

UPDATE TO PCM FROM BUSINESS PLANNING AND CHANGE MANAGEMENT WORKING GROUP – FOR PCM 10 JULY 2023

Summary of Recommendations for PCM Approval & Decision

1. **Approve** a budget of **£600** for the Business Planning sub-group;
2. **Approve** a budget of up to **£1,000** for the Change Management sub-group; and
3. **Agree Saturday 2nd September** as the date of the Business Planning Workshop.

BUSINESS PLANNING AND CHANGE MANAGEMENT WORKING GROUP

Objectives

- To produce a Five-Year Business Plan for Salehurst & Robertsbridge Parish Council (following the outline from David Carden's Organisational Review dated December 2021 – see Appendix 1A) by early November 2023 so that it will be useful in the Budget setting process for financial year 2024-25.
- To undertake an organisational review (following the outline from David Carden's Organisational Review dated December 2021 – see Appendix 1B) initially focusing upon establishing and/or codifying policies for Human Resources, Finance, Organisation Structure, etc.

Terms of Reference

Initially, as per David Carden's Organisational Review dated December 2021.

Working Group

- David Todd (Lead Councillor)
- Sean O'Hara
- Dawn Hill
- Gillian Branford (Lay member)

BUSINESS PLANNING SUB-GROUP

The sub-group have initially used the Salehurst & Robertsbridge Neighbourhood Plan and the report from the Visioning Day held on 4 March 2023 to pull together the following documents:-

- Draft Business Objectives (Appendix 2); and
- Key Objectives Template (Appendix 3)

Based upon this work to date it is proposed that the next steps should be to hold a half-day working session involving Councillors and Clerks. This will be facilitated by David Carden, who facilitated the Visioning Day and is therefore ideally placed to help the Council move to the next stage in the development of the Business Plan.

Resources Required

It is estimated that this will cost between £300 and £600 (this will depend upon the number of workshops required to reach resolution). These costs cover facilitator's cost plus hire of venue.

Timescales

Target to have a five-year business plan by early November 2023 so that it will be useful in the Budget setting process for financial year 2024-25.

CHANGE MANAGEMENT SUB-GROUP

The sub-group have initially focused upon establishing and/or codifying policies for Human Resources.

A list of policies being considered is shown in Appendix 4.

The next step is for the sub-group to sit down with the Clerk(s) to agree the templates to be used.

Resources Required

It is estimated that this will cost between £600 and £1,000. These costs cover both the cost of David Carden's support and the time of an HR Professional who will review the final draft of the HR Policies to ensure that the policies are current, robust and complete.

Timescales

Target to have the HR Policies ready for review by the General Purposes Working Group in September before presentation to Full Council on 18 September 2023.

Thereafter further work will be undertaken on the other policies.

Appendix 1A

Recommendation 1: To undertake a facilitated Visioning Exercise to clearly identify the priorities for service delivery over the next 3/5 years. **UNDERTAKEN – 4 MARCH 2023**

Recommendation 2: To develop a 3-5 year Business Plan and Financial Strategy based on the outcome of Recommendation 1).

Appendix 1B

- **Recommendation 3:** To consider developing a formal Scheme of Delegation that clearly identifies the roles and responsibilities within the Council.
- **Recommendation 4:** To consider the introduction of a weekly Councillors Briefing note.
- **Recommendation 5:** To review the number and frequency of Council, Committee and Working Party meetings.
- **Recommendation 6:** To consider introducing a Chairman's Group.
- **Recommendation 7:** To consider the introduction of a Performance Management System to include staff appraisals, the setting of SMART objectives linked to the Business Plan, the possibility of the assessment of training needs and consider the introduction of Personal Development Plans.
- **Recommendation 8:** To undertake a review of the Council's project management systems and review the position and status of current projects outstanding.
- **Recommendation 9:** To consider combining the Council's Assets Register, management plans and pre-planned maintenance systems, inspections, maintenance contracts and insurance requirements. Not only will this identify future requirements for the land, buildings and equipment but also will ensure that adequate funds are put in place for future items of major expenditure as part of a financial plan).
- **Recommendation 10:** To review the policy documents that are missing and select those appropriate to the Council.
- **Recommendation 11:** On the basis of the foregoing to consider the next stages of the review process and allocate a timeline.

DRAFT BUSINESS OBJECTIVES

VISION

Salehurst and Robertsbridge will continue to be a thriving safe and friendly parish where people want to live, work and play. We will maintain and enhance our parish whilst supporting sustainable development that respects our location within an Area of Outstanding Natural Beauty for the benefit of all residents and visitors alike.

AIM

To work with and listen to, local residents, community groups and businesses and to support them with appropriate local developments and other support as appropriate • To encourage local residents to participate in the formation and scrutiny of the Parish Council's policies, budgets, strategies and service delivery •

OVERARCHING OBJECTIVES

Economy

- a) To sustain a thriving village centre with mixed use shopping and service provision offering a range of goods and services to the local community and visitors.
- b) To retain the local retail and service provision.
- c) To foster a sustainable community that promotes employment creation, across commercial, retail and industrial sites

Education

- a) To improve and extend the local educational facilities in line with future housing developments.
- b) To seek adequate education provision for children of the village of all ages.
- c) To promote informal or social educational facilities for younger people.

Environment

- a) To protect and enhance local open spaces and access to the countryside.
- b) To plan for climate change and work in harmony with the environment to conserve natural resources.
- c) To encourage development which meets current energy efficiency standards and where possible higher standards to achieve low carbon status and/or renewable energy generation

Infrastructure

- a) To promote cycle networks and non-vehicular connectivity for a sustainable village life.
- b) To reduce the impact of road traffic and parking on the local community.
- c) To seek timely and effective maintenance of existing infrastructure.
- d) To maintain and improve effective flood defences.
- e) To seek improvements for pedestrian safety on the high street.

Leisure

- a) To secure the long-term future of existing community leisure and cultural facilities for all ages.
- b) To promote the provision of new facilities to address the future needs of the village.

Communication

- a) To ensure residents are kept up to date of matters pertaining to the village
- b) To ensure full transparency

DRAFT BUSINESS OBJECTIVES

Each of the above overarching objectives will need realistic short term, mid-term and or long-term measurable goals. Below are a few possible goals for each objective which can be expanded on by the persons taking responsibility for each objective.

Once the goals are agreed they can become the responsibility of either existing working groups or new working groups. Each working group would create a plan with timeframes and approximate budgets to complete those plans. (Short term goals- 1 year, Mid Term goals 2-3 years, Long term Goals 4-5 years.)

As a starting point:

ECONOMY

Encourage the development and support of local businesses.

How can this be achieved?

Shop Local Campaign

Grants and Funding

Are there external grants or funding that can be applied for?

EDUCATION

Work with local schools to promote education in the area

Improve learning opportunities for all ages, such as basic computer skills for those in need, e.g. 'silver surfers'

Promote local artisans or crafters to host training opportunities

ENVIRONMENT

Possible Bat Box Policy

Liaison with Environment Agency

Dog Bins etc

Grass Cutting

Identification and response to climate change impacts

Wildflower verges

Green corridors

LEISURE

Renewal of recreation playground equipment

Youth Clubs and activities

Improvement of public footpaths and bridleways and creation of a joined up network

INFRASTRUCTURE

Review the Neighbourhood Plan in tandem with Rother District Council consultation process on the Local Plan (expected finalisation date mid-late 2025)

COMMUNICATIONS

Carry out review of effectiveness of existing communications, e.g. newsletters, noticeboards, Family Facebook, PC website etc.

Devise social media plan to expand our reach in a cost effective manner

Identify most effective way to communicate with residents not on social media

Once these goals are agreed upon a Strategic Plan can be produced outlining the objectives, goals, timeframes and estimated costs giving the Council a better opportunity to budget for the future.

SALEHURST & ROBERTSBRIDGE PARISH COUNCIL

STRATEGIC PLAN 2023-2024

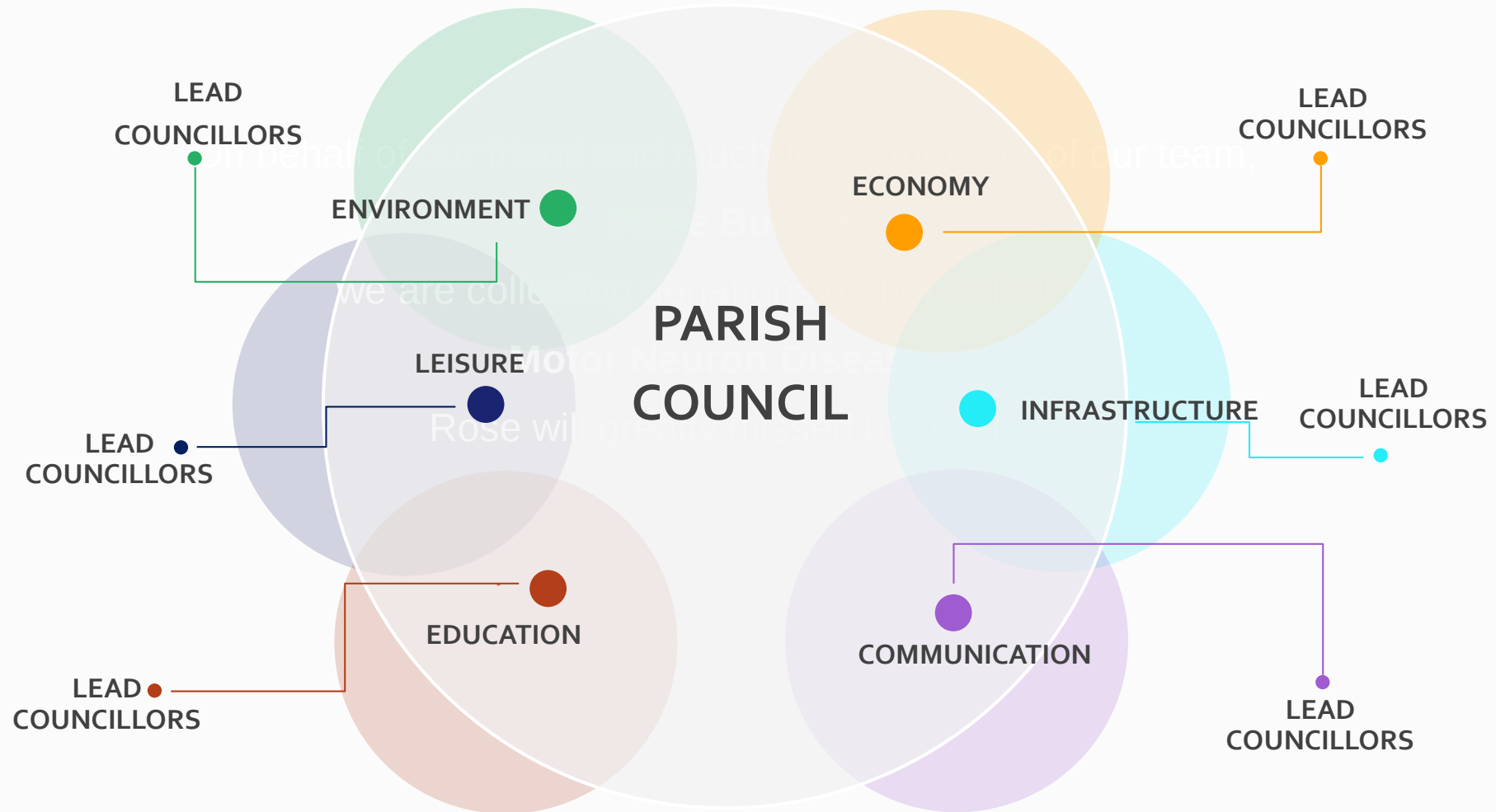
VISION

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AIM

To work with and listen to, local residents, community groups and businesses and to support them with appropriate local developments and other support as appropriate • To encourage local residents to participate in the formation and scrutiny of the Parish Council's policies, budgets, strategies and service delivery

KEY OBJECTIVES



ECONOMY

To sustain a thriving village centre with mixed use shopping and service provision offering a range of goods and services to the local community and visitors.

b) To retain the local retail and service provision.

c) To foster a sustainable community that promotes employment creation, across commercial, retail and industrial sites

GOAL	WORKING GROUP	TIMEFRAME	PROJECTED COST
Encourage the development and support of local businesses.	Business Development		
Shop Local Campaign	Business Development		
Grants and Funding	Business Development		

ENVIRONMENT

- a) To protect and enhance local open spaces and access to the countryside.
- b) To plan for climate change and work in harmony with the environment to conserve natural resources.
- c) To encourage development which meets current energy efficiency standards and where possible higher standards to achieve low carbon status and/or renewable energy generation

GOAL	WORKING GROUP	TIMEFRAME	PROJECTED COST
Bat Box Policy			
Liaison with Environment Agency			
Dog Bins etc			
Grass Cutting			
Climate Change Impacts			
Wildflower Verges			
Green Corridors			

COMMUNICATIONS

a) To ensure residents are kept up to date of matters pertaining to the village

b)To ensure full transparency

[illegible]

EDUCATION

- a) To improve and extend the local educational facilities in line with future housing developments.
- b) To seek adequate education provision for children of the village of all ages.
- c) To promote informal or social educational facilities for younger people.

[illegible]

INFRASTRUCTURE

- a) To promote cycle networks and non-vehicular connectivity for a sustainable village life.
- b) To reduce the impact of road traffic and parking on the local community.
- c) To seek timely and effective maintenance of existing infrastructure.
- d) To maintain and improve effective flood defences.
- e) To seek improvements for pedestrian safety on the high street.

GOAL	WORKING GROUP	TIMEFRAME	PROJECTED COST
Highways/drainage			
Transport			
Streetlights			
Car Park/Toilets			
EV Charging Points			
Housing Development & Growth			
Cemetery			
Planning Requests			

LIST IN DAVID CARDEN REPORT
(12/21)

Template available

AREA

APPENDIX 4

	Seaford TC	Cuckfield PC	HR	IT	FIN	ADMIN	OTHER
Grievance Policy	Yes	Yes	YES				
Disciplinary Policy	Yes	Yes	YES				
Management of Sickness Absence		Yes					
Equal Opportunities Policy	Yes	Yes	YES				
Maternity, Paternity & Adoption Leave Policy	Yes	Yes	YES				
Parental Leave Policy	Yes	Yes	YES				
Training & Development Policy	Yes	Yes	YES				
Flexible Working Polciy		Yes	YES				
Appraisal Policy	Yes	Yes	YES				