



Littlehampton Town Council Business Plan

Our four-year Business Plan sets out the direction for Littlehampton Town Council between 2023 to 2027. It helps us to understand where we want to be in the future, as set out in our **Strategy**, and the steps we will take to get there, as set out in our **Action Plan**.

The Business Plan provides a structure to inform the development of annual work plans and budgets while being flexible enough to seize new opportunities as they arise. This is a living document which will be reviewed and developed through the four years.



Our Mission sets out what we do and how we get it done:

Listen, represent, and lead the town by actively encouraging engagement, community, and tourism.

Our Vision sets out our future aspirations and the impact we aim to make for the benefit of the community:

A collaborative and reliable council that is publicly accountable, utilises existing resources, and seeks out additional external funding opportunities whilst providing cost effective facilities and services to enhance people's lives.

Our strategic priorities

Place

A multi centred sustainable town with **safe vibrant places** for people to come together.

People

An **engaged community** which supports and helps everyone.

Provision

Accessible environmentally friendly services reaching the broadest spectrum of people.

Partners

Working with public, professional, community and voluntary organisations to ensure **better outcomes** for all.

Progress

Clear evidence of aspirational **transformative actions** being taken to **improve the town and the quality of life**.

Our Values incorporate all the Nolan Principles in public life and more. They set out how we operate and how we interact.

- Leadership and empowerment
- Integrity, honesty, and accountability
- Efficiency, effectiveness, and value for money
- Openness, listening and communicating
- Selflessness, objectivity, and positivity
- Productive partnerships
- Continuous improvement

Our Motto

Progress

Our operational framework is underpinned by our mission, vision, and values, and guides how we work:

Maintaining to a high standard the open spaces and assets that the Town Council is responsible for and seeking the same from other relevant authorities to provide an attractive environment in and around the town for both the local community and visitors.

Seek opportunities to secure financial support for future enhancements to these and other community facilities through Section 106 developer funding and the Community Infrastructure Levy as appropriate.

Work with relevant authorities to ensure that future developments address the needs of the Town including regeneration; deprivation; commerce; education; infrastructure; transport, health, and facilities.

Work with the Police and other relevant agencies to make Littlehampton a safer place supporting and promoting community safety initiatives.

Work with partners to ensure all graffiti and flyposting is removed promptly – where permission is given – to keep the town clean and tidy.

Work in partnership to deliver regeneration and progress initiatives for the benefit of the Town to support and promote a vibrant, prosperous, safe, and accessible town.

Work with relevant authorities, local tourist attractions and related businesses to promote tourism.

Actively pursue our representative role with regards to planning and transportation matters in accordance with our Neighbourhood Plan, ensuring that all planning applications received from the District and County Councils for consideration are dealt with in a transparent and timely manner.

To deliver where possible, in conjunction with the community and the Heritage Group, the key objectives of the Neighbourhood Plan.

Promote sustainable transport networks and cycle routes and to press for improved public transport services and traffic management in and around the town.

Through the Town Centre Strategy (2022 to 2030) support the Town Centre as it adapts in the changing economic climate so that it remains a vital element of a successful and thriving centre, providing retail and leisure facilities attracting local and wider community and visitors.

Through the Allotment Strategy (2023 to 2033) make allotments enjoyable, inclusive, sustainable, and affordable for the residents of Littlehampton.

To prioritise, within the budget, funding for local community groups, through Service Funding Agreements or community grant schemes and actively increase awareness and access to grant funding to benefit residents.

To provide high quality, safe, accessible, and flexible spaces across the town to meet the needs of the community.

Through the Museum Documentation Project we work to conserve, safeguard, and promote the Museum Collection, making it accessible to a wide audience by providing an education and outreach service and to preserve Littlehampton's cultural heritage.

To support and raise the profile of innovative community art activities to help local people to express their creativity, imagination, and self-expression through all art media, provide a showcase opportunity for local artists and enable local people to develop their artistic skills through signposting and support.

To work in partnership to support sporting, recreational and physical activities to enable local people to experience new sports and activities and to keep fit and healthy.

To facilitate, support and provide community events both universal and targeted to celebrate Littlehampton, encourage civic pride, increase community cohesion, attract visitors, and support local businesses.

By supporting and working with local organisations we aim to provide a wide range of youth provision that offers young people enriching opportunities and develops positive relationships between young people and the wider community.

Adopting more environmentally friendly methods of conducting our business as outlined in our Environmental Policy.

Through a revised Communications Strategy, engage meaningfully with residents, businesses, and visitors, in an open, transparent, and accessible way across a variety of channels. To promote the Town Council's assets and services and the Town's facilities and attractions through effective marketing and branding.

To implement and review a suite of strategies, policies, regulations, contracts, and management plans that enable the Council to operate in the most effective, efficient, and ethical way possible, managing our resources appropriately to achieve best value for our community.

To provide training and support for all employees and councillors as part of ongoing learning and development to enable them to fulfil their role to the best of their ability and make a difference to the community we serve.

Approved By Littlehampton Town Council - 23 November 2023.

Goals	Objectives								PROGRESS 2024 TO 2025			
	Description	Timeline	Committee	Officer	Total Cost	Resources / Funding	LTC Budget Allocated	Status as at September 2024 (In Progress / On Hold / Complete outcome)	Q1 (APRIL - JUNE 24)	Q2 (JULY - SEPT 24)	Q3 (OCT - DEC 24)	Q4 (JAN - MARCH 25)
Major Regeneration & Development Initiatives												
Work with Arun District Council & partners in delivery of Seafront Regeneration	1. Input into planning stage (LU/246/23/PL) 2. Construction phase	1. Summer 2023 2. 2024/5	P&F, CRC	TC, E&TCSM	N/a	£7,234,201 Levelling Up Funding secured by ADC	N/a	In Progress	Planning approval secured December 2023. Works expected to start late summer 2024. Work with ADC to ensure impact on LTC events programme and assets (BBQs & Stage By the Sea venue) minimised & managed	ADC to confirm construction timeframe - Preparations expected to start September 2024	Ground works commenced and BBQ units sent off to refurbishment.	
Work with Arun District Council on Gateway Public Art North Littlehampton	This was being progressed by the District Council and the sum of £40,000 was allocated in the Section 106 development agreement for North Littlehampton to deliver the project. This was planned at prominent points of entry to the Town and a steering group had been formed to oversee the project. The Town Council wished to see a scheme that would draw visitors into the Town and Councillors wanted to be involved in the discussions. New Council wish to seek clarification on what is permissible and see local schools and artists engaged in design. To be linked with Town Branding project.	Unknown (Town Branding 2025 to 2026)	P&F	C&MM, ATC	Unknown	£40K S106	None	On Hold Linked to progress with Hampton Park development	Monitor for progression at appropriate time			
Community Transport Initiative	Observing the Council's stance in respect of future support for a community transport initiative, it was considered prudent that this priority be retained should an opportunity to develop a bus service to support the new and growing community in North Littlehampton come forward. Investigate Town circular bus recognising the need to travel to different areas across the Town to access services and facilities and explore whether it would be used.	Unknown	P&T	ATC	Unknown	S106 funding allocated for the development of bus route to serve the new development of £194,000 (plus indexation to be paid to ADC).	Bus Expenditure EMR provision of £7,000.	On Hold	Exploratory meetings held with operators	Monitor for progression should opportunities become apparent during interaction with operators, ADC and developers in NLA.		
Arun River West Bank Regeneration	Work with the District Council and Harbour authorities by supporting and enabling initiatives / activities that promote tourism and access to the Arun River West Bank. Linked with ADC Local Plan. Community voice. Engage with Rampion & stakeholders on east/west bank. Links to branding of the Town.	2023 to 2027	P&T	ATC	N/a	N/a	N/a	On Hold	To be reviewed as part of ADC Local Plan Policy Review	Improvements to West Bank not part of Rampion 2 Windfarm. Await Local Plan Update		
Major Projects and Community Resources												
K2 Youth & Community Centre, Wick	This project is underway and will replace the existing Keystone Centre at Eldon Way in Wick with a brand-new youth centre, that can also be used by the community, on the open space on the opposite side of the road to the existing Centre. The centre will include a main hall, kitchen and meeting rooms and parking provision. The Council is working in partnership with the District Council to deliver a holistic plan for the new site which will see the outside space provision also upgraded to include a Multi-Use Games Area. The District Council is also contributing £250,000 toward the new centre. Progress with the project is being overseen by the Town Council's Community Centres Sub-Committee which reports to Council. - Need to develop a business plan becoming a priority.	Business Plan inc terms & conditions Autumn 2023. Build to be completed November 2023. Internal fit out Dec 2023 to Jan 2024. Operation Spring 2024	Construction progress overseen by the Community Centres Sub-Committee & reports to Council. Once complete - Building management = P&P. Hiring = CRC	ATC	Construction £1,579,247 plus fees £140K - Final cost TBC	LTC - 1,332,730 , ADC - £250K, S106 - £263K Plus Revenue provision at £30,000 p/a for 2 years from 2022 to 24 & £10,000 projected for 2 years from 2024 to 2026.	Maximum budget agreed for the project = £1,846,194 (inc £250K from ADC & contingency of 10% of build cost) .	In Progress	1. Construction nearing completion following delay due to problem with finishing main hall. 2. Funding earmarked from 2021/22 to meet initial revenue costs of new centre.	Nearing completion - Handover expected September 2024 with internal fit out during September 2024.	Construction completed and building handed over. Internal fit out commenced and almost complete. Opening event being held on 30 November in partnership with Artsworld and AYP - plaque unveiling by the Town Mayor, activities for families. Open day for potential hirers due to take place in early December. Centre now listed on the LTC website as a venue for hire.	
Hampton Park (North Littlehampton) Community Centre & Youth Facility	There is provision for a new Community Centre (including youth facility) at Hampton Park which has been secured through the Section 106 Developer Agreement. The site has been allocated and amalgamating the community and youth centre facilities meets the long-held ambition to provide a joint facility in this part of the parish. S106 currently valued @ Circa £1.77M LTC will need to top up funding requirement £ amount TBC.	Timeframe unknown, estimated: Agree aspirations, feasibility study, budget, develop business plan, public consultation, agree specification. Planning 2025 to 2026 Construction 2026 to 2027 Open 2027 to 2028	Construction progress overseen by the Community Centres Sub-Committee & reports to Council. Once complete - Building management = P&P. Hiring = CRC	ATC	£50K repurposed from Revenue reserves for feasibility work. £19,575 spent to date.	S106 currently valued @ Circa £1.77M	Revenue budget provision at £20K for 2021/22, £35K for 2022/3, £20K for 2023/4 & £20K projected for 2 years from 2024 to 2026	In Progress	Feasibility findings shared with developer and site assessment being undertaken by developer. Submission date for planning application TBC.	LTC in discussion with developer & ADC. Update meeting scheduled for late 2024	North Littlehampton Advisory Group meeting scheduled 15 /11/24	
CIL (Community Infrastructure Levy)	Review priorities for spending. Consideration be given to directing future funds to Hampton Park Centre & other regeneration projects as identified in Policy 23 of the Neighbourhood Plan	N/a	P&F, FC	ATC	N/a	N/a	Currently CIL received is directed to K2. £3,237	On Hold				
To analyse the potential impact of the Rampion 2 development and respond to the application	LTC To link with Arun District Council in relation to the development of their Local Impact Assessment and press for community benefits package	Examination Hearings due to conclude August 2024 - Decision ETA Early 2025	P&T	ATC	N/a	N/a	N/a	In Progress	Rampion 2 planning hearings underway.	LTC pressing for Community Benefits Package for the parish through other channels.		

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Hampton Park (North Littlehampton) Allotments sites	1. Holly Drive (southern) LU/263/22/RES 2. Northern	1. Plg App. Approved Dec. 2023 Construction TBC Market & first tenants TBC 2. TBC construction unlikely before 2025	CRC & P&P (agreements, fees & maintenance)	ATC	N/a	N/a	N/a	N/a Delivery is developer funded	On Hold	1. Planning App approved Dec. 23. Awaiting confirmation of timeframe for construction from developer 2. TBC	On Hold	
Rosemead Park	1. Consider allowing concessions to operate on the site 2. Plans for the development of the site utilising the acquired and expected S106 funding 3. Explore obtaining Green Flag Status	1. Feasibility work 2025. 2. Funding must be spent on the purposes specified within 10 years of receipt 2032. 3. 2025 to 2026	CRC & P&P (agreements, fees & maintenance only)	CRO, ATC	N/a	N/a	£125,849 S106 received 2022 A further £193,794 section 106 due from BokLok developemnt (under construction)	Not due to start until 2025 to 2026				
Museum	1. Collection Documentation Project 2. Project "Time Machine" HLF grant funded project 3. Be vigilant to opportunities to locate the collection NB: Look & Sea Centre – ground floor = ADC concession Planning App. LU/51/20/PL – permission granted to convert upper two floors to create 6 suites for tourist accommodation (C1 Hotels). Applicant: Harbour Lights Littlehampton Ltd work underway.	1. In Progress to 2025 2. Project Plan Sept to Dec 2023; Freelance support tender & appointment Feb 2024; Community engagement & evaluation work May to Aug 2024; Develop Audience Engagement Plan Spet 2024 to March 2025; project evaluation & next steps June/July 2025	CRC, P&P (maintenance issues only)	Curator, ATC	1. N/a 2. Project Budget £58,303 3. N/a	1. Normal business 2. Project Budget £58,303 3. N/a	1. N/a 2. HLF Grant £37,468, LTC Collections EMR £5,286, SE Museums Grant £544 and Vol time in kind £15,005 Total £58,303 3. None	In Progress	1. Ongoing 2. Consultant appointed and community engagement work May to July 2024. 3. Monitor for opportunities	1. Ongoing 2. Recruit and appoint Project Officer to deliver the cataloguing phase. Recruitment concluded August 2024, appointment pending. Community enegagement report received and being prepared for presentation to Committee.	Phase one, Audience Engagement consultation completed & work to deveop policy being progressed alongside phase two of the project cataloguing social and history & improvements to basement storage (damp proofing and mobile racking installed). Project update to Feb.25 CRC	
Allotment Strategy & Action Plan	1. Review obective and align to Business Plan Mission Statement & Objectives 2. Bring budget under control through agreed principles of reducing the level of subsidy and increasing rental income. NB. Nov.22 CRC agreed fee increases to be at a minimum of the rate of inflation and that the Strategy be reviewed annually	1. Review Action Plan priorities Aug to Oct 2024 2. Annual review of fees against Strategy objectives - August - September 3. Explore Community Growing initiatives	CRC & AWG	CRO, ATC	N/a	N/a NB: explore grant opportunities	Service budget reviewed and agreed annually as part of budget & precept setting process.	In Progress	May 2024 AWG meeting held.	AWG meeing held August 2024 and discussed Strategy.	Strategy re-formatted and work to revise and update action plan underway (aligned to budget setting process)	
Review Grant and Service Funding Agreement (SFA) Criteria	1. Holistic review of criteria, monitoring and evaluation 2. Review funding available aligned to priorities of new Council 3. Review SFA criteria and objectives	1. September 2023 2. October to December 2023 3. SFAs 2025	CRC	CRO, ATC	N/a	N/a	Service budget reviewed and agreed annually as part of budget & precept setting process.	In Progress	Grant Aid Scheme reviewed and revised Policy & Procedure agreed and implemented for 2024. First Grant Awards under new Scheme Agreed at CRC June 24	To be reviewed following 2024 awards (June) and any policy changes implemented in readiness for 2025 - report to CRC Sept / Oct 2024	Grant Aid Panel met & reviewed 2024 Scheme - report to Dec.24 CRC	
Investigate "Community Grant Lottery"	1. Potential to expand and widen the grant programme 2. Explore potential for partnership involvement including surrounding parishes	2025 to 2026	P&F	DTC, ATC, CRO	Unknown	Unknown	None	Not due to start until 2025 to 2026				
Develop a memorial bench policy	Investigate policies from other authorities and explore thoroughly the logistics of implementing such a policy.	2026 to 2027	P&P	DTC, CRO	Unknown	Unknown	None	Not due to start until 2026 to 2027				
Rewilding / Wildflower Meadows / tree wardens	1. Investigate potential for such schemes with objectives for review. 2. Review the Fitzalan Link Road wildflower planting scheme.	Review after implementation of Biodiversity Policy	P&P, CRC	ATC, CRO	Unknown	Unknown	LTC Tree EMR £3K	In Progress	1. Check for opportunities within Floral Contract Renewal 2. Biodiversity Policy being developed as part of LTC Policy Review	New Biodiversity Policy created for P&F to review Sept 24 and recommend to Full Council for adoption in Oct 24	New Biodiversity Policy approved FC.Oct.24. Training requiremenst to be assessed & taken forward	
Town Centre												
Town Centre Strategy and Action Plan	Original aspiration for work was to strengthen Supplementary Planning Guidance with a focus on retaining retail focus and control of HMOs. Now focussed on delivering positive change that places the Town Centre both at the heart of the Town and as a retail and leisure hub for the Eastern Arun area as set out in the Town Centre Strategy and Action Plan. Overseen by The Town Centre Action Group (TCAG) which comprises representatives of key stakeholders and authorities with a remit to work in partnership to deliver the objectives and goals in the Action Plan.	Town Centre Strategy 2022 to 2030 adopted by LTC Oct 2022 and to be reviewed by the TCAG at its first meeting. Inaugral TCAG meeting September 2023. ADC to considered Strategy at Economy Cttee Oct 2023. Strategy & Action Plan agreed by partners Nov 2023	P&F	E&TCSM, TCSP0 & C&MM		1. Town Centre Events £26,600 2. Town Centre Initiatives £10,000 3. Town Centre Partnership Initiatives £15,000	Town Centre Initiatives budget of £10,000 from 2023 to 2024 and projected forward for 2 years to 2026	In Progress	4th TCAG meeting held 18 June. Group still forming but positive outcomes from each meeting and strengthening of partnerships. Group is supported by Officer Task Group led by LTC. Business Crime Reduction Partnership LTC participation requirements agreed by Cttee June 2024. New signage re e-scooters installed. Report Crime and ASB drive supported.	Town Centre Summer Event Programme delivered - see below	Wayfinding project proposal agreed by P&F Committee in October 2024. TCAG revised Terms of Reference at the one anniversary meeting.	

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UK Shared Prosperity Fund Project (UKSPF)	As lead partner, work with Arun District Council on the UK Shared Prosperity Fund Town Centre Support Project to appoint a consultant to: •Develop a sustainable and empowered group of Town Centre business representatives. •Engage with freeholders/landlords to develop strong relationships to facilitate other areas of development in the Town Centre. •Support the newly formed Town Centre Action Group to take forward the Town Centre Strategy and Action Plan which aims to coordinate activities to achieve economic growth in the area. •By working in collaboration with partners develop a strong destination identity to increase visitors that stay longer, spend more, return and recommend.	Contract to be awarded in September 2023. Project to be completed by end of March 2025	P&F	C&MM & TCSP0		UKSPF Bid of £50k		In Progress	Further 1 to 1s held with businesses May 2024. Reported to TCAG in June. Research to identify landlords/agents, contact made and invited landlords/agents to meeting. Second agent meeting held in June. Funding secured for Landlord/Agent idea of shop wraps on vacant shops. Artist commissioned to design, feedback obtained from landlord/agents/business reps. Research and direct engagement with empty units to ascertain status.	Feasibility work undertaken on potential for BID (Business Improvement District). Vacant shop secured for first shop wrap. ADC/LTC taking forward Agent information pack (outcome of landlord/agent meeting). Meeting with TCAG business reps to discuss the Strategy, Action Plan, support required.	Objectives 1 and 2 achieved. With support from ADC the project deliverables were revised to focus on achieving objective 3 only as there is a large amount of work to be done prior to developing the strong identity as outlined in objective 4. A consultant is supporting Officers in progressing objective 3. Two successful meetings held with businesses to develop a forum/group. November meeting to focus on establishing the groups roles and responsibilities. ADC have offered current projects the opportunity to bid for further funding to utilise underspends. LTC has submitted a bid for £12,000 to deliver two objectives; commission a media company to develop a library of creative digital content to promote the attractions of Littlehampton with an emphasis on the unique retail offer available from the Town Centre. It also seeks to undertake research to inform the various strands of work planned for developing the visitor economy, specifically targeted at the five actions outlined in the Town Centre Strategy Action Plan.	
High Street Community Hub	Suggestions to include: 1. Front facing service for Town & District Councils 2. Community Banking facility 3. Flexible space for drop in access to services such as Community Wardens, PCSOs, CAB etc Links with the Town Centre Strategy and Action Plan work	Devise a vision & rationale document setting out objectives, identifying partners, resources needed and funding streams 2024 Source premises and deliver 2025 to 2026	P&F	TC, DTC, TCSP0	Unknown	Unknown	None	In Progress	Community Stall in the High Street continued with positive feedback, but resourcing difficult. AYP launched hub in Town Centre to deliver youth sessions. LTC may make use of the space when there aren't youth sessions being delivered. Initial discussions with ADC regarding potential for joint high street presence as they review their services. Anticipated to be a medium-term piece of work for the next 2 years. Meeting held with Boom Banking to explore interest in having a physical presence in the Town plus investment service. No physical presence but could explore recruiting & using volunteers in LTC premises demonstrating how to apply online.	Officers began research and logged enquiry for banking hub. Cash Access UK (CAUK) announced plans to open a banking hub in the town. LTC initial meeting with Cash Access UK held - potential for LTC to be involved & inclusion of other services being explored. LTC & CAUK - monthly catch ups agreed. Workshop held with councillors and key officers to explore objectives, potential partners and resources for a Community Hub in the High Street.		
Town Centre Events	1. To create annual programme of events designed to attract visitors to the Town Centre as part of the Town Centre Strategy. 2. Deliver an event to celebrate the completion of the public realm improvement works. 3. Deliver high-end events. 4. Deliver Christmas Market/Festival	Annual programme and budget agreed in autumn with delivery of events across the following year. Completion of public realm works event October 2023. P&F agreed not to pursue Christmas Market/Festival.	P&F	E&TCSM, TCSP0	Unknown	N/a	1. £25,000 rising to £26,600 per annum 2. Public Realm funding	In Progress	Easter events delivered successfully in partnership with local businesses and organisations such as AYP. LTC launch Member led Events Review June 2024	Town Centre High Street Events programme successfully delivered over summer with positive feedback from attendees, engagement with events from some local businesses, High Street was vibrant and welcoming, Love Local shopping incentive delivered.	At the October meeting of the business community members were asked for their input into the layout of the Christmas Lights Switch on including the location of the stage which was agreed to be best positioned in its usual location at the eastern end of the High Street. Additionally, businesses gave their thoughts on the location of the Christmas walkthrough bauble and agreed it would be best located near Sainsbury's. CRC agreed to extend the lighting scheme to the Arcade which was supported by the landlord. The Christmas Lights Switch on event is taking place on Saturday 23 November with two new additions; the santa's grotto will be located in an empty shop unit in the Arcade and there will be a children's workshop, the Museum team and storytelling in the old Crafters Corner unit - both units have been made available by Kamsons Pharmacy free of charge. At the October P&F it was agreed that all LTC events would be the responsibility of CRC going forward.	
Town Centre Policing - Community Wardens Review	The Community Warden initiative was introduced to enhance "policing" in the Town, including Town Centre, Wick and other Town "hotspots". In partnership with ADC the pilot scheme of Community Wardens was introduced in 2021 and provided three Wardens whose work is overseen by the Arun Safer Partnership. Due to a vacancy there are now two wardens.	The incoming Council is recommended to undertake a full review / evaluation of the Scheme.	P&F	TC	£70K	P'ship funding ADC & LTC EMR	Community Wardens- £50,000 p/a	In Progress	Initial discussions held with ADC			
Communications & Events												
Review Communications Strategy	Undertake a full review of the 2017 to 2021 Communications Strategy to include developing a Social Media Strategy. Review & refresh of website (launched 2018).	Review strategy winter 2024 Adopt new strategy 2025 Review website 2025	P&F	C&MM	Unknown	None	None	Not due to start until winter 2024	Websites updated to meet security requirements			

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Visit Littlehampton Website Refresh	Refresh the website in consultation with officers and councillors	Review & refresh website in liaison with ADC. Launch Autumn 2024	P&F	C&MM, E&TCSM	Unknown	A service funding agreement has been signed with ADC for the funding of £3,000 for the site content, management and maintenance.	£700 £3,000 SLA with ADC	On Hold	Service Level Agreement agreed with ADC with LTC being partner organisation supporting tourism through Sussex by the Sea and hosting Visitor Information on LTC website Visit Littlehampton. Officers contacted organisations, businesses etc to get information for the website and to promote its use. Poor response which means it will require more resource as responses to electronic communications has been limited.	Pressure on staff resources has resulted in no progress being made on this project in this quarter	Pressure on staff resources has resulted in no progress being made on this project in this quarter	
Review Progress Newsletter	Capitalising on the increasing popularity of the website, social media and E-Progress, the previous administration reduced the number of paper publications from 4 to 2 a year and stopped door to door delivery, opting for distribution through specific pick up points across the Town. To be reviewed after one year.	Review in 2024	P&F	C&MM	Unknown	N/a	Budget for 2024/5 £2,600	In Progress			Review of Progress newsletter assessed by the Editorial Board and considered by P&F Committee October 2024. Agreed to cease production of the printed newsletter and explore options to utilise funding to support digital communication channels as part of budget setting December 2024.	
Town Branding	Work in this area paused by the previous administration pending the completion of the Town Centre Strategy. The incoming Council is recommended to take this piece of work forward as a priority. Work from the TCAG and UK Shared Prosperity Fund project will inform this.	2025 to 2026	P&F	TC & C&MM	Unknown	N/a	None	Not due to start until 2025 to 2026				
Events	1. Review Annual Events Programme 2. Review capacity 3. Deliver annual community event programme 2024 to 2025	2024 to 2025	CRC P&F (town centre event review)	E&TCSM CRC main & in consultation with P&F	Unknown	N/a	2024/5 = £54,520	In Progress	Member led Task & Finish Group to review the community and town centre events programme agreed June 2024. ToRs to meet the aspirations of the Town Council's Business Plan and the Town Centre Strategy. Annual events programme being delivered including Easter Out & About, AFD	Events Review Task & Finish Group meeting held 2 July & 30 July. Public consultation survey launched 31 July to 15 Sept 2024. First Cllr workshop held 19 August. Second scheduled for 17 Sept. Annual events programme continues with Sandcastle competition successfully delivered.	New Events Strategy developed and agreed. Event review work informative, further work required to enable robust 3 year event programme for 2026 to 2028 to be developed. Agreed 2025 programme. At the October P&F it was agreed that all LTC events would be the responsibility of CRC going forward.	
Sponsorship	Review sponsorship offer and capacity to successfully obtain. Grant Aid recipient pack developed to support those in receipt of a grant from LTC to acknowledge funding.	2024 to 2025	P&F	C&MM, TCSP0	Unknown	N/a	N/a	In Progress	Sponsorship packages formalised Jan 2024 to be consistent for use during 2024. Grant Aid pack compiled and issued during Grant Aid. Sponsorship packages to be reviewed in alignment with Event review.	Events Review Task & Finish Group - workshops & meetings held	Packages will be developed in January 2025 for events delivered in 2025.	

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Corporate initiatives and projects													
Embed new administration and develop medium term business plan	1. Develop & deliver new council induction program 2. Develop new medium term business plan with resource requirements that feeds into budget	1. May to Sept 23 2. July to Dec 23	Council, P&F, Mayor, Group Leads	TC, ATC	Unknown	N/a	£500 Member Trg	In Progress		Refresh program and additional support being explored for year two of administration 2024, which will include training resulting from policy reviews.			
Staffing Resources	In light of expanding portfolio and emerging business plan review of scope, capacity, equipment, responsibilities, partnership working arrangements to ensure that we have the right number of staff in the right place, doing the right work at the right level, in order to deliver our services, projects and initiatives.	2023 to 2025	P&P (potential task & finish group)	TC, DTC, ATC, C&MM	Unknown	N/a	Per Budget	In Progress	Mayoral Officer appointed Spring 2023. Admin officer vacancy filled Summer 2023. Receptionist appointed Spring 2023. Following resignation role altered to apprentice role and appointed to Sept 2023. Town Centre Strategy Project Officer reviewed and appointed to Oct 2023. Events and Town Centre Manager post appointed to May 2024. K2 Caretaker appointed to Jan 24. Caretaker SJC appointed to summer 2024. Caretaker Supervisor role held vacant with alternative interim arrangements in place. Amenity Team Seasonal post filled with Fixed Term Contracts from existing B Team staff. Apprentice provider sourced and appointed.	Apprentice recruitment underway Aug 24.	Event Apprentice started October 2024. Following resignation of Events and Town Centre Strategy Manager role altered to focus on Events only and advertised as interim post to coincide with Event Review.		
Grant Funder	Explore options to enable Council to actively seek and draft funding bids	2025 to 2026	P&P, P&F	ATC, CRO	N/a	N/a	N/a	Not due to start until 2025 to 2026					
Volunteers	Develop framework to support expansion of volunteering opportunities	2026 to 2027	P&P	DTC, ATC, CRO	N/a	N/a	N/a	Not due to start until 2026 to 2027					
Neighbourhood Plan 2014-2029 (Arun Local Plan Review) *	LNP coming to the end of timeframe and most of aspirations fulfilled. LTC was a trail blazer in this area. Stance as agreed by FC 26 January 2017: "The Town Council accept that it would be prudent to review the Neighbourhood Plan once a Local Plan is adopted and once the Government have introduced a sensible mechanism for doing so". The Town Council will work with Arun District Council on small sites development briefs where we both agree that a site in HELAA is appropriate for residential development and we would anticipate including such a site in an updated Neighbourhood Plan." •LNP policies need to be aligned to Local Plan •Heritage Group – updating Littlehampton Seafront conservation area – should be included and recommended for adoption as part of updated Local Plan	There is no timeframe within which neighbourhood plans are required to be reviewed but, when other policies are updated, e.g. the Arun Local Plan, this may mean that existing neighbourhood plan policies become out-of-date / conflict with a strategic policy / superseded by other local policies. July 2023 - ADC recommence work on updating the ALP	P&T, Council	ATC	Unknown	EMR = £11,956	2024/5 =£1K	On Hold	LPA review work ongoing - LTC respond as necessary. LTC officers attended ADC Local Plan briefings and workshops.	30 July 2024 - Govt consultation on changes to planning system launched - response deadline 24 September 2024. LTC programme to agree response, P&T 9/9/24 & P&F 16/9/24			
Premises Maintenance Plans	Building Surveys for current premises to be carried out and premises maintenance plans put in place and fed into budget planning. Implement system of review	Building Survey Manor House July 2023 Planned preventative maintenance programme for next 10 years prepared Aug 2023 Programme factored into budget cycle autumn/winter 2023	P&P	DTC	c £466K over 10 years for Manor House	EMR - £41,486	2024/5 Budget £72,815	In Progress Manor House survey completed July 2023 and considered during budget setting process December 2023.	Lift repairs & asbestos removal work commissioned	Lift repairs completed July 2024. Asbestos removal from basement completed August 2024.			
Explore environmentally friendly options to reduce energy and water consumption in our buildings	Explore installation of solar panels and rainwater harvesting for existing assets		P&P	DTC	N/a	N/a	N/a	On Hold					
Community Centre Action Plan development	To develop action plans for each of the Council's venues for hire: Manor House, Southfields, K2 & Hampton Park. Review the terms and conditions of hire.	Review of terms & conditions Sept to Dec 2023. Develop action plans Summer 2024	CRC	DTC, ATC, CRO, PA to TC	N/a	N/a	N/a	In Progress	Terms and Conditions reviewed December 2023. Promotion has resulted in projected income being exceeded. Offer reviewed following feedback to meet identified need June 2024.	First draft action plans and policy steer agreed by committee in September 2024			

Goals	Objectives								PROGRESS 2024 TO 2025			
	Description	Timeline	Committee	Officer	Total Cost	Resources / Funding	LTC Budget Allocated	Status as at September 2024 In Progress / On Hold / Complete (outcome)	Q1 (APRIL - JUNE 24)	Q2 (JULY - SEPT 24)	Q3 (OCT - DEC 24)	Q4 (JAN - MARCH 25)
Policy Reviews	1. GDPR 2. Personnel - review suite of policies & implement employee handbook 3. Governance policy review, Civility & Respect Pledge 4. Model Fin Regs and SOs 5. ICT 6. Insurance Policy Review 7. Explore investments with Boom Banking with ADC	1. GDPR: Audit Aug 2023; Impact Assessments Spring 2024; Review and develop policies summer 2024; Council to adopt new policies by March 2025. 2. Personnel policies autumn 2024 3. C&R pledge Oct 2023. Policy development summer 2024. 4. Autumn/winter 2024 5. Linked with GDPR 6. Sept 2024 7. 2025	G&A, P&F, P&P	TC, DTC, ATC, C&MM CRO	N/a	N/a	N/a	In Progress	Document destruction work underway. Quotes obtained for employee handbook. GDPR and ICT policies being drafted. Biodiversity policy developed for review by Cttee. Insurance review completed for 2024. Member led Policy Review Task & Finish Group & ToRs Agreed	Policy Review T&FG Mtgs held & recommendations re Data Protection and Governance Policies agreed for september committees to enable Council to adopt by winter 2024. Programme reviewed and SOs and Fin Regs moved to winter 2024 following advice by auditor.		
Review Floral contract, planters and gateway displays	Floral Contract is a two year contract that expires in 2024 and will need to be reviewed. In addition some of the existing planters and gateway displays will need to be reviewed for condition and replacements or alternatives provided.	Review condition of planters autumn 2023 Review summer 2024 Implement spring 2025	CRC, P&P (maintenance issues only)	DTC, ATC, CRO	N/a	N/a	LTC Budget £24,400 p/a	In Progress	Planter condition reviewed. Financial implications to be assessed and reported to P&P Cttee as part of budget cycle autumn 2024.	Procurement framework developed and tested in readiness for floral contract tender Autumn 2024		
Review Christmas Lighting contract	The Christmas Lighting contract was awarded for three years to include a display in 2023, 2024 and 2025.	Review when Event Review completed winter 2024 Review and renew contract autumn 2025 Implement Christmas 2026	CRC	E&TCSM	N/a	N/a	LTC Budget £20K	Not due to start until 2025 to 2026				
Undertake five year health and safety survey of trees	All trees within the Town Council's ownership must be surveyed every five years	2026	P&P	DTC, ATC, CRO	Unknown	N/a	LTC Budget £4K p/a	Not due to start until 2026				
Business Continuity Plan	The business practices implemented in response to the nationwide response to the Covid 19 pandemic had demonstrated the Council's ability to continue to operate effectively in an unprecedented situation. However, it remained a priority to ensure that business continuity arrangements were formally recorded.	2024 to 2025	P&P, P&F	SMT	N/a	N/a	N/A	On Hold Not started due to lack of capacity to undertake work. Aim to start 2025.				
Digitisation	To create more accessible, efficient and effective processes for managing resources through digitisation and improved systems: 1. Bookings, Allotments, Accounting 2. Assets 3. Job Tickets 4. Agendas, Minutes and live streaming of Committee Meetings	Review options and costings autumn 2023 Implement by April 2025	P&F	DTC, C&MM, PA to TC	Unknown	N/a	None	In Progress	Procurement process completed. Onboarding started spring 2024. Accounting data transferred and ready to start following completion of year end in May 2024. On recommendation of Auditor implementation of accounting package deferred to September 2024 & to be run alongside existing until embedded.	Staff training for accounting, booking and allotment packages underway	New allotment package being used successfully for allotment renewal in November.	
Mayors for Peace	Council lobbied to sign up https://www.mayorsforpeace.org/en/	2024 to 2025	Council, P&F, M&C	Council	N/a	N/a	N/a	On Hold Until 2025 Not started due to lack of capacity to undertake work. Aim to start 2025.				
Review of speed limits in and around the Town Centre should the opportunity come forward.	Although outside the remit of the Town Council, recognising speeding remains a concern for residents, this has been added should an opportunity arise.		P&T	ATC	N/a	N/a	N/a	On hold				