment installed.
Other facilities/open spaces				

Replace and install new play equipment at Firle Road play area	Subject to the agreement of LDC allocating sec106 monies	ATC (Leisure & Amenities)	Installed in 2017
Install adult gym equipment and associated improvements in Meridian Park subject to the permission of Lewes District Council	- Subject to the agreement of LDC allocating sec106 monies - Permission from LDC secured in November 2011 - Discussions with school to commence in later 2011/early 2012	ATC (Leisure & Amenities)	Play area currently has a thriving community of active users.
Work with Meridian school to improve play equipment at Epinay Park		ATC (Leisure & Amenities)	Installed in 2013
Budget management			
To ensure that the committees budget is monitored to ensure that it does not overspend	Monthly budget meetings between the Chair, RFO and ATC (Leisure & Amenities)	ATC (Leisure & Amenities) RFO	

Medium/long term (1 – 5 years)

Action/project	Position in 11/12	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments (2020)
Allotments Provide additional allotments for the residents of Peacehaven by purchasing or long leasing land currently owned by a consortium of individuals at Cornwall avenue	Discussions with landowners have begun and with principal land owners – Bob Poplett and Paul Hatle. Further detailed discussions to commence in late 2011/early 2012 with a view to securing long lease pending the outcome of the current consultation of LDC's	Town Clerk ATC (Leisure & Amenities)		Landowners unwilling to sell or lease the land

	core strategy and local development framework			
Landscape and environment				
Increase awareness, improve access and signage and further promote the use of the undercliff walk	New signs and notice boards to be installed during Autumn 2011 and further work to publicise and promote the walk to be developed in conjunction with the peace park project	ATC (Leisure & Amenities)		Notice boards were erected but in need of replacement
Enhance and improve access for all to the cliff top walkway including upgrading of paths and facilities (ie benches) for cyclists, walkers and disabled people	- Review the provision of seating across the town and identify an earmarked reserve budget to maintain and improve stock - Link the work associated with the development of a peace park in Howard Park to identify and provide wayfinding links to coastal path and undercliff walk.	ATC (Leisure & Amenities)		
Carry out feasibility study into the provision of a green cemetery for Peacehaven	Earmarked reserve budget needs to be agreed and identified to commission and carry out feasibility study	Town Clerk ATC (Leisure & Amenities)		No provision for a cemetery due to land shortage

Dell recreation ground Provide a new venue for art and culture in the Town	• Carry out a feasibility study utilising earmarked/ general reserves budget in 2012 to ascertain the possibility to create and covered/domed structure and create an amphitheatre for performance art and culture . • Identify and seek /apply for potential sources of funding to design and build structure • Develop a marketing strategy for venue and decide on how the venue is commissioned and managed • Tender for design and build of the structure	Town Clerk				Feasibility study took place in 2012-2014. Councillors decided against development
Other facilities/open spaces Obtain village green status for the Joff field	• Background research undertaken but currently on hold pending outcome of footpath/ carriageway discussions	ATC (Leisure & Amenities)				

Commission and install a war memorial	- Report to be presented to war memorial sub committee in September 2011 to explore funding options, fundraising, location etc - Permission obtained from Lewes District Council to use Meridian Park as site for war memorial - WMSC agreed new design and this will be discussed with various parties in Late 2011/ early 2012	ATC (Leisure & Amenities)			Look into possibility of meridian park being dissolved to town council from LDC
Design and develop a Peace Park at Howard park	- Report presented to L&A committee on 30 August and working party set up to explore ideas and opportunities and linkages with cliff top walk and the possibility of re-siting war memorial in peace park. - Earmarked reserve budget been identified to kick start the project	ATC (Leisure & Amenities) Members working party			Needs refurbishment
Improve sport facilities and play areas in the town and in particular sports facilities at the sports park	Awaiting outcome of the consultation and decisions in respect of the Big parks project	Town Clerk ATC (Leisure & Amenities)			Big park project completed. MUGA area needs renovation.

Work with partners to secure new fire station and ambulance station	This will be taken forward by East Sussex Fire & Rescue Service and local NHS trust and will be supported by the Town Council	Town Clerk NOTE : this project is not the responsibility of the Town Council but the Town Council will support the project in every way it can.		
Work closely with Peacehaven schools to involve young people between the ages 8 – 16 to understand and appreciate the role and the vision of the town council and help them to become responsible citizens	- Set up meeting with school council at PCS and other primary schools in Peacehaven - Involve the schools and young people in Peacehaven to identify what's good about the town and what they would like to see in the town in the next 2 – 10 years	Town Clerk		New youth mayor scheme. Involving Youth with climate change emergency working party
Investigate the possibility of an annual folk festival for Peacehaven working closely with the Famous Copper family	Set up meeting with Copper family to explore the possibility further	Town Clerk		

PLANNING & HIGHWAYS OBJECTIVES:

Action/project	Position in 11/12	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments (2020)
To work closely with LDC to inform and develop the emerging core strategy and local development framework and take advantage of any developer contributions that may arise as a result of development in the town following the agreement of core strategy	• Consultation on core strategy commences in September 2011 • LDC planners presenting the draft core strategy and launching consultation process in Autumn 2011 • Special meeting of Council set up for LDC planners to present the draft core strategy in September 2011. • Prepare and send an initial Town Council response to the emerging core strategy by end of November 2011 • Encourage LDC to consider investment in the development of an enterprise centre for small start up and move on businesses similar to the successful enterprise centre in Newhaven	ATC (Administration & Information)		106 monies received from Chalker's rise development CIL money is given to us yearly.

To ensure that the committees budget is monitored to ensure that it does not overspend	Monthly budget meetings between the Chair, RFO and ATC (Administration and Information)	ATC (Administration & Information) RFO Chair of Committee		
Introduce a planter bed sponsorship scheme on A259	- Agree design, sizes and costs to build together with sponsorship sign costs - Build, erect and install an example - Identify potential locations along A259 - Seek sponsorship by bringing together marketing pack, leaflets and publish scheme on our website and in local press to attract sponsors from local and other businesses	ATC (Leisure & Amenities) Chair of Committee		Planters in need of refurbishment and new sponsorship deal.
To establish wild meadow planting on land adjacent to A259 between Peacehaven (east) boundary and Tudor Rose caravan park	- Seek funding from Southern Water and /or identify budget from general/earmarked reserves - Seek agreement from land owners - St Modwen and ESCC - Subject to above cut and clear strips of land and seed	ATC (Leisure & Amenities) Chair of Committee		Verge was converted into wildflowers. Due to residents' complaints about line of sight when driving, area was returned to a verge.

Medium/long term (1 – 5 years)

Action/project	Position in 11/12	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments (2020)
Work with LDC, ESCC and adjoining town councils to ensure that section 106 sustainable transport monies are used sensitively to improve road links, introduce safety measures, improve the infrastructure into Peacehaven particularly along the A259	Communication channels set up and established and opportunities will be taken to improve infrastructure as and when they arise with the support of Lewes District Council and ESCC	Town Clerk ATC (Administration & Information)		
Work closely with Lewes District Council to develop a specific neighbourhood plan for Peacehaven	- Neighbourhood plan to be written and agreed by the Town Council by the end of 2012 - Work closely with LDC to secure resources to develop and publish plan	Town Clerk ATC (Administration & Information)		In progress

Business plan template and guidance

What this guide is and who it's for

This template is designed to help all types of community organisations wanting to write a business plan for a new business idea. It includes the structure you should follow and guidance on what to include in each section of your business plan.

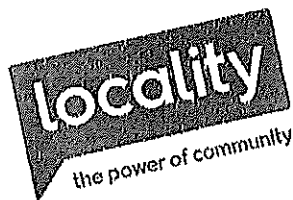
Business plan structure

Executive summary (the plan on one page)

This section should give a one sentence summary of all the sub-sections below, so the reader can see all the key information on one page. It should draw the reader in – think of it like the ‘elevator pitch’ on paper for your business idea. This section should be written last.

Objectives and goals

Tell the reader what the purpose of the business is, what problems it seeks to resolve and the targets you have. Include critical success factors and alternative scenarios. Include your organisational vision, mission and values.



Background and context

This section should include all the relevant external information that will impact the viability and design of your business model. Suggested subheadings are:

External environment - A PESTEL analysis is useful here (Political, Economic, Social, Technological, Environmental and Legal)

History - Any relevant information about the history of this issue and other approaches that have been used

Competitor analysis

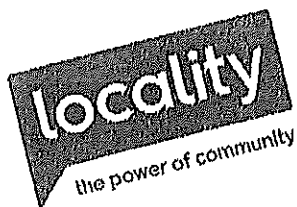
Who else in your local area is aiming to meet the same customer need as you? (note: this might not be the same product as you. For example, the customer need of affordable childcare could be met by a nursery, or a nanny service, or a group of local mums sharing childcare). What are their business models? Which are working well, and which are working less well, and why? Why would your customers choose your offer instead of your competitor's offer?

Market research

You need to demonstrate that there is a need for your business idea and that there are customers who are willing to pay for it. It's best to have done some market research that you can add here as evidence - anything that shows that your potential customers will want and need what you are planning to produce. Make sure you draw conclusions from the market research - what did it tell you? It's also useful to show your understanding of different types of customers and how you will meet their needs.

Your offer and USP

Describe the different products/services you will offer and the branding you will attach to these. Keep it customer and solution focused. Make sure you include your Unique Selling Proposition (USP) - this needs to be based on your market research about what your customers want.



Social purpose

What is your social/environmental purpose? How will you balance this with generating money? What values will be inherent in your model and how will you capture and broadcast this to your customers?

Locality community engagement

As a community organisation, it's important to involve local people in the design of your business idea. Outline how you will engage with the local geographic community.

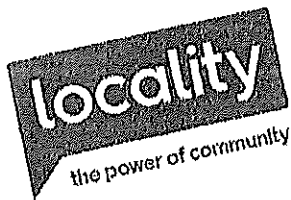
Strategy for earning income

How will you attract customers and earn income? How will you keep customers loyal and attract repeat business? Think about pricing strategies, segmentation of audiences and plans for the future. Cover different methods of generating income from the assets that you have, to bolster cashflow, including through lean months.

Finances

One of the most important sections.

- Show a long-term cash flow projection and include a narrative explaining it.
- Include overheads and your fixed and variable costs.
- Show your predicted turnover, break-even points, and the projected profit and loss.
- Include any capital, revenue and investment needs.
- Have different scenarios of how many sales you will need to break even.
- Include notes detailing the assumptions made to costs and income.



Find the right level of detail for the scale of your plans, so the reader is left convinced rather than asking questions.

Resources

Detail resources, assets, systems and equipment needed. What organisational systems are needed to support this plan, like financial, payment systems, CRMs, data, technology, HR, quality and security.

People

Think about the skills and background of your staff and volunteers. Consider profiles of trustees/directors and key personnel. Think about how this will need to evolve as the business grows and changes. Who are you reliant on to make this business work, and what will happen if they move on?

Partnerships

For community organisations, local partnerships are often important for success. Outline any local organisations or businesses you will need to work collaboratively with to make the model work. Think about those that could help you sell your product/service (through cross-promotion, for example) and those that could help you enhance your product/service offer (through adding a follow-on service, for example).

Route to market

How will customers find you? This covers distribution tactics, marketing strategies, repeat sales and ongoing communications. What social media will you use, how will you make a splash, build loyalty and remain relevant to customers?

Risks and mitigations

What are the main risks, their impact, and how can you mitigate or manage these?

Risks	Potential impact	Likelihood	Mitigation
Risk one	High	High	
Risk two	Medium	Low	
Risk three	Low	High	
Risk four	High	Medium	
Risk five	Low	Low	
Risk six	Medium	High	

Governance and legal

Demonstrate that you have considered relevant legislation and you have plans for the suitable types of insurance required. Consider the legal structure your enterprise will use.

Specific to your business

Each business and industry is different. Include any sections that will add weight to your case with the target audience. Think about any relevant trade bodies, industry events and publications.

Timing and roll-out

Think about the roll-out of your offer. Add an overview of the proposed timing for implementing the business plan. List each activity and the timing – a simple table like the one below is useful.

	Month	Month	Month	Month	Month	Month	Month	Month	Month
Activity									
Activity									
Activity									
Activity									
Activity									
Activity									



PEACEHAVEN TOWN COUNCIL

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TOWN COUNCIL OFFICE
MERIDIAN CENTRE
MERIDIAN WAY
PEACEHAVEN

Minutes of the Hub working party from Wednesday 5th February 2020 4pm

Members of the working party Cllr Griffiths, Cllr Seabrook, Cllr Simmons, Cllr Symonds, Cllr Paul and Kevin Bray.

In attendance: Cllr Griffiths, Cllr Seabrook, Cllr Paul, Kevin Bray

Apologies: Cllr Simmons and Cllr Symonds other commitments.

The committee met at the Hub and discussed various subjects regarding the future of the building, it was resolved to discuss these at a future meeting and to concentrate on what needed work now.

Works that are to be done

- Repaint the hall to match the light grey wall on the eastern end of the building up to the height of the bi-fold doors, with all gloss paint to be a dark grey to match the colour of the new bi-fold doors.
- To repaint the cubicles in the toilets Blue, walls to remain magnolia and investigate a floor paint to cover the toilets preferred colour to be blue.

(The above works are to be added to the handyman's works list to be done during school holiday times this year)

- To repair and clean out the guttering (this is now in stock and will be erected over the next month)
- To order grey blinds for the side window and doors (a supplier has been chosen and we are awaiting a return visit to finalise sizes and colour).

It was agreed that Mr. Duncan Baker- Brown should be invited to share his ideas about sustainable buildings.

The meeting ended at 4.55pm

Peacehaven Town Council

Internal Plan 2020/2021



Internal Plan Introduction:

The purpose of this document is to allow Councillors and Officers to have a clear idea of what we aim to achieve in the short, medium and long term future.

KEY:

- GREEN- OBJECTIVE/PROJECT ACHIEVED
- AMBER- OBJECTIVE/PROJECT STARTED BUT NEEDS REVIEWING
- RED- OBJECTIVE/PROJECT INCOMPLETE

POLICY & FINANCE OBJECTIVES

Action/project	Current Position 26/2/20	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments to maintain or achieve objective
To ensure that all committee chairs are provided with relevant and up to date financial reports so as to ensure that are fully involved in the management of their committees budget	Quarterly budget reports are now produced for all main service committees and	Finance Administrator Town Clerk		Could be beneficial for Zoe to meet with Chairs to update them on budget through 2020/21
To review all the Town Councils staffing policies and procedures to ensure they are relevant and up to date :	Town Clerk has now produced Employee handbook with up to date policies and standardised contract of employment	Town Clerk		Policy details need to be updated yearly or when new legislation is released.
To utilise social media to ensure that the work and the projects of the Town Council are well advertised and publicised	Council Social Media updated by Marketing Assistant and Civic and marketing officer.	Marketing Assistant Civic & marketing officer		Possibly change name of twitter to @peacehaventowncouncil
To develop greater press coverage through local press	Weekly column in the Sussex Express produced by marketing assistant.	Marketing Assistant Civic & marketing officer		May introduce paid ads in argus/ sussex express if necessary
Improve and enhance the Town Council website	Entered a 3 year contract with Madison's solutions in 2019.	Marketing Assistant Civic & marketing officer		Must improve website accessibility of website under new legislation in 2020

Install a large TV screen in foyer to advertise our services and local businesses (at a charge)	Media Screen has been installed but not worked since 2017. in discussion with Northstar IT to fix screen	Marketing Assistant Civic & marketing officer		Should be updated in March
To co-ordinate and manage the mayors diary and support him in his fund raising efforts and the organisation of mayoral events and activities	Mayors Diary is effectively managed by the Civic and Marketing officer and the marketing assistant. Fundraising efforts/ events are well supported by office staff and Councillors	Civic & marketing officer		
Introduce a new award scheme for citizen/organisation of the year award	No award scheme in place currently	Town Clerk ATC (Administration & Information) Information Officer		Could add an award at annual meetings
To commence discussions with Lewes District Council in respect of the devolution of facilities to Town Council	Discussions commenced in November 2011	Town Clerk		Look into devolution of the Meridian Park

Medium/long term (1 -5 years)

Action/project	Current Position 26/2/20	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments to maintain or achieve objective
Work with partners to improve youth facilities in the town	Some youth Facilities have improved in the last few years including Big park and firle road play are improvements.	Town Clerk Parks Officer		New Project possibilities
Work closely with the many clubs, organisations, voluntary groups to develop the town vision and actively seek their involvement and support for the vision	Councillors Currenly attend a variety of different outside bodies meetings weekly.	Town Clerk		Continue to attend outside body meetings
Work with Sussex Police and the East Sussex Fire & Rescue Service to make our community a safe place to live, work and visit	Town clerk regularly meets with police. (Good relationship since the new Police room in Community House) The town clerk rarely meets with East Sussex fire and rescue and other services currently.	Town Clerk		Continue to work closely with Sussex Police

LEISURE & AMENITIES OBJECTIVES:

Action/project	Current Position 26/2/20	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments to maintain or achieve objective
Allotments				
To actively pursue the acquisition of additional land for the provision of allotments	Landowners on Cornwall Avenue unwilling to sell or lease the land	Town Clerk Parks Officer		Continue to try and gain contact with landowner/main shareholder of land
Maintain and update our allotments waiting lists and ensure that allotment plots are inspected and managed appropriately taking action against owners who do not maintain their plot	Waiting list maintained by Information officer Quarterly Inspections of allotments from Parks Officer.	Information officer		Continue to update list and continue quarterly inspections
Landscape and environment				
To actively use and seek resources to improve the landscape of the Town in particular through the planting of trees, shrubs and flowers	Landscape of town hasn't improved in areas.	Parks Officer		Implement new projects such as Howard Peace Park Public Consultation
Carry out annual tree survey and ensure that as a result of the survey an appropriate tree management and tree surgery is carried out.	Every 3 years a tree survey is carried out by an independent contractor	Parks Officer		

Dell recreation ground					
Improve the appearance and facilities at the Dell recreation ground and carry out regular safety and cleanliness checks	Play area in the Dell updated in 2017 safety and cleanliness checks in play area are done every week	Parks Officer			Continue with checks.
Ensure that we have an active community events programme for Dell throughout the year and ensure that event organisers take appropriate responsibility for their events	Currently only 3 bookings for 2020	?			Pricing review may be necessary. Ideas Welcomed!
Provide picnic area and seating adjacent to Coffee haven	Area was created but coffee shop now shut.	Parks Officer			Need to take look at taking ownership of land and possibly re fence area off before land is sold with café.
Community House					
Install LED lighting in all our buildings	No LED lighting currently in our buildings. <i>Could easily roll in new LED Bulbs.</i> Installed Feb 2012	Senior Caretaker			When current bulbs run out, replace with LED Bulbs
Maintain Solar Panels in community House	One panel wasn't working now only just been fixed. So far the solar panel has saved us £486 in the current financial year.	Town Clerk			Might be worth adding a maintenance plan so they are cleaned and maintained so they work at their maximum potential.

Medium/long term (1 – 5 years)

Action/project	Current Position 26/2/20	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments to maintain or achieve objective
Allotments Provide additional allotments for the residents of Peacehaven by purchasing or long leasing land currently owned by a consortium of individuals at Cornwall avenue	Landowners on Cornwall Avenue unwilling to sell or lease the land	Town Clerk Parks Officer		Continue to try and gain contact with landowner/main shareholder of land
Landscape and environment Increase awareness, improve access and signage and further promote the use of the undercliff walk	Notice boards were erected but in need of replacement New Signage Needed	?		Run of effective signs through the town would be effective. Liaise with NDP & ESCC
Enhance and improve access for all to the cliff top walkway including upgrading of paths and facilities (ie benches) for cyclists, walkers and disabled people	- Review the provision of seating across the town and identify an earmarked reserve budget to maintain and improve stock - Link the work associated with the development of a peace park in Howard Park to identify and provide wayfinding links to coastal path and undercliff walk	?		
Other facilities/open spaces				

Improve sport facilities and play areas in the town and in particular sports facilities at the sports park	A lot of areas need refurbishment	Town Clerk Parks Officer		Needs refurbishment
Work closely with Peacehaven schools to involve young people between the ages 8 – 16 to understand and appreciate the role and the vision of the town council and help them to become responsible citizens	Starting to include school pupils in the climate change emergency working party Work closely with the youth mayor to inform the rest of PCS students.	Marketing Assistant Admin Officer		Could increase work with primary schools

PLANNING & HIGHWAYS OBJECTIVES:

Action/project	Current Position 26/2/20	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments to maintain or achieve objective
To work closely with LDC to inform and develop the emerging core strategy and local development framework and take advantage of any developer contributions that may arise as a result of developing the town following the agreement of core strategy	106 monies received from Chalker's rise development CIL money is given to us yearly.	ATC (Administration & Information)		NDP Continue to work on plan
Introduce a planter bed sponsorship scheme on A259	Planters in need of refurbishment and new sponsorship deal set up	Civic & marketing officer Marketing Assistant Admin Officer		Planters in need of refurbishment and new sponsorship deal.

Medium/long term (1 – 5 years)

Action/project	Current Position 26/2/20	Comments/ Information/ Responsibility	Objective achieved As of 2020	Comments to maintain or achieve objective
Work closely with Lewes District Council to develop a specific neighbourhood plan for Peacehaven	In progress	Town Clerk ATC (Administration & Information)		In progress

