Two-Year Operational Action Plan

Steadying the Ship November 2026 – October 2028

BRIGHTON PERMACULTURE TRUST

Plan owner: Operations Team and Trustees

Review cycle: Monthly operational review; quarterly Trustee review

Strategic focus: Financial sustainability, organisational resilience, people care and a stronger ecosystem of participation.

Our Mission and Strategic Direction

Mission: Inspiring, connecting and learning for people and planet to flourish.

Our agreed values:

Earth Care: Enhancing natural resources and biodiversity; celebrating seasons

People care: Valuing diversity, embracing difference, supporting health and wellbeing by connecting people to nature and to healthy food

Fairshares: Inspiring people to create solutions for sharing resources wisely, today and for future generations.

We will continue to use FairShare as a guiding value, ensuring that the benefits, responsibilities, resources and opportunities within our ecosystem are shared fairly, for now and future generations.

Building Supportive Structures

With new trustees co-opted into the organisation, we have an opportunity to revisit our foundations and strengthen the long-term resilience of our ecosystem. In the second half of the current strategy, we want to harness this new energy to put practical systems in place, cover the essentials and develop ways of working that are rooted in a permaculture approach. This includes how we respond to organisational challenges and adapt for the future. *This priority links to the principles of creatively responding to change, and Integrate not segregate.*

Activities in this workplan may include:

- Build shared understanding between the Trust community and new trustees.
- Review governance arrangements to ensure they meet legal requirements in all areas.
- Develop sustainable, inclusive ways of governing.
- Create an organisational risk and opportunity register.
- Create clear routes for our members to bring decisions and dilemmas to trustees for guidance, prioritising issues that are currently unsustainable, such as storage at the fruit factory.
- Review and strengthen our feedback loops and learning practices, including how we describe and evaluate our work.

Valuing and Sharing Our Wisdom

Our work is rooted in the knowledge and care of people who share their expertise and support the community. From conversations with people buying apple juice, to discussions during training breaks to helping volunteers understand orchard care, this everyday exchange of insight is a valuable part of our ecosystem. We want to sustain these informal connections while recognising that responding to requests can become difficult alongside other commitments. We will explore more intentional ways to share our knowledge and support the wider community in the future. *This priority links to the principles of creatively responding to change, and Integrate not segregate.*

Activities in this workplan may include:

- Understand the challenges community members bring to us informally and the time currently spent responding.
- Explore the potential for paid, one-to-one expert support sessions on an ad hoc basis.
- Review course materials to make tailored support options more visible.
- Explore whether alternative learning formats, such as action learning sets or 'ask me anything' sessions (AMAs), could form part of the next strategy.

Weaving a Connected Community

We draw on a talented, far-reaching community of paid workers and volunteers across different roles, places and activities. We want everyone involved to have opportunities to connect and feel part of the wider whole. While some activities need distinct approaches, others could be brought together to make better use of our shared resources and strengthen the support we offer. *This priority is linked to the principles of creatively responding to Integrate don't segregate, produce no waste.*

Activities in this workplan may include:

- Learn more about our audiences and the different routes people take through our activities.
- Identify which elements of volunteer induction could be coordinated centrally to strengthen capacity at individual sites.
- Review what our membership means and what it offers.
- Review how course leaders from across the organisation could contribute to a more flexible, resilient learning offer.
- Create opportunities to work with local community groups and welcome young people who are not in education, employment or training (NEET) as volunteers.

Reading the Landscape, Responding to Change

We cannot always predict the weather, but we can take time to observe the landscape and understand the bigger picture. We have heard that circumstances are changing, from how people in our communities are feeling to what similar organisations offer and how funding is evolving. Staying engaged with these changes will help us recognise opportunities, identify suitable funding and communicate our work clearly. *This priority is linked to the principles of creatively responding to Integrate don't segregate, produce no waste.*

Activities in this workplan may include:

- Carry out a local market scan to understand what other organisations offer the community and where our strengths lie.
- Review market trends annually and develop an action plan to tailor our communications more effectively and consider emerging opportunities.
- Review funding opportunities and previous bids to identify the funds that best fit our work and the fundraising support that would be most useful.

Next Steps

Moving from Pattern to Detail with an operating plan and formation of sub-groups..

We recognise the need for a realism check:giving items time horizons and removing or scaling down ideas which might be overly ambitious.

We will communicate our plan to our wider community starting with our Annual General Meeting on 11 November 2026.