Littlehampton
Town Council

Manor House- Church Street- Littlehampton· West Sussex BN17 5EW
Telephone: **01903 732063** • Facsimile: **01903 731690**
ltc@littlehampton-tc.gov.uk • **www.littlehampton-tc.gov.uk**

Town Clerk - **Peter Herbert**

Tuesday 11th December 2018

Notice is hereby given that there will be a meeting of the **POLICY AND FINANCE COMMITTEE** held in the **NEW MILLENNIUM CHAMBER, MANOR HOUSE, CHURCH STREET, LITTLEHAMPTON** on **MONDAY 17 DECEMBER 2018** at **6.30PM**

Committee: Cllrs Dr Walsh KStJ (Chair), Baker, C Blanchard-Cooper, Buckland, Gammon and Northeast

PETER HERBERT
Town Clerk

AGENDA

2018/2019

1. EVACUATION PROCEDURES

2. FILMING OF COUNCIL MEETINGS, USE OF SOCIAL MEDIA AND MOBILE PHONES

During this meeting the public are allowed to film the Town Council and Committee meetings and officers only from the front of the public gallery, providing it does not disrupt the meeting. Any items in the Exempt Part of an agenda cannot be filmed. If another member of the public objects to being recorded, the person(s) filming must stop doing so until that member of the public has finished speaking. The use of social media is permitted but Members and the public are requested to switch their mobile devices to silent for the duration of the meeting.

3. APOLOGIES

4. DECLARATIONS OF INTEREST

Members and Officers are reminded to make any declaration of disclosable pecuniary or personal and/or prejudicial interests that they may have in relation to items on this Agenda.

You should declare your interest by stating:

(a) the item you have the interest in

(b) whether it is a disclosable pecuniary interest, whereupon you will be taking no part in the discussions on that matter, or

(c) (i) whether it is a personal interest and the nature of the interest
(ii) whether it is also a prejudicial interest
(iii) If it is a prejudicial interest, whether you will be exercising your right to speak under PUBLIC FORUM

It is recorded in the register of interests that:

- Cllr Walsh KStJ is a Member of Arun District Council, West Sussex County Council

- Cllr Buckland is a Member of Arun District Council and West Sussex County Council
- Cllr Purchese is a Member of Arun District Council and West Sussex County Council
- Cllr Gammon is a Member of Arun District Council
- Cllr Northeast is a Member of Arun District Council

These interests only need to be declared at the meeting if there is an agenda item to which they relate.

5. MINUTES

To confirm the Minutes of the meeting held on Monday 29th October 2018, circulated herewith (pages 4 – 8). In accordance with the Town Councils' Standing Orders, Section 9 (a), Members are reminded that no discussion of the draft minutes of a preceding meeting shall take place except in relation to their accuracy.

6. CHAIR'S REPORT AND URGENT ITEMS

7. PUBLIC FORUM

Members of the public are invited to ask questions or raise issues which are relevant and are the concern of this committee. A period of 15 minutes is allocated for this purpose. If possible, notice of intention to address the Committee should be given to the Clerk by noon of the day of the meeting.

8. OFFICER'S REPORT

8.1 Health Care provision in Littlehampton – to receive and consider the recent exchange of correspondence (copy attached) with the Department of Health and Social Care (pages 9 - 15).

8.2 Communications Strategy Review – report attached (pages 16 – 34).

8.3 Council Communications – report attached (pages 35 - 38).

8.4 Members' Allowances Review – to receive and consider the attached request from Arun District Council for comments regarding the current Members' Allowances Scheme (pages 39 – 40).

8.5 Parishes Joint Letter to Chief Constable and the Police Crime Commissioner – The Committee is asked to consider the attached request from Rustington Parish Council regarding the Eastern Arun Neighbourhood Crime Comparison Statistics (pages 41 – 43).

8.6 Car Parking Enforcement, Wick Parade – to note the attached correspondence (page 44).

8.7 Governance Update – report attached (page 45).

8.8 Museum Working Group – report attached (pages 46 - 59).

8.9 NALC Spring Conference 2019 – details of this event are attached (pages 60 - 64). The Committee is asked to consider attendance and if appropriate agree it as an approved duty.

8.10 Council and Committee Dates 2019/20

The Committee is asked to consider the enclosed draft for recommendation for approval by Full Council (pages 65 - 66).

9. ACCOUNTS

9.1 Committee Budget Monitor 2018 – 2019 – report attached (pages 67 - 69).

9.2 Committee Budget Report 2019 – 2022– report attached (pages 70 - 76).

9.3 Full Budget Report 2019 – 2022 – report attached (pages 77 - 99).

10. EXEMPT BUSINESS

It is **RECOMMENDED** that:

The public and accredited representatives of the press be excluded from the Meeting under Section 100 Local Government Act 1972 due to the confidential nature of the business to be conducted.

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Town Clerk **- Peter Herbert**

MINUTES of the **POLICY AND FINANCE COMMITTEE** held in the **NEW MILLENNIUM CHAMBER, MANOR HOUSE, CHURCH STREET, LITTLEHAMPTON** on **MONDAY 29 OCTOBER 2018** at **6.30PM**

Present: Cllrs Dr Walsh KStJ (Chair), Baker, C Blanchard-Cooper, Buckland and Gammon

2018/2019

36. EVACUATION PROCEDURES
The evacuation procedures were noted.

37. FILMING OF COUNCIL MEETINGS, USE OF SOCIAL MEDIA AND MOBILE PHONES
The procedures were noted.

38. MOBILE PHONES
Members and the public were reminded that the use of mobile phones (other than on silent) was prohibited at Town Council and Committee meetings.

39. APOLOGIES
There were none.

40. DECLARATIONS OF INTEREST
Members and Officers were reminded to make any declarations of disclosable pecuniary or personal and/or prejudicial interests that they might have in relation to items on the Agenda. The standing declarations were noted. Councillors Buckland, Gammon and Walsh KStJ declared a personal interest in matters relating to agenda item 8.1, Town Centre Management update, and urgent item, Council Tax Reduction Scheme Consultation, as Arun District Councillors. Councillor Walsh KStJ also declared a personal interest in matters relating to agenda item 8.2, Publication of the Coastal West Sussex Commissioning Group's Local Estate Strategy, as Vice-Chairman of West Sussex County Council Health and Adult Social Care Select Committee.

41. MINUTES
The Minutes of the meeting held on Monday 10th September 2018 (previously circulated) were confirmed as a true record and signed by the Chair.

42. CHAIR'S REPORT AND URGENT ITEMS

42.1 Council Tax Reduction Scheme Consultation

The Committee received (previously circulated) information that outlined the proposed changes that Arun District Council were considering regarding Council Tax Reduction Scheme. It was noted that the consultation closed on Wednesday 14th November 2018 although it stated that the decision would be taken by Arun at its November Council meeting on Wednesday 7th November 2018. Members considered that further clarification was required regarding the proposed changes as some of the figures differed to what had been previously published. It was **RESOLVED** that:

Members forward any comments to the Town Clerk who would agree a response with the Chair.

42.2 Flintstone Centre

The Town Clerk provided Members with an update on correspondence with the West Sussex County Council Alternative Provision College (APC). It was noted that the APC had however offered Councillors the opportunity to visit the Centre and provide a briefing on their work at a meeting. Members welcomed the opportunity to have a further conversation with the APC with their work. It was therefore **RESOLVED** that:

The APC be contacted, and a meeting arranged involving the relevant Ward Councillors and the Chairs of the Community Resources and Policy and Finance Committee.

43. PUBLIC FORUM

There were two members of the public present.

43.1 Regarding the CCG's Local Estate Strategy, Mr Terry Ellis expressed his concern that yet more plans and budget promises had been made and not been delivered. He drew Members' attention to the project priority table in respect of the health care provision for the old hospital site and asked if clarification could be sought on whether the CCG were still exploring the use of the land around the library and the fire station as previously stated. Regarding the infrastructure development plan, Mr Ellis expressed further concerns on the assessment of current healthcare provision and the timescales for development and asked if the Town Council could do anything to ensure these would be met.

43.2 The Chairman thanked Mr Ellis for his comments and clarified that the CCG plans had shown that the land around the library, fire station, the old hospital site and potentially the Baptist Church could be used whilst creating an emergency services centre on the old police station land.

Mr Ellis' comments were noted and would be considered further when the Committee came to discuss this matter in the agenda.

43.3 Councillor Chester addressed the Committee from the public gallery regarding the NHS Estate Strategy and expressed several concerns. He also proposed action which he sought the support of the Committee in taking forward:

- He considered that The Secretary of State be contacted directly regarding the lack of provision for healthcare facilities and the demand for facilities not being met for the increasing number of residents in the area.
- Regarding the proposal to dispose of Zachary Merton Hospital in Rustington and remodel Arundel Hospital, he sought clarification on the overall impact on bed numbers.
- Regarding the delivery of a new Littlehampton Health Centre / Hub as a part of the One Public Estate, he sought clarity as to how the new Hub would handle capacity issue and the impact on existing GP practices.
- He also sought clarification regarding future provision for Ford, West Bank and North Littlehampton if no suitable provision was provided on the strategic housing site at Climping.
- In the absences of any budget information, clarity was also sought on how these plans would be funded.

43.4 The Chairman thanked Councillor Chester for his comments which would be considered by the Committee later in the meeting.

44. OFFICER'S REPORT

44.1 Town Centre Management

The Committee received a presentation from the Town Centre Regeneration Officer. This provided Members with an outline of work that had recently been carried out and sought Members views on priorities within the Town. It was noted that although there was an increase of online shopping, footfall in the High Street remained static. Recent work had been undertaken to promote Littlehampton through the use of social media which aimed to encourage more people in to the Town. He highlighted a new possible initiative which might see Town traders develop a new app to assist with banning individuals from certain premises.

44.2 Other initiatives that were being progressed included discussions with Southern Rail regarding proposals to introduce welcome signs to the station. Members proceeded to discuss priorities for the Town Centre the need to improve the situation regarding litter and maintenance to certain buildings in order to make the Town more inviting. Members also sought a wider variety of stalls on the Friday weekly market. Members emphasised the importance of the retention of the free two-hour parking in the centre and considered that any changes to this should only be undertaken with full consultation. The Chairman

thanked the Town Centre Regeneration Officer for the update and he left the meeting. It was therefore **RESOLVED** that:

The update be noted.

44.3 Coastal West Sussex Clinical Commissioning Group's (CCG) Local Estate Strategy

The Committee received the new Coastal West Sussex Local Estate Strategy (previously circulated) that outlined the CCG's prioritised programme of work based on detailed data modelling of the impact of the new development. Considering the CCG's proposals, Members expressed concerns about the growth in the number of new houses in the area and the further reduction in healthcare provision. This resulted in new residents experiencing great difficulty in accessing GP services. Members considered the current situation was unacceptable and acknowledging the comments made during the public forum agreed that this should be brought to the attention of the Secretary of State.

44.4 Overall Members had no confidence that the new strategy would meet the healthcare needs for the Town going forward and were not convinced regarding the proposal to close Zachary Merton Hospital. On this latter point, Members also sought publication of the business case for this proposal closure. It was therefore **RESOLVED** that:

1) ***A letter be sent to the Secretary of State outlining the concerns in Minute 44.3 - 44.4 and inviting him to discuss this with the Chair and other relevant Members.***

45. POLICIES REVIEW

45.1 Asset Policy and Procedure

The Committee received the draft Asset Policy and Procedure (previously circulated) that would allow for the Town Council to manage assets effectively and ensure fixed assets are appropriately safeguarded. It was therefore **RESOLVED** that:

The Asset Policy and Procedure be endorsed and RECOMMENDED to Full Council for approval.

45.2 General Data Protection Regulations (GDPR) update.

The Committee received an update (previously circulated) that outlined the Town Council's ongoing work towards embedding the right processes and procedures to meet the new GDPR requirements. It was noted that registering individual Councillors with the ICO was being explored. It was also noted that the ICO position regarding the need for Town / Parish Councillors to be registered as individuals was slightly unclear and as a result Members agreed this not be pursued until the Council after May 2019. It was therefore **RESOLVED** that:

The Town Council look to provide ICO registration, Town Council emails and related data protection training as part of the induction process following the elections in May 2019, but not before.

46. EXEMPT BUSINESS

There was none.

The meeting closed at 7:46pm.

_____

CHAIR

Department of Health & Social Care

39 Victoria Street
London
SW1H 0EU

Tel: 020 7210 4850

Our ref: TO-1156292

Councillor James Walsh
Chair of Policy and Finance
Littlehampton Town Council
Manor House
Church Street
Littlehampton BN17 5EW

29 NOV 2018

Dear Councillor Walsh,

Thank you for your correspondence of 8 November to Matt Hancock about Coastal West Sussex Clinical Commissioning Group (CCG). I have been asked to reply.

I was very sorry to read that you and other councillors at Littlehampton Town Council believe that health services in Littlehampton are inadequate, and I appreciate your and their concerns.

However, in line with the Government's commitment to devolve power to communities, decisions about health and care services are essentially a local matter, and it would not be appropriate for ministers or Department of Health and Social Care officials to intervene.

The role of the Department of Health and Social Care is to provide strategic leadership to the NHS and social care organisations in England. NHS England is the independent body responsible for ensuring that all patients receive high quality healthcare.

NHS England has a statutory duty under the Health and Social Care Act 2012 to conduct an annual assessment of every CCG. It does this using the CCG Improvement and Assessment Framework, which was introduced in 2016. The framework is intended as a focal point for joint work and support between NHS England and CCGs, and was developed with input from NHS commissioners, CCGs, patient groups and charities.

Periodic assessments under each component of the framework are undertaken on the basis of the evidence presented. NHS England can exercise formal powers of intervention where it is satisfied that a CCG is failing or at significant risk of failing to discharge its functions. NHS England has a statutory duty to promote the autonomy of CCGs, and any proposed intervention must therefore be appropriate to the risk identified.

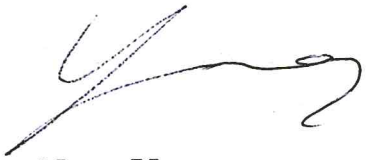
You may therefore wish to raise your concerns with NHS England directly. Its contact details are:

NHS England
PO Box 16738
Redditch B97 9PT

Tel: 0300 311 22 33
Email: england.contactus@nhs.net

I am sorry I cannot be more directly helpful.

Yours sincerely,



Nung Yang
Ministerial Correspondence and Public Enquiries

Rt Hon Nick Gibb MP

HOUSE OF COMMONS
LONDON SW1A 0AA

RECEIVED
19 NOV 2018

Cllr Dr James Walsh KStJ
Chair of Policy and Finance
Littlehampton Town Council
Manor House
Church Street
Littlehampton
West Sussex
BN17 5EW

13 November 2018

Our Ref: NG9715

Dear ~~Cllr~~ James Walsh

Thank you for copying me into your letter of 8 November, to the Rt Hon Matt Hancock MP, regarding your concerns about the provision of GP practices in Littlehampton. I share your concerns about this matter.

Once you have had a response from Mr Hancock, if you wish to come back to me again, please do so.

With best wishes.

Yours sincerely

Littlehampton
Town Council

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Town Clerk – Peter Herbert

The Rt. Hon. Matt Hancock MP
Secretary of State
Department of Health & Social Care
39 Victoria Street
London
SW1H 0EU

8th November 2018
PH/zg/H7

Dear Mr Hancock

Health Care Crisis in Littlehampton, West Sussex

I am writing to express this Council's strongest concerns regarding the continuing deterioration of the health provision for our residents. We are not seeking to make political capital as the need for this letter has been agreed by Councillors of all parties on the Council. It is also not a generic complaint about the NHS nor national funding, but specifically about a "perfect storm" across the tiers of health provision affecting the residents of Littlehampton.

Before setting out those issues, I should explain that Littlehampton is a relatively small seaside Town with a population of circa 30,000, but with a much greater catchment area. It has some areas suffering very high deprivation whilst also having an above average percentage of elderly. The Town is experiencing rapid population growth as a result of new strategic housing sites but has ever decreasing services.

With regards to primary care facilities, until a few years ago, there where three major practices in the Town with one satellite. All of these are located in the south of Littlehampton; far away from the new housing. Sadly, one of these practices (the Arun Medical Group) closed in August 2016, leading to the dispersement of the 7,070 patients to other GP practices. This was extremely problematic at the time and matters are continuing to worsen as new properties are built. The current position with regards to the other surgeries taking in new patients is stated on their websites as follows:-

Park Surgery: "Temporary list closure to new patients".

Fitzalan Surgery: "We are currently not accepting new patients".

One other surgery in neighbouring Rustington states: -

Westcourt Surgery: "Only accepting patients within the practice boundary", which excludes nearly all of Littlehampton.

The population continues to grow; more warden-assisted flats are being built and the situation worsens. The Fitzalan Surgery, which also operates the satellite facility, has just recently failed to emerge from its rating as "inadequate" by the Care Quality Commission (CQC). Back in 2015, the practice was rated as "good" by the CQC. The recent CQC report highlights the above average age and income deprivation in the area and the additional burden placed at the practice with the transfer of 2,500 people from the Arun Medical Group following its closure. I should say that we are sure that every effort will be made to ensure that this practice does not close. However, the threat is there.

The next element of this perfect storm has been the farce of the Littlehampton Community Hospital. So many promises have been broken on this subject that they are too long to list. However, in summary, after much campaigning a replacement hospital was agreed in the early part of the last decade. The old hospital was demolished and that is where we have been for the past 12 years. Promises of a new hospital, despite the significant funds wasted on feasibility, planning and design work and endless consultants, have not been met.

However, for the last few years, there has apparently been much work undertaken to develop the site and that of an old health centre in urgent need of replacement. This would deliver a new Health Centre; relocated community mental health services, currently operated from Pepperville House on the edge of an industrial estate, and other services that could take the strain off both Worthing and St Richards, (Chichester) hospitals. Sadly, months and years come and go, and nothing happens. That is, other than the population and strain on the existing services continuing to increase.

In August this year, the Coastal West Sussex Clinical Commissioning Group (CCG) created their Local Estate Strategy. We did hope that this would perhaps move towards addressing these problems. Unfortunately, our optimism was seriously misplaced. Whilst the Strategy covers a much wider area than Littlehampton, I have selected some of the key elements, which are set out below: -

- Key Message 1 in the paper states that "from an estate perspective, the number one issue is 'capacity' – and the top priority is to invest promptly to accommodate the rapid growth in population across our location" Given the known growth in population in Littlehampton over the next five years, with 2,000 new homes being provided through strategic sites alone, the need for this investment is clear, but there is little evidence of any progress. Opportunities to provide new facilities both within the new developments and at a local "enterprise hub" have not been followed through.

- The report states that "the current core estate is generally of poor condition and quality...." This is certainly the case with the afore mentioned Pepperville

House and Health Centre, but years of talking has led to no progress. Littlehampton Health Centre and the nearby Zachary Merton Hospital are both listed as poor in the report, based on functional sustainability, condition, building maintenance, occupancy and utilisation.

- The report states that "some form of STP/CCG sponsored/developer led/Council supported Public Private Partnership (PPP)/Private Finance Initiative (PFI)/OPE deal may be the only viable funding and delivery route available……". Given the budget announcement about PFI; the funding issues facing Councils and the historic wasting of developer S.106 funds in the locality on consultants etc., this does not look promising, likely, or even viable.

- The report correctly states that "Action is needed now. The over-riding headline message from this Strategy update is that action must be taken urgently (within the next 12 months) to commence investment, planning and commitment to provide and improve new and existing care premises to be delivered within the next 1 to 3 years". This is admirable, if a little late, but there is great concern, based on recent experience that this will not be achieved. The report itself "is intended to update and refresh to an original draft edition of the LES document produced, but not published, in 2015". This does reflect the reality rather than the well-meaning aspirations. "Littlehampton Health Hub and Locality care estate reconfiguration (Zachary Merton Hospital etc)" is included within a list of seven location sites to be progressed following "proactive engagement with Local Authority Partners". This is listed after a relocation of the Head Office. We do wonder which will be afforded the greater priority!

- The Strategy refers to the Littlehampton Maltravers Road/Church Street included old hospital and health centre sites as being at the "advanced site feasibility and Health Service feasibility stage with an estimated completion in 2021/22. Given the history of this site and more relevantly the complexity, given the number of other partners and lack of any open proposals, is this at all realistic? The Strategy is dated August 2018. The timescales given state a target of 6 months to agree preferred options for Littlehampton reconfiguration; 12 months to prepare and complete business case (s) and 3 – 5 years for delivery. This already potentially takes us to 2023. Obviously, any slippage in the early stages will push this back further! Given the issues of population growth identified in the report within the next five years and, indeed, already in existence, how does this address these? Furthermore, what happens if these timetables slip? History has shown Littlehampton residents, that all previous projects have foundered on feasibility delays and lack of funding. Is there really any financial viability for these proposals?

These are very significant concerns affecting all residents in the Town. The current service provision appears to be at breaking point with possible solutions that are

tenuous at the very least. This is without even referring to the CCG recently being subject to Directions from the National Health Service Commissioning Board; review work by other Trusts, such as the ongoing bed review by Sussex Community Hospital Trust and, we understand, a new political commitment ending the closure of cottage hospital beds, which could directly impact this Strategy's viability.

I apologise for the lengthy listing of these issues but would reiterate that they all come together to create a "perfect storm" for residents of our town. For two decades we have been promised significant investment and improvements. In reality the opposite has happened and there is no light at the end of the tunnel.

The Council asks you to investigate this as the situation cannot continue. We would be very happy to meet you to expand and clarify these issues and answer any questions you may have. We are aware that you have many representations in your role and do not want to waste your time. However, two decades of broken promises, reduced services and no investment cannot be allowed to continue.

I look forward to hearing from you.

Yours sincerely

Cllr Dr James Walsh KStJ
Chair of Policy & Finance

c.c Dr. S Stone - Clinical Chair, NHS Coastal West Sussex CCG
Cllr Billy Blanchard-Cooper - Town Mayor
Mr Nigel Lynn - Chief Executive Arun District Council
Ms Rosie Costan - Assistant Town Clerk
Councillor Gillian Brown - Leader, Arun District Council
Mr Dominic Wright - Managing Director, NHS Coastal West Sussex CCG
Mr Nick Gibb MP
Mr Bryan Turner - Chairman, Health & Adult Social Care Select Committee, WSCC
Mrs Amanda Jupp - Cabinet Member for Adults & Health, WSCC
Ms Laura Robertson - Head of Communications & Engagement, NHS Coastal West Sussex CCG

LITTLEHAMPTON TOWN COUNCIL

Non-Confidential

Committee: **Policy and Finance**

Date: **17th December 2018**

Report by: **The Town Clerk**

Subject: **Communications Strategy**

1. Summary

1.1 This report updates the Committee on the review of the Council's Communications Strategy.

2. Recommendation

2.1. The Committee is RECOMMENDED to:

1) Note the work that has been implemented as a result of the Strategy as set out in paragraph 3.1.2.
2) Note the actions that remain to be implemented as set out in paragraph 3.1.3.
3) Note the changes made to the Strategy (paragraph 3.2.1 refers).
4) Approve the additional actions as set out in paragraphs 3.2.2 to 3.2.4.
5) Recommend the revised Strategy (Appendix 1) be adopted by Full Council on 24th January 2019.

3. Background

3.1 Strategy Implementation

3.1.1 The Strategy has enabled the Council to deliver a more consistent approach to delivering messages about its work.

3.1.2 Below is a breakdown of the actions achieved to date:

Objective 1	**The Council will actively promote the services it delivers and use the communication channels available to increase its presence in the community and become a reliable and trusted information provider**	
Actions	• Develop a modern, intuitive and responsive Town Council website which allows its users to access information about the services the Council offers quickly and easily	Achieved
	• LTC Facebook Page to be a signposting place for other key pages such as Visit Littlehampton	Achieved

	• Raise the profile of the Mayor through the Mayor's Facebook page so that residents have a good understanding of the role and feel encouraged to be part of local government • Update livery on LTC vehicles so that it highlights the work of the Council • Continue to use lamp post banners to maintain a constant public presence • Continue to use notice boards as a way of promoting activities and encouraging public engagement	Page launched in June 2017 and has over 800 likes Electric van livery completed Achieved Achieved
Objective 2	**The Council will approach communications as an integrated corporate function**	
Actions	• Ensure that Members and Staff understand the importance of communications in their work • Introduce a 'Communications and Marketing Plan' Form to assist Staff in focusing their efforts on the best channels for the message they wish to convey • All Staff involved in commissioning adverts to work with the Communications Manager to establish a plan for the year to maximise exposure and benefit from deals • Include Communications in the Management Team Meeting Agendas	Achieved Achieved Achieved Achieved
Objective 3	**The Council will seek to use the resources available across communication channels to understand its audience and identify the best way to communicate clearly and consistently while increasing opportunities for dialogue and feedback**	
Actions	• Ensure that the Town Council's Facebook Page is a reliable platform for interaction with the Council • Use communication channels to encourage residents to be more involved in Council activities such as attend key Committee meetings like the Annual Town Meeting • Carry out a Progress readership survey and investigate if an electronic version is wanted	Achieved Achieved - high attendance at North Littlehampton Public Meeting Achieved – Officers exploring a publication rebrand with the Editorial Board

Objective 4	**The Council will identify opportunities to increase exposure for the business community while generating income for the Council**	
Actions	• Create a Sponsorship Opportunities Document outlining all the opportunities available	Dedicated page on website
	• All Staff to work together to identify sponsorship opportunities	Ongoing
	• Communications Manager to actively promote sponsorship opportunities and build relationship with investors	Ongoing
	• Ensure that Progress deadlines align with events to maximise advantages offered in packages	Achieved
	• Utilise lamp post banners as advantages offered in packages	Achieved
Objective 6	**The Council will constantly review and monitor corporate communications to ensure that it reflects public expectations and that it offers value for money**	
Actions	• Review Communications Strategy annually	Achieved
	• Monitor digital media trends to ensure the Council is keeping up to date with technology	Achieved
	• Digital First – the need for printing will be considered when planning communications and marketing	Achieved –event flyers print reduced
	• Submit an annual report detailing website hits, social media reach, media coverage, event audience levels etc	See separate report

3.1.3 Below are the actions which Officers are still working on:

Objective 1	**The Council will actively promote the services it delivers and use the communication channels available to increase its presence in the community and become a reliable and trusted information provider**	
Actions	• Ensure that all LTC publications have a clear key message and provide reliable and timely information about the Council's activities	Communications Manager (CM) to work with Admin Team to review standard Council letters
	• Establish a plan for the distribution of LTC standard publications including Agendas	CM to work with Democratic Services to develop plan

	and Minutes to maximise exposure	
	• Ensure that LTC is acknowledged where appropriate	CM to raise awareness with colleagues
	• Explore ways to increase media coverage	To be explored
	• Identify ways to increase the Council's profile when working in partnership	CM to raise awareness with colleagues
	• Seek opportunities to raise the Council's profile by supporting community initiatives such as sports club awards	To be explored
Objective 2	**The Council will approach communications as an integrated corporate function**	
Actions	• Continue to use the 'Communications and Marketing Plan' Form to assist Staff in focusing their efforts on the best channels for the message they wish to convey	CM to remind colleagues to use form
	• Communications Manager to work together with all Council teams to establish communication plans for the year ahead including press releases and Facebook posts	CM to organise team meeting to revisit
Objective 3	**The Council will seek to use the resources available across communication channels to understand its audience and identify the best way to communicate clearly and consistently while increasing opportunities for dialogue and feedback**	
Actions	• Carry out regular surveys on the Town Council's website to establish what content people wish to see	Need to explore
	• Promote discussion when posting items on social media in order to gather feedback	Need to increase opportunities

Objective 4	**The Council will identify opportunities to increase exposure for the business community while generating income for the Council**	
Actions	• Incorporate e-Progress as part of advantages offered in packages	e-Progress to be explored
Objective 5	**The Council will develop a Strategy for the Visit Littlehampton brand**	
Actions	• Set out clear aims and objectives	Report going to Committee on 6th December 2018

3.2 Changes to the Strategy

3.2.1 Communication Tools on page 9 of the Strategy have changed to reflect Project 82 changing into Arun Youth Projects – their team manage the Facebook page. The Wick Week website being transferred to Wick Information Centre and the Wick Week Facebook page being deleted as was no longer required due to activity provider having their own pages and sharing their information through each other's pages.

3.2.2 Added to Objective 1 is the need to improve the presentation of Council corporate publications such as the Calendar of Committee Meetings and Councillor Contacts. Additionally, the rebrand of the Progress Newsletter has been added to help strengthen the Council's brand and messages. Furthermore, the introduction of an electronic newsletter to compliment the printed issues will be explored.

3.2.3 Added to Objective 2 is the need to train staff in social media, website management and corporate publicity such as press releases as well as the development of brand guidelines.

3.2.4 Added to Objective 6 is the need to increase the number of Council forms online. The new website has a very sophisticated online form system that allows for forms to be created with minimal effort and provides data reports in a very useful format. Examples of forms that can be online based include mayoral engagements and privacy notice agreements.

4. Financial Implications

4.1 Officers are currently exploring the costs associated with the delivery of social media training. It is expected the costs would be met within the staff training budget.

Peter Herbert
Town Clerk

Littlehampton Town Council Communications Strategy 2017-2021

Littlehampton Town Council

Communications Strategy

2017-2021

Revisions

First Adopted by Full Council	12.10.2017	
Last reviewed	**Reviewed by**	**Date Approved by Council**
November 2018	Sofia Chittenden – Communications Manager	

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INTRODUCTION

This Communications Strategy sets the strategic framework for delivering Council Communications – internal and external, on and off line.

Communicating well is the responsibility of everyone at Littlehampton Town Council and this Strategy is designed to be a useful tool for Members, Corporate Management and their teams.

The Strategy reflects the continued growth in digital communications and highlights the commitment to use a multi-channel approach in reaching the variety of people the Council serves, including residents, businesses, community groups, visitors and all levels of government.

The Strategy is based on **three key principles** that will help the Council achieve its Mission Statement *"We, the Members of Littlehampton Town Council, are committed to providing, maintaining and developing services and local initiatives which will improve the quality of life of the residents of Littlehampton & Wick"* and shape the way in which it delivers services.

Littlehampton Town Council aspires to be:

1. **A Council that is easy to understand and talk to**

   The Council needs to understand the people it serves and engage regularly by offering opportunities for dialogue as well as informing. The Council must provide opportunities for feedback and encourage the public to shape services.

   The Council will use plain English, be clear and concise in its messages and it will use the knowledge gained from public engagement to assess whether it needs to address the accessibility of its communication (such as whether translation into other languages need to be offered).

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Littlehampton Town Council

2. **A Council that conducts business as an open democratic organisation**

   The Council will develop a strong corporate identity which demonstrates that it is an efficient, effective and listening organisation focused on the public and their needs. The Council must be seen as an informative and proactive organisation that residents, stakeholders and visitors understand and trust. The Council, by using coordinated and targeted communication channels, will continue to inform the public of the services it offers and aim to increase public engagement.

3. **A Council where Communications and Marketing are integrated corporate functions**

   Communicating what the Council does must be at the centre of all Council activities. It is important that the various communication channels are treated as a whole rather than individual elements and Members and Staff understand their importance. Successful communication is a seamless alignment of all elements – the message we transmit and the impact it has. The Strategy will work best if delivered through the Communications Manager who will have an overview of the corporate communications and can coordinate resources.

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STRATEGIC OBJECTIVES

1. The Council will actively promote the services it delivers and use the communication channels available to increase its presence in the community and become a reliable and trusted information provider.

2. The Council will approach communications as an integrated corporate function.

3. The Council will seek to use the resources available across communication channels to understand its audience and identify the best way to communicate clearly and consistently while increasing opportunities for dialogue and feedback.

4. The Council will identify opportunities to increase exposure for the business community while generating income for the Council.

5. The Council will develop a Strategy for the Visit Littlehampton brand.

6. The Council will constantly review and monitor corporate communications to ensure that it reflects public expectations and that it offers value for money.

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WHO DOES THE COUNCIL COMMUNICATE WITH

The target audience will vary depending on the particular information being communicated and there may be different audiences within each group i.e. young residents.

- Residents
- Members
- Businesses and Investors
- Visitors
- Other Government Agencies
- Community Groups
- Volunteers
- Staff
- Media
- Suppliers

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CORE RESPONSIBILITIES OF COMMUNICATIONS

Media relations

- Preparation and distribution of all media releases including liaison with relevant Members and Officers
- Response to media enquiries including requests for comments and interviews
- Proactive work including identifying stories and news
- Monitoring of all media on and off line including social media
- Sharing of information in emergency situations such as flooding

Corporate Communications

- Corporate brand
- Corporate publications
- Corporate stakeholder engagement
- Design and publishing of publications – printed and web based
- Corporate campaigns
- Internal communications i.e. Pre-election period

Senior Management and Member Relations

- Briefings and liaison on media issues
- Communications advice and support

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Commissioned Provision (through Service Funding Agreements and Contracts)

- Campaign planning and management based around services and issues
- Specific services including design, photography, video production, copy writing, printing and social campaigns

Democratic Communications

- Issuing Committee agendas and minutes
- Inform the public of the Council's range of services
- Consult and engage widely with the public

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COMMUNICATION TOOLS

1. The Council utilises a number of communication tools to interact with its audience, as shown in the graphic below.

2. Breakdown of current Communication Tools

Digital	
Web	**Social Media**
LTC Website	LTC Facebook
	Mayor of Littlehampton Facebook
Visit Littlehampton Website	Visit Littlehampton Facebook
	Visit Littlehampton Twitter
	Visit Littlehampton Instagram
	Visit Littlehampton e-newsletter
Littlehampton Museum Website	Littlehampton Museum Facebook
	Littlehampton Museum Twitter
Print (standard LTC publications)	
Committee Agendas and Minutes Progress Newsletter Wedding Brochure Venue Hire Brochure Complaints Form Calendar of meetings and Councillor Contacts	
Event and Museum Flyers and Posters	

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Littlehampton Town Council

Breakdown of current Communication Tools cont.

Outdoor Advertising
Lamp Post Banners
Roundabouts and Planters
LTC Vehicles
LTC Notice Boards
LTC Buildings
Gateways
Media
Press Releases
Adverts in other publications i.e. Primary Times
Radio Adverts
People
Employees
Members
Volunteers
Other
Partnerships i.e. Arun District Council
Sponsorship
Initiatives
Service Funding Agreements
Grants

WAY FORWARD

The day to day implementation of the Strategy is the responsibility of all Members and Employees under the guidance of the Communications Manager.

Objective 1	The Council will actively promote the services it delivers and use the communication channels available to increase its presence in the community and become a reliable and trusted information provider
Actions	• Maintain a modern, intuitive and responsive Town Council website which allows its users to access information about the services the Council offers quickly and easily • LTC Facebook Page to be a signposting place for other key pages such as Visit Littlehampton • Raise the profile of the Mayor through the Mayor's Facebook page so that residents have a good understanding of the role and feel encouraged to be part of local government • Ensure that all LTC publications have a clear key message and provide reliable and timely information about the Council's activities • Establish a plan for the distribution of LTC standard publications including Agendas and Minutes to maximise exposure • Ensure that LTC is acknowledged where appropriate • Continue to use lamp post banners to maintain a constant public presence • Continue to use notice boards as a way of promoting activities and encouraging public engagement • Explore ways to increase media coverage • Identify ways to increase the Council's profile when working in partnership • Seek opportunities to raise the Council's profile by supporting community initiatives such as sports club awards • Improve the presentation of LTC corporate publications such as the Calendar of Committee Meetings and Councillor Contacts • Rebrand of the Progress Newsletter to help strengthen the Council's brand and messages • Introduce an electronic newsletter to compliment the printed issues

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Objective 2	The Council will approach communications as an integrated corporate function
Actions	• Ensure that Members and Staff understand the importance of communications in their work • Continue to use the 'Communications and Marketing Plan' Form to assist Staff in focusing their efforts on the best channels for the message they wish to convey • Communications Manager to work together with all Council teams to establish communication plans for the year ahead including press releases and Facebook posts • All Staff involved in commissioning adverts to work with the Communications Manager to establish a plan for the year to maximise exposure and benefit from deals • Include Communications in the Management Team Meeting Agendas • Train staff in social media, website management and corporate publicity such as press releases • Develop a brand guidelines document
Objective 3	**The Council will seek to use the resources available across communication channels to understand its audience and identify the best way to communicate clearly and consistently while increasing opportunities for dialogue and feedback**
Actions	• Carry out regular surveys on the Town Council's website to establish what content people wish to see • Ensure that the Town Council's Facebook Page is a reliable platform for interaction with the Council • Use communication channels to encourage residents to be more involved in Council activities such as attend key Committee meetings like the Annual Town Meeting • Promote discussion when posting items on social media in order to gather feedback

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Objective 4	**The Council will identify opportunities to increase exposure for the business community while generating income for the Council**
Actions	• Create a Sponsorship Opportunities Document outlining all the opportunities available • All Staff to work together to identify sponsorship opportunities • Communications Manager to actively promote sponsorship opportunities and build relationship with investors • Ensure that Progress deadlines align with events to maximise advantages offered in packages • Utilise lamp post banners as advantages offered in packages • Incorporate e-Progress as part of advantages offered in packages
Objective 5	**The Council will develop a Strategy for the Visit Littlehampton brand**
Actions	• Set out clear aims and objectives
Objective 6	**The Council will constantly review and monitor corporate communications to ensure that it reflects public expectations and that it offers value for money**
Actions	• Review Communications Strategy annually • Monitor digital media trends to ensure the Council is keeping up to date with technology • Digital First – the need for printing will be considered when planning communications and marketing • Submit an annual report detailing website hits, social media reach, media coverage, event audience levels etc • Increase the number of Council forms online

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LITTLEHAMPTON TOWN COUNCIL

Non-Confidential

Committee: **Policy and Finance**

Date: **17th December 2018**

Report by: **The Town Clerk**

Subject: **Council Communications**

1. Summary

1.1 This report updates the Committee on the monitoring of the Council's communications including Facebook, the website and press releases.

2. Recommendation

2.1. The Committee is RECOMMENDED to:

1) Note the report.

3. Background

3.1 Town Council Facebook

3.1.1 The focus of the Facebook page is to promote the work of the Council and key resident information such as public meetings, roadworks, sponsorship opportunities, venue hire, job vacancies, bus service etc. Events are promoted via the Visit Littlehampton page which is managed by the Events Team, events are then shared on the Council page. Museum events are also shared on this page.

3.1.2 In February 2018, the Communications Manager created a Facebook content scheduling system to enable a more targeted approach to posts with key topics covered at the appropriate time such as grant applications and public meeting dates. By doing this the Council page has been more active than before and the posts have been less sporadic, it has also helped increase followers.

3.1.3 Being able to map out posts has made a difference to the day to day running of the page, but further work needs to take place to make the page more engaging including an increase in visual material and a reduction in text which seems to be the way larger organisations engage their followers. Posts with images, and videos, hook people in and help promote the message.

3.1.4 Information of relevance to residents from external organisations is also shared including road closures/roadworks, open community events/training days, consultations etc.

3.1.5 The most popular topics are roadworks/road closures, these tend to have high numbers of shares/people tagging (reaching 3,500 people at times), and events such as Armed Forces Day (reaching 5,600 people).

3.1.6 As stated in the Council's Communications Strategy the Council will continue to use all available communication channels to inform and engage residents. It

is important that the good work is built upon and that the page is further developed. Officers have had discussions with social media tutors to explore options to develop staff skills.

3.1.7 Officers plan to incorporate other aspects of Council work not previously featured on Facebook such as dates for committees, agendas and minutes. Though the page does not allow for documents to be included, links to agendas and minutes can be featured directing traffic to the website. Many residents do not know how to ask a question at Committee, this would be encouraged through regular awareness posts. When appropriate, key agenda topics would be highlighted in the posts as another way to attract interest and potentially increase numbers in the gallery. How to contact Councillors and Ward representation would also be included in posts using appealing visuals (statistics show that visual posts are the most popular).

3.1.8 Officers plan to offer community groups an opportunity to be featured in a new monthly 'shout-out', this could be linked to the Mayor's Facebook page. This could be beneficial for both the group and the Council in acquiring more followers.

3.1.9 Below are the statistics for the page, a better understanding of the page's performance will be gained in the next annual statistic report when a comparison will be conducted. The page has a total of 1,802 likes. Most page users are from the UK (1,708) with 69% of users being female of which 22% belong to the 35-44 age range. Followers are most active between the hours of 6-8pm and on Wednesdays and Saturdays.

Date Range	**22nd November 2017 to 22nd November 2018**
Post Types **Photo** **Status** **Link**	**Average reach** 720 580 521
Post Types **Photo** **Status** **Link**	**Average Engagement (clicks, reactions, comments, shares)** 95 75 46
Post with highest reach	**Armed Forces Day** 5,600
Post with the lowest reach	**External event organiser summer activities** 55

3.1.10 Officers plan to devise a Social Media Strategy/Policy which will help focus the work undertaken on the Facebook Page.

3.2.1 Town Council Website

3.2.2 The new website was launched in July 2018 and figures below show its performance since. A better understanding of its performance will be known when a full year of statistics are available.

3.2.3 In the period covered, 84.97% of visitors to the website were from the UK. The dominant age demographic was 25-34 years old, however not all users have demographics associated with them, so this figure may only represent a subset of users and may not be representative of the overall site composition. 47.29% of users accessed the website via desktop whilst 39.20% did so via a mobile phone, the remainder used tablet devices.

Date Range	**18th July 2018 to 22nd November 2018**
Users Users who have initiated at least one session during the date range.	4,338
Sessions Total number of Sessions within the date range. A session is the period time a user is actively engaged with your website.	6,291
Pageviews Pageviews is the total number of pages viewed. Repeated views of a single page are counted.	18,489
Average Page per Session Pages/Session (Average Page Depth) is the average number of pages viewed during a session. Repeated views of a single page are counted.	2.94
Average Session Duration The average length of a Session.	00:02:27

Top 10 pages

Page	**Page Views**
Homepage	4,380
Events	754
Committee Meetings	740
Job Vacancies	590
Contact Us	546
Councillors	511
Allotments	503
Southfields Jubilee Centre	477
Mayor	384
Your Council	347

3.3 Press Releases

3.3.1 A record of press releases issued by all Council departments including the Museum has been kept since February 2018. Up to the end of November an average of 3.8 press releases had been issued a month with the published average of 2.7. All press releases were shared on the Council's website.

4. Financial Implications

4.1 Officers are currently exploring the costs associated with the delivery of social media training. It is expected the costs would be met from the Earmarked Reserves for training.

Peter Herbert
Town Clerk

Sent: 10 December 2018 14:50
Cc: Liz Futcher <Liz.Futcher@arun.gov.uk>; Committees <Committees@arun.gov.uk>
Subject: Arun District Council - Members' Allowances Review

Dear Town/Parish Clerk

This email is to update you on what is happening with the Arun District Council Members' Allowances Scheme.

Arun District Council has recently appointed a new Independent Remuneration Panel to undertake a review of its Members' Allowances Scheme. You will be aware that the last review of the Members' Allowances' Scheme was approved by Full Council back in October 2013 and so a review of this scheme is long overdue. While undertaking this review, the Panel intends to also review the level of Parish Basic Allowance and associated payments – hence this email.

The Panel is proposing to take its report with recommendations to a meeting of the Audit & Governance Committee in February 2019 – the recommendations contained within this report will then be forwarded onto Full Council for approval on 13 March 2019.

Under the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) (Part 5) Town and Parish Councils may pay their Chairman only or all of their Members an allowance (the "Parish Basic Allowance") – this has been on the recommendation of the District Council's Independent Panel Review of the Members' Allowances Scheme – See Recommendation 16 of the last review [October 2013]. The current rate equates to 10% of the Arun District Council's Basic Allowance paid to District Councillors – this is currently £5,374 – and as confirmed in the Members' Allowances Scheme is index linked to the annual staff settlement. To view what payments are made to Arun District Councillors – you can use the following link – the payments made are also set out within the Council's Constitution – Part 9 – Members' Allowances Scheme. To view our web page – please use this link - Members' Allowances

Town and Parish Councils do not have to pay the allowance – it is a matter for their Councillors to decide. Some Town Councils and larger Parish Councils do, whilst the majority do not. Where Town and Parish Councils chose to pay an allowance it has to be funded from their Town and Parish Council precept.

The last Review Parish Review was carried out in 2010 and can be found at here using this link - Parish Allowances this was superseded by the latest District Council Review of the Members' Allowances Scheme already mentioned – October 2013.

As part of this review the Panel would welcome hearing from its Town and Parish Councils, particularly in relation to:

- existing allowances payable to Members
- whether a separate allowance was paid to your Chairman or Mayor
- whether all Members claimed the Basic Allowance
- what you feel would be a reasonable level of Parish Basic Allowance; and
- any further information with regard to the size and activity of your Council.

As mentioned above, as the Panel is working to a very tight deadline it would appreciate receiving replies back by **2 January 2019** at the very latest. Replies should be sent to myself so that I can forward these directly onto the Panel. If we have not heard from you by the

deadline in place, we will assume that your Council is content with the current arrangements in place and has no information to present.

We look forward to hearing back from you and on behalf of the Panel may I thank you for taking the time to consider this matter. Please do not hesitate to contact me if you have any questions/queries etc.

Jane Fulton | Committee Services Manager, Committee Services, Arun District Council | Location: Second Floor, Arun Civic Centre, Maltravers Road, Littlehampton, BN17 5LF
Internal: 37611 | External: +44 (0) 1903 737611 | E-mail: jane.fulton@arun.gov.uk

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From: Carole Ward <CaroleWard@rustingtonpc.org>
Sent: 07 December 2018 15:39
To: East Preston Parish Council (SC) <epparishcouncil@btconnect.com>; Katie Herr <katie.herr@angmering-pc.gov.uk>; 'Ferring Parish Council' <ferring-pc@btconnect.com>; Peter Herbert <pherbert@littlehampton-tc.gov.uk>; kingstonpc@tesco.net
Subject: Letter to Chief Constable of Sussex and PCC
Importance: High
Hello All

My Council has asked me to approach you to ask if your Councils would be prepared to support a joint representation to the Chief Constable and the Police Crime Commissioner, to register the disturbing concerns that the recently issued Neighbourhood Crime Comparison Statistics for the Rolling Years 01/10/2017 to 30/09/2018 and 01/10/2016 to 30/09/2017 have caused, coupled with the distinct lack of visible neighbourhood policing in the Arun East area. I have been asked to include the fact that whilst in the past it was the 'fear of crime' that concerned members of the public, the figures show that it was now the 'reality of crime' that was of utmost concern.

In the attached draft letter, which I would welcome your amendments to, I have requested one or both of the above mentioned individuals meet with representatives from all of our Councils to address the concerns raised and advise of the Sussex Police Authority's plans to combat/alleviate these concerns.

Obviously, your Councils may be making their own individual arrangements for dealing with policing issues in their Parishes, but if not, you will hopefully be happy to support this approach.

Carole Ward (Mrs)
Clerk of the Council
Rustington Parish Council
Council Offices, 34 Woodlands Avenue
Rustington, West Sussex BN16 3HB
Tel: 01903 786420
Fax: 01903 788736
Website: www.rustingtonpc.org
.....

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DRAFT

(Chief Constable and Police Crime Commissioner)
Sussex Police Headquarters
Malling House
Church Lane
Lewes
East Sussex BN7 2DZ

Our Ref: CW/GEN/18
Date: 7 December 2018

Dear

RE: NEIGHBOURHOOD POLICING CONCERNS

It is with extreme disturbing concern, that local Councils in the Eastern Arun Area, namely Angmering Parish Council, East Preston Parish Council, Ferring Parish Council, Kingston Parish Council, Littlehampton Town Council and my own Council, have jointly agreed that this representation should be made to you.

The increases in crime figures, as shown in the recently issued Neighbourhood Crime Comparison for the Rolling Years 01/10/2017 to 30/09/2018 and 01/10/2016 to 30/09/2017, coupled with the now distinct lack of visible policing in the Eastern Arun District is the main reasoning behind this approach to you.

Whilst, in the past, the fear of crime was what concerned members of the public the most, the aforementioned figures demonstrate that the concern is now, justifiably, the reality of crime, which, as local Councils working for the benefit of each of our own communities, we believe is an unacceptable and, quite frankly, desperate situation, and should not be left un-addressed by the Sussex Police Authority for any longer.

With this in mind, the Eastern Arun Town and Parish Councils would very much welcome the opportunity for representatives to meet with either or both of you in a 'closed' session to discuss their major concerns with you and to learn what plans you have to address and reduce the number of crimes being committed locally, together with the concerns of the general public that the 'streets' are no longer safe places in which to be without any visible police presence.

/...2...

All of the above Councils are aware that your commitment is to the County of Sussex as a whole, but would be most grateful if you could give your consideration to this request.

Thanking you once again in anticipation of your positive response.

Yours sincerely

Mrs Carole Ward
Clerk of the Council

Contact Vanessa Williams
Direct Dial 01273 740397
Email v.williams@flude.com

FLUDE commercial
www.flude.com
Chartered Surveyors & Commercial Property Advisers

Our Ref:
4 December 2018

RECEIVED
06 DEC 2018

Peter Herbert
Littlehampton Town Council
Manor House
Church Street
Littlehampton
West Sussex
BN17 5EW

Pavilion View
19 New Road
Brighton
BN1 1UF

T 01273 727070
F 01273 728020
Offices in Brighton and Chichester

Dear Mr Herbert

Wick Parade, Littlehampton – Car Parking Enforcement

Thank you for your letter dated 29th October and apologies for the delay in our response. I have been speaking with the landlord about the points you have raised and I address them using the same numbering as your letter;

1. We consulted with all the commercial occupiers within the parade. The responses we received were mostly receptive to the idea of parking enforcement. We also spoke to Littlehampton Council, who I understand are in contact with the Wick Village Traders Association. They also expressed their support for parking restrictions.
2. Signage was erected some weeks before the enforcement went live so people using the car park were aware before it went live.
3. At the moment there is no restriction to the rear but the feedback we have received is that delivery lorries are now struggling to access the rear because of the increased level of parking. Enforcement to this area may be brought in at a later date.
4. Having discussed this with the landlord, they have agreed to exclude Sundays and 8pm to 8am weekdays from the enforcement. New signs will be erected to reflect this.
5. The enforcement is being trialled at the moment and monitored by Flude Commercial on behalf of the landlord. Any feedback is being relayed to the landlord.

I trust this answers all your queries.

Yours sincerely

Vanessa Williams

Property Manager

Directors Edward Flude BSc FRICS Andrew Halfacree BSc MRICS Mark Minchell BSc MRICS Matthew Le Seelleur BA (Hons) MBA MRICS Roger Woudman MIRPM AssocRICS Ed Deslandes DipSurvPract
Associates Kim Barnard Assoc RICS Dip SCM Will Thomas Sebastian Martin BSc (Hons) Assoc RICS Rebecca Lewis MA MRICS
Flude Commercial Limited. Registered in England No. 3287836
Registered Office: Pavilion View, 19 New Road, Brighton, BN1 1UF
Regulated by RICS PAI

LITTLEHAMPTON TOWN COUNCIL

Non-Confidential

Committee: **Policy and Finance**

Date: **17th December 2018**

Report of: **The Town Clerk**

Subject: **Governance Update**

1. Summary & Background

1.1 The Scheme of Delegation to Committees sets out the role and authority delegated by the Council to its Committees. Following the recent review of the Town Council's governance documents, it has become apparent that the Scheme of Delegation to Committees in respect of the Governance and Audit Committee requires further clarification so that it corresponds with the Town Council's Complaints Procedure regarding the composition of the Complaints Panel.

1.2 The Complaints Procedure approved by Full Council in March 2016, Section 4.5, states that "If the complaint cannot satisfactorily be resolved in this way, a panel will be convened comprising three of the following Councillors: -

- Mayor,
- Deputy Mayor
- Committee Chair
- Committee Vice-Chairs

1.3 It is therefore proposed that under the matters delegated to the Governance and Audit Committee, in the Governance, Standards, Ethics and Probity section, the wording of bullet point eight is amended set below **in red**:

"To receive regular reports on the performance of the complaints process and ***as approved by Council, a panel will be formed as stipulated in the Town Council's Complaints Procedure*** *to act as final arbiter when a complaint has been lodged against the Council."*

1.4 Once the change has been approved, the Members' purple book will be updated, and amendments distributed accordingly.

2. Recommendation

That COUNCIL be RECOMMENDED to approve the change to Scheme of Delegation to Committees in respect of the Governance and Audit Committee regarding the Composition of the Complaints Panel as proposed in section 1.3 of this report.

3. Financial Implications

There are none.

Peter Herbert, **Town Clerk.**

Non - Confidential

Committee:	**Community Resources**	**Property & Personnel**	**Policy & Finance**
Date:	06/12/2018	03/12/2018	17/12/2018

Report by: **Museum Working Group**

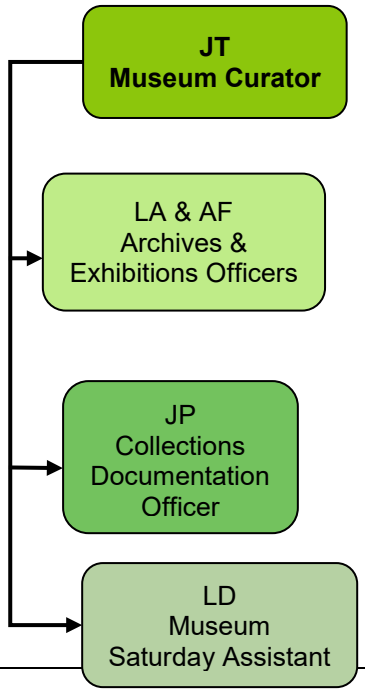
Subject: **Museum Collection & Priorities**

1.	**Executive Summary & Recommendations**
1.1	This report sets out the work undertaken by the Working Group and its recommendations with regard to work practices; training; priorities and future policies. The majority of these recommendations are to be considered by the Community Resources Committee but staffing and property issues will be relevant to Property & Personnel. The Policy & Finance Committee should be aware of the overall position and implications for future budgetary demands.
1.2	The recommendations seek to address the backlog in documenting the Museum Collection and ensuring that this is not repeated.
1.3	The RECOMMENDATIONS of the Working Group are: - The Collection: 1. *The Museum must prioritise the accessioning of all items in its collection and ensure that all of these have been correctly recorded on MODES.* 2. *The Council must provide the resources to enable this to be done. The continuation of the Collections Documentation Officer post for at least one year is supported, together with the refocusing of the Museum Team as set out above.* 3. *The Collections Development Plan should be reviewed within 3 months to enable consistent decisions to be taken on what to accession whilst this work is ongoing creating an interim document.* 4. *Once the backlog is largely addressed, a wholesale review of the Collections Documentation Plan should be undertaken to support the future direction of the Museum and its collections.* 5. *Once the collection is recorded on MODES, it should be assessed, as a priority, to identify which items should be retained, re-located or disposed.* 6. *The Exhibitions programme should be minimised during this period to allow the Museum to achieve swift progress in*

	addressing the backlog. The decision as to whether to seek re-Accreditation should be delegated to the Town Clerk in line with paragraph 6.1.3. 7. *The Community Resources Committee should monitor closely progress towards achieving the elimination of the backlog and the recording of all items on MODES.* 8. *All Museum staff should be trained in following guidelines in marking. It is hoped that this can be provided "in-house".* 9. *Consideration should be given to remedying any spoliation of items and a report, with costs, brought to the Committee in due course. This should be timetabled for after the completion of the Collection Documentation Project to ensure priorities do not slip, unless there is an urgency on any particular item.* 10. *The location of each item in the collection must be recorded in MODES.* 11. *All Museum staff be trained to ensure that they know the correct packing materials. This should be able to be delivered "in-house".* 12. *The Community Resources Committee should ensure that sufficient resources are provided to deliver this standard.* 13. *All Museum staff and volunteers (where appropriate) should be trained to use MODES.* 14. *The software must be kept updated.* 15. *All newly accessioned objects should be recorded on MODES within 6 weeks of receipt.* 16. *Once the documentation project is complete a comprehensive review of storage and the environmental issues be undertaken and reported to the Community Resources Committee.* 17. *Storage in the Art Store be reviewed in 2019/20, given that it is over-capacity and that it is understood that the vast majority of the items are relevant to the Museum's Collection policies. New forms of storage could significantly increase capacity.* 18. *A "housekeeping" policy be prepared within 6 months.* 19. *All clutter to be removed from storage areas within 3 months and the Town Clerk investigate whether all non-Museum materials can be removed from the basement to provide further space.* 20. *The Town Clerk and Curator assure themselves regarding the security of the collection.* 21. *The Property & Personnel Committee agree to release the Gladden Room for up to 24 months for use as temporary Museum Storage.* Future Direction/ Collections Development: a) *Collections Documentation must remain the overarching priority for the Museum until the backlog has been eliminated.* b) *Resources must be provided by the Council to enable this to happen.* c) *Even when the backlog has been addressed, the Committee should continue to monitor this issue to ensure that this does not*

	reoccur. A maximum time limit between decision to accept an item and full inclusion on MODES is recommended. *d) Resources and time need to be given to the Museum, once the backlog is addressed, to review the collection, with a view to disposing of unnecessary items and storing such items in the best places.* *e) The Collections Development Plan should be reviewed completely to ensure that what is being collected meets agreed parameters. This should include what to acquire, dispose of and collecting area. On the latter point, once the collection area is agreed, a decision will need to be made as to what to do with the items from outside that area already within the collection, with a view taken as to whether it is appropriate for Littlehampton tax-payers to meet the costs of storing for other areas without Museums.* *f) Once the collection is fully catalogued on MODES and the reconciliation procedure completed, a full assessment of storage requirements, environmental conditions and future needs should be undertaken and prioritised by the Community Resources and Property and Personnel Committees.* *g) Once the collection is fully catalogued on MODES, and the new Collections Development Plan agreed and implemented, the Community Resources and Property and Personnel Committees should consider how best to redirect the staffing resource to new priorities, such as exhibitions and education, should they be the focus of future work. To do this, it will be essential to ensure that all staff are both able and trained to cover a wide variety of work and that specialisms are avoided. Where necessary training should be provided.* *h) The use of interns, volunteers and those seeking work experience should be encouraged both now, to address the backlog, and in the future across the service.* *i) A Rolling Annual Forward Action Plan, starting from April 2019, should be agreed and progress be reported to the Community Resources Committee, on a six-monthly basis.* *j) Training in all aspects of Museum work must be provided (either in-house or bought in) to ensure consistent high standards across the service.* *k) That this Review be brought to the attention of the new Councillors as part of their Induction and that they be invited to tour the Museum Stores.* *l) That the Chairs and Vice-Chairs of the Community Resources and Property & Personnel Committees be invited to tour all of the Council's properties on a six-monthly basis.* *m) That opportunities to relocate relevant parts of the collection to neighbouring parishes and the County Records Office be taken, once the Reconciliation phase has been completed, and once the approval of the Community Resources Committee has been obtained.* *n) That opportunities to secure external funding to improve/expand the capacity, storage or maintenance of the collection be pursued,*

	including S.106 monies from developments within the Town and elsewhere where Littlehampton Museum acts for those parishes.
2.	**Working Group Membership & Terms of Reference**
2.1	The Membership of the Working Group comprises the Chair & Vice Chair of the Community Resources Committee and the Chairs of the Policy & Finance and Property & Personnel Committees.
2.2	The Terms of Reference for the Working Group are to examine all of the issues raised by the Interim Curator through his exit arrangements.
3.	**Littlehampton Museum: Brief History**
3.1	The Museum was founded in 1928 by the Littlehampton Natural Science and Archaeology Society, the Museum's first home was at the Littlehampton Library, with Mr. E. J. Hearne taking charge as the first Curator. Hearne worked at the museum during its closure in the Second World War, when many of its original loans were returned to their owners for safe keeping.
3.2	Mr. Hearne stayed with the Museum until 1946 when he was succeeded by Mr. George Shorter. In the late 1950s and early 1960s, Shorter carried over a disposal by auction of various items which did not fit into ideas around Littlehampton.
3.3	Under Shorter's care, in 1965, the Museum moved to a new location in River Road, in a building once home to the prominent merchant family, the Robinsons. It remained there for 26 years. In the 1980s, a succession of Curators ran the service, and developed the current numbering system, and record card index system, to catalogue the collections.
3.4	In 1991 ownership of the Museum was transferred to Littlehampton Town Council, and moved to its current location in Manor House. The numbering system was updated to reflect this, with the addition of the "T" suffix to each grouping. (So Photographs moved from being PH to PHT, Documents from D to DT etc)
3.5	In 1998 Littlehampton Museum was awarded a £250,000 grant from the Heritage Lottery Fund, with the money being used to refurbish the galleries to improve accessibility. In 2010 the Museum's permanent displays were refreshed, with interactive elements added.
4.	**Accountability & Staffing Structure**
4.1	**The Community Resources Committee**, amongst other things, is responsible for: - "All matters including the preparation of a draft budget for consideration by the Policy and Finance Committee and Council and the recommendation to Council of fees and charges relating to: -

	• The Littlehampton Museum (excluding the provision and maintenance of the building)."
4.2	**The Property and Personnel Committee**, amongst other things, is responsible for: - "All matters, including the preparation of a draft budget for consideration by the Policy and Finance Committee and Council, relating to: - **Property** • The provision and maintenance of all buildings, land and capital equipment within allocated budgets. • The Manor House and its environs (excluding the operation of the Museum)" **Personnel** • The overseeing of the conditions of service of employees of the Town Council and making recommendations to Council on the following matters: ➢ Staffing levels….
4.3	Under the Scheme of Delegation to Officers, **The Town Clerk** has delegated responsibility over the day-to-day management of the Museum collection, including acquisitions, disposals, display, exhibitions and presentation, all within Council policies.
4.4	The current staffing establishment, incorporating changes to the working week for the Curator following maternity leave; the knock-on implications of this; the Collections Documentation Officer and cover for a secondment (Jonathan Parrett to Heritage Project Officer) is set out below: - 

5.	**Background: Interim Curator**
5.1	There have been two Interim Curators overseeing the Museum in the last three years, covering two periods of maternity leave. The first, Kathleen Lawther, identified, very early in her role, a serious problem with a sizeable backlog in cataloguing the collection. The full extent of this was not known at that time. However, Council approved the appointment of a Collection Documentation Officer (CDO) (Jonathan Parrett) on a fixed term contract from 6th January 2016 to 24th December 2016, which was extended until 31st March 2019 (15 hours per week).
5.2	The Community Resources Committee have supported a proposal to extend this post for a further year, which will be considered as part of this year's budget round. This post is considered to be essential in driving forward this work. Following budget discussions it is proposed to extend for up to two years.
5.3	Alex Woodward was the Council's second Interim Curator, leaving the Council in August 2018. As with Kathleen Lawther, he also brought knowledge and experience of collection management from his previous employments. During his year he was able to support the CDO and gained a thorough understanding of the Littlehampton Museum and where there were, what he believed, significant issues or failings. He expressed these as part of his exit discussions with the Assistant Town Clerk. It was from this that the need for a more detailed look by Members emerged, with the Community Resources Committee agreeing to set up the Working party to progress this.
5.4	The concerns raised by the Interim Curator were largely about the Museum Collection but strayed into other areas. He explained that collection management is a core function of any museum and a key part of achieving Accreditation with Arts Council England. It ensures that artefacts are cared for and their longevity assured. It greatly reduces the occurrence of loss and theft. Aside from the benefit to the artefacts themselves, it enables an effective and relevant programme of exhibitions, displays, events, formal and informal learning (education, outreach etc).
5.5	He went on to state that should a museum fail in its duty of proper collections' management, it should consider whether it is fundamentally flawed and unfit for purpose. It should then consider why this has occurred, for example, whether staff resources are appropriately assigned.
5.6	The Interim Curator felt that the issues with the Littlehampton Museum collections are more severe than a simple backlog of material waiting to be recorded. Over the course of time, a number of issues have arisen with, in the Interim Curator's opinion, minimum attempt to correct them, assuming they have been recognised.

5.7	The Interim Curator gave an extensive exit interview and raised a broad range of areas of concern regarding the running of the Museum with particular focus on the management of its collection. The areas covered are listed below and examined in detail within this report. ➢ Collections Processing – • Accessioning • Marking • Locations • Packing • Use of a Collections Management System – MODES ➢ Storing of the Collection – • Manor House Basement • Amount of space available • Environmental conditions • Security • Storage arrangements • Housekeeping • Available rooms ➢ Collections development – • Institutional Culture • Administration • Activity with the collections • Volunteer engagement
6.	**Collection Management**
6.1	<u>Accessioning</u>
6.1.1	To enter an object into the collections it is given a Unique Identifying Number and a description is recorded manually in the accession register and digitally in MODES (collection management software). However, the Interim Curator found many un-accessioned objects, which have not been marked with a number. These have only been received and stored with a copy of their Entry Form. This triplicate form is completed by the donor to record the donation and transfer ownership. A copy remains with the object until accessioned. Many of these forms are dated from several years ago. Additionally, many items have been accessioned, but not entered in MODES.
6.1.2	The Council has already identified this as a major issue and provided additional resources in the form of the Collections Documentation Officer. We strongly support the proposal to extend this for a further year and even for a further year if this is what is required to complete the work.

6.1.3	We believe that it is imperative that, for as long as it takes, the Museum must prioritise this work. This will unfortunately be at the expense of other key activities, such as exhibitions, working with and supporting other local museums and even re-Accreditation. The question of whether there is value, at this time, given the new priorities will need to be considered. This can only be sought once every five years. Should the workload not be excessive and it thought worthwhile we would suggest that the Town Clerk be given delegated authority to proceed with this.
6.1.4	We are also supportive of the initiative to use the Butterworth Gallery for the collection work and the interface with the public.
6.1.5	Several other matters cross-refer to this section, such as storage; the collections policy and perhaps most vitally the use of volunteers. These matters are covered in the report.
6.1.6	What is very clear is that until the Museum has fully catalogued all, or nearly all, the backlog of items, it is not possible to decide what should and shouldn't be retained and that this will also be a major piece of work. Without too much doubt, it is safe to say that some of the items that are currently held may not fall within the provisions of the current Collections Development Plan, which should be reviewed in due course.
	RECOMMENDATIONS 1. *The Museum must prioritise the accessioning of all items in its collection and ensure that all of these have been correctly recorded on MODES.* 2. *The Council must provide the resources to enable this to be done. The continuation of the Collections Documentation Officer post for at least one year is supported, together with the refocusing of the Museum Team as set out above.* 3. *The Collections Development Plan should be reviewed within 3 months to enable consistent decisions to be taken on what to accession whilst this work is ongoing creating an interim document.* 4. *Once the backlog is largely addressed, a wholesale review of the Collections Documentation Plan should be undertaken to support the future direction of the Museum and its collections.* 5. *Once the collection is recorded on MODES, it should be assessed, as a priority, to identify which items should be retained, re-located or disposed of.* 6. *The Exhibitions & Events programme should be minimised during this period to allow the Museum to achieve swift progress in addressing the backlog. The decision as to whether to seek re-Accreditation should be delegated to the Town Clerk in line with paragraph 6.1.3 above.* 7. *The Community Resources Committee should monitor closely progress towards achieving the elimination of the backlog and the recording of all items on MODES.*

6.2	Marking
6.2.1	As part of the accessioning process, every object should be marked with an accession number. Guidelines state that it should be in an inconspicuous position and, in a way, that will permit the number to be removed without causing damage to the object. Due to poor marking, at least several hundred objects have been spoiled. A considerable range of objects have also not been marked. It is not known whether this is due to the failure to mark them or if they have not been accessioned. As part of the CDO work over 1000 "T" (temporary) numbers have been issued as a result of finding unmarked objects. (One "T" number may be given to a family of objects).
	RECOMMENDATIONS 8. *All Museum staff should be trained in following guidelines in marking. It is hoped that this can be provided "in-house".* 9. *Consideration should be given to remedying any spoliation of items of significance, and a report, with costs, brought to the Committee in due course. This should be timetabled for after the completion of the CDO project to ensure priorities do not slip, unless there is an urgency on any particular item.*
6.3	Locations
6.3.1	There should not only be a record of each item, but also its location. If the location is unrecorded, then there is no point in having the object. It will not be retrievable for exhibitions, displays, talks, handling sessions etc. A key part of achieving this is the MODES Collections Management System (CMS). Each record should include a current location. When the project began in 2016, only 4,145 records existed on the CMS. It is not clear how staff could have previously accounted for the whereabouts of many items.
	RECOMMENDATION 10. *The location of each item in the collection must be recorded in MODES.*
6.4	Packing
6.4.1	Museums use a range of materials to protect collections. In addition to having the correct materials, objects need to be properly wrapped, boxed and positioned. This has not happened with the majority of the collection. The result is needless soiling, a reduction in object longevity and increased work for staff as they attempt to overcome this neglect. Periodically, packing materials should be replaced as they start to decay or lose their ph neutrality. This example of good practice has not been adhered to and objects are frequently found with impaired materials.
6.4.2	The Community Resources Committee has been made aware of the issue and approved the purchase of appropriate packing materials.

	RECOMMENDATIONS *11. All Museum staff be trained to ensure that they know the correct packing materials. This should be able to be delivered "in-house".* *12. The Community Resources Committee should ensure that sufficient resources are provided to deliver this standard.*
6.5	<u>Collections Management System – MODES</u>
6.5.1	A fundamental part of collections management is the Collection Management Software (CMS). It lists the collections, with a record for each object, providing an image, description and location. This database is at the heart of all the Museum's activity and every member of the team should be familiar with it. Adding objects to the database should be the central focus of any Museum, particularly when it has such a considerable backlog.
6.5.2	LTC has possessed MODES since 2003, and in that time only 12,000 records have been generated. This is an average of 800 per year. 64.24% of these records have been generated since January 2016, when the Collections Documentation Officer (CDO) position began. This is clearly unsatisfactory.
6.5.3	During the period 2003-2016 circa 4,000 items were entered onto MODES. From 2016 to date circa 8,000 additional items have been entered largely due to the appointment of the Collections Documentation Officer.
	RECOMMENDATIONS *13. All Museum staff and volunteers (where appropriate) should be trained to use MODES.* *14. The software must be kept updated.* *15. All newly accessioned objects should be recorded on MODES within 6 weeks of receipt.*
6.6	<u>Storing the Collection</u>
6.6.1	Collections should be stored in areas that protect them from detrimental environmental conditions, theft, internal and external flooding, fire, infestations etc. but are also safe for staff to operate in.
6.6.2	The Interim Curator considered the current arrangements are inadequate and that a forward plan should be a priority.
6.6.3	With regard to the Manor House Basement the Interim Curator considered that the Manor House cellars were not an ideal location to store the collections for the following reasons:
	➢ Space The space is insufficient. This prevents objects from being suitably positioned, which affects their longevity.

	Overcrowding also poses problems for staff, reducing their efficiency, and increases the risk of injury. The collections work would benefit greatly from a more organised approach to the use of the basement. The recent acquirement of the old financial documents store will greatly aid improvements to this area. It was observed that the Council may also wish to consider rehabilitating the section of the cellars that are currently unsuitable for any purpose. It could also be helpful if the cellars were to be utilised purely for collections storage and that items are not stored there for other LTC functions. ➢ Storage arrangements There is a difference between inadequate space and poor storage arrangements. Good collections management includes organising efficient storage which the Interim Curator believed is currently not the case. Objects have been placed in a jumble on shelves and the floor and an assortment of storage boxes are in use. The acquisition of bespoke boxes and a focus on organising shelf contents has greatly improved the situation. However, there are still problems with items blocking access to stores, which needs to be resolved. Although it will be a time-consuming project, it would be beneficial to consider, as part of a wider review, repositioning shelving across stores 1 and 2. There is concern about some accessioned objects that have been spoilt by damp. ➢ Housekeeping A policy regarding this aspect has not been identified and accumulated dust is apparent on collections and the floor; old boxes were not discarded; Children's craft materials were mixed in with the collections. The whole of the cellar was a confused jumble. ➢ Other Space Issues • Art Store The space suffers greatly from fluctuations in meteorological conditions and the dehumidifier is deemed inadequate. • Document store The collections must be moved for staff to enter or leave the room and to access the desired items. It has clearly exceeded its capacity. The dehumidifier is deemed inadequate. • Stanford Room Although not viewed as such, this is also a collections store. Inside it are found the reference library and periodical and newspaper collections. A negligible quantity of this collection is recorded on MODES. Due to reaching the Art Store's maximum capacity, art works are also being stored here.

	➢ Environmental conditions Collecting accurate environmental data is a fundamental part of collections management. It is not clear how this was achieved with the previous system. The new datalogger system has proven its worth in collecting environmental conditions and verifying that previous attempts at environmental control had not only been ineffectual but may have been worsening the situation. ➢ Security There are no Museum-specific security arrangements. The cellar door, from the ground floor corridor, cannot be locked and any officer of LTC is free to enter.
6.6.4	We think that it is difficult to define the amount of space required for the Museum collection until an accurate assessment of what should be retained is made. However, temporary provision should be made to allow parts of the collection to be temporarily stored whilst the remainder of the collection is accessioned/recorded on MODES and appropriately marked and packed. This should include the Gladden and Stanford Rooms. Once this has been completed a review of the basement facilities should be undertaken so as to maximise their ability to have the collection stored in good quality condition.
6.6.5	We are pleased that the Community Resources Committee has taken steps to address some of the environmental issues through the purchase of the data logging system. We do not think that much can be done at this stage. However, when the collection is qualified, environmental problems need to be fully assessed and addressed where possible and reasonable.
6.6.6	Other issues that should be addressed are: - • A "housekeeping" policy. • A review and listing of any items that have been damaged through damp or poor storage. • The removal of any necessary clutter, including items such as craft materials.
6.6.7	The Town Clerk and Curator should also undertake a review of Security, both in terms of protecting the collection from theft, but also from accidental damage.
	RECOMMENDATIONS 16. *Once the documentation project is complete a comprehensive review of storage and the environmental issues be undertaken and reported to the Community Resources Committee.* 17. *Storage in the Art Store be reviewed in 2019/20, given that it is over-capacity and that it is understood that the vast majority of the items are relevant to the Museum's Collection policies. New forms of storage could significantly increase capacity.* 18. *A "housekeeping" policy be prepared within 6 months.*

	19. *All clutter to be removed from storage area within 3 months and the Town Clerk investigate whether all non-Museum materials can be removed from the basement to provide further space.* 20. *The Town Clerk and Curator assure themselves regarding the security of the collection.* 21. *The Property & Personnel Committee agree to release the Gladden Room for up to 24 months for use as temporary Museum Storage.*
7.	**Future Direction/ Collections Development**
7.1	We believe that it would be of assistance to identify several future priorities for the Community Resources Committee when overseeing the Museum. Some of these may overlap previous recommendations but are included to assist in providing direction for the service.
	RECOMMEDATIONS *o) Collections Documentation must remain the overarching priority for the Museum until the backlog has been eliminated.* *p) Resources must be provided by the Council to enable this to happen.* *q) Even when the backlog has been addressed, the Committee should continue to monitor this issue to ensure that this does not reoccur. A maximum time limit between decision to accept an item and full inclusion on MODES is recommended.* *r) Resources and time need to be given to the Museum, once the backlog is addressed, to review the collection, with a view to disposing of unnecessary items and storing such items in the best places.* *s) The Collections Development Plan should be reviewed completely to ensure that what is being collected meets agreed parameters. This should include what to acquire, dispose of and collecting area. On the latter point, once the collection area is agreed, a decision will need to be made as to what to do with the items from outside that area already within the collection, with a view taken as to whether it is appropriate for Littlehampton tax-payers to meet the costs of storing for other areas without Museums.* *t) Once the collection is fully catalogued on MODES and the reconciliation procedure completed, a full assessment of storage requirements, environmental conditions and future needs should be undertaken and prioritised by the Community Resources and Property and Personnel Committees.* *u) Once the collection is fully catalogued on MODES, and the new Collections Development Plan agreed and implemented, the Community Resources and Property and Personnel Committees should consider how best to redirect the staffing resource to new priorities, such as exhibitions and education, should they be the focus of future work. To do this, it will be essential to ensure that all staff are both able and trained to cover a wide variety of work*

	and that specialisms are avoided. Where necessary training should be provided. *v) The use of interns, volunteers and those seeking work experience should be encouraged both now, to address the backlog, and in the future across the service.* *w) A Rolling Annual Forward Action Plan, starting from April 2019, should be agreed and progress be reported to the Community Resources Committee, on a six-monthly basis.* *x) Training in all aspects of Museum work must be provided (either in-house or bought in) to ensure consistent high standards across the service.* *y) That this Review be brought to the attention of the new Councillors as part of their Induction and that they be invited to tour the Museum Stores.* *z) That the Chairs and Vice-Chairs of the Community Resources and Property & Personnel Committees be invited to tour all of the Council's properties on a six-monthly basis.* *aa) That opportunities to relocate relevant parts of the collection to neighbouring parishes and the County Records Office be taken, once the Reconciliation phase has been completed, and once the approval of the Community Resources Committee has been obtained.* *bb) That opportunities to secure external funding to improve/expand the capacity, storage or maintenance of the collection be pursued, including S.106 monies from developments within the Town and elsewhere where Littlehampton Museum acts for those parishes.*
8.	**Resource Implications**
8.1	The size of financial investment in looking after the collection is dependent on a full assessment of its size, and any long-term issues identified for the housing of the collection. Funding to continue the Collections Documentation Officer post has been included in the 2019/20 Draft Budget and projected Budget for 2020/21. Furthermore, £10,000 has been included in the 2019/20 Collection Management budget, an element of which will facilitate improved storage in the Art Store. The use of the Gladden Room during this project will have a marginal impact on income generation for the Manor House.
8.2	Investment in further years and the priority afforded to this will be led by the Action Plans and Council priorities at that time.

Cllrs. Dr Walsh KStJ (Chair), Baker, Buckland and Tandy.

NALC SPRING CONFERENCE 2019

SPONSORS

BHIB Insurance Brokers, **CCLA** and **Blachere Illumination**

DATE

11 February 2019

ABOUT

NALC's Spring Conference 2019 is an essential event for councillors, council officers, county association members and officers as local councils join with other parts of the public sector (including the government and principal authorities), the private sector and voluntary sector to discuss the key policy issues of the moment. The event will start to realise the future from the NALC vision that parishes will be the focus of community effort, the natural locus of a range of public activity and service delivery; giving a democratic voice to those communities working in partnership with other agencies. This will be a brilliant opportunity for councillors, clerks, county officers and members, exhibitors and sponsors to network, share good practice and be equipped with the best skills to face the future challenges of their communities.

NALC opted to move an event for larger councils (formerly the NALC Larger Councils Conference at the end of 2017) to a time in the calendar year long enough after its Annual Conference to give councils the chance to budget for attending a new Spring Conference. For this reason there was no larger councils' conference in 2018 and the new Spring Conference will provide many larger (and other) councils with practical, helpful sessions on services of interest to them – whilst being near enough to the timing of the former larger councils' conference to still be of direct interest to larger and medium-sized councils. The Spring Conference 2019 will be the first NALC Spring Conference of this type in recent years. So book now!

View programme

- ## Location

Royal National Hotel
38-51 Bedford Way
Bloomsbury
London
WC1H ODG

View map

- ## What's on offer

- ## Booking

- ## Sponsor and exhibit

Companies and organisations interested in booking a stand at the event, additionally sponsoring the event or corporately sponsoring the event should contact NALC at: **policycomms@nalc.gov.uk** or call on **020 7290 0314** with any queries regarding the exhibition and other more general sponsorship opportunities.

- Location

- What's on offer

- Booking

Standard rates have now commenced for delegate bookings to this event – these are valid until **24 January 2019**.

  - £260 + VAT member delegate rate
  - £310 + VAT non-member delegate rate

Register your place

- Sponsor and exhibit

Companies and organisations interested in booking a stand at the event, additionally sponsoring the event or corporately sponsoring the event should contact NALC at: **policycomms@nalc.gov.uk** or call on **020 7290 0314** with any queries regarding the exhibition and other more general sponsorship opportunities.

nalc
National Association of Local Councils

t: 020 7637 1865
e: nalc@nalc.gov.uk
w: www.nalc.gov.uk
a: 109 Great Russell Street, London WC1B 3LD

15 NOVEMBER 2018

SPRING CONFERENCE

11 FEBRUARY 2019

09.00 – 10.00	Registration, refreshments and networking
10:00 – 10:30	Plenary – welcome & strategic plan
	Cllr Sue Baxter, chairman of the National Association of Local Councils (NALC)
	Jonathan Owen, chief executive at NALC
10:30 – 11:15	Plenary
	Local councils and rural isolation
	Tracey Crouch, MP
11.15 – 11.45	Refreshments, networking and exhibition viewing
11.45 – 12.30	Plenary session
	Resilient Audit
	Lizzie Peers, non-executive director at smaller authorities' audit appointments (confirmed)
	Senior representative at Mazars LLP (invited)
12:30 – 13:15	Lunch, refreshments, exhibition viewing and networking
13.15 – 14.15	Workshop A: Community Benefit From Development
	The workshop will focus on how developers can work more closely with local councils through the neighbourhood planning process to maximise community benefit from development.
	Alasdair Buckle, principal planner at nexus planning
	Andrew Taylor, director at countryside properties
	Joseph Whelan, clerk at Hertford Town Council

nalc
National Association of Local Councils

t: 020 7637 1865
e: nalc@nalc.gov.uk
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a: 109 Great Russell Street, London WC1B 3LD

	Hear good practice in the local council sector from the Council of the Year Award winner 2019 and the Councillor of the Year Award winner and take away useful practical tips for your own councils.
	Chris Shaw and Lesley Moor, officers at Northwich Town Council – council of the year
	Nick Penny, councillor at Coleford Town Council
15:15 – 16:15	Plenary
	Working together to support communities
	Heather Jameson, editor of the municipal journal (Chair) (invited)
	Cllr. Izzie Secombe, councillor at county councils' network (confirmed)
	Cllr. John Fuller, chairman at district councils' network (confirmed)
	Jessica Studdart, deputy director at the new local government network (confirmed)
16.15 – 16.45	Conference remarks
	Chairman of the NALC larger councils' committee

NB: NALC reserves the right to change the programme at any time © NALC 2018

QUALITY TOWN COUNCIL

Littlehampton Town Council: Committee Meetings 2019

Littlehampton Town Council

January							February							March							April						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
	1	2	3	4	5	6					1	2	3					1	2	3							
7	8*	9	10*	11	12	13	4	5	6	7	8	9	10	4	5	6	7	8	9	10	1	2	3	4	5	6	7
14*	15	16	17	18	19	20	11	12	13	14	15	16	17	11	12	13	14	15	16	17	8	9	10	11	12	13	14
21	22	23	24	25	26	27	18	19	20	21	22	23	24	18	19	20	21	22	23	24	15	16	17	18	19	20	21
28	29	30	31				25	26	27	28				25	26	27	28	29	30	31	22	23	24	25	26	27	28
																					29	30					

May							June							July							August						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
		1	2	3	4	5						1	2											1	2	3	4
6	7	8	9	10	11	12	3	4	5	6	7	8	9	1	2	3	4	5	6	7	5	6	7	8	9	10	11
13	14	15	16	17	18	19	10	11	12	13	14	15	16	8	9	10	11	12	13	14	12	13	14	15	16	17	18
20	21	22	23	24	25	26	17	18	19	20	21	22	23	15	16	17	18*	19	20	21	19	20	21	22	23	24	25
27	28	29	30	31			24	25	26	27	28	29	30	22	23	24	25	26	27	28	26	27	28	29	30	31	
														29	30	31											

September							October							November							December						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
						1		1	2	3	4	5	6					1	2	3							1
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29
30																					30	31					

Full Council 6.30pm ∞
Planning & Transportation 6.30pm ∞
Allotments 6.30pm ∞
Property & Personnel 6.30pm

Community Resources 6.30pm ∞
Policy and Finance 6.30pm ∞
Annual Town Meeting 6.00pm ∞

Governance & Audit 6.30pm ∞
Progress Editorial Board Varying Times ∞
Reserved Dates

Note to Members: dates marked * are reserved for meetings only if required.

APPROVED BY FULL COUNCIL ON 25TH JANUARY 2018

QUALITY TOWN COUNCIL

Littlehampton Town Council: Committee Meetings 2020

Littlehampton Town Council

January							February							March							April						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
		1	2	3	4	5						1	2							1			1	2	3	4	5
6	7*	8	9*	10	11	12	3	4	5	6	7	8	9	2	3	4	5	6	7	8	6	7	8	9	10	11	12
13*	14	15	16	17	18	19	10	11	12	13	14	15	16	9	10	11	12	13	14	15	13	14	15	16	17	18	19
20	21	22	23	24	25	26	17	18	19	20	21	22	23	16	17	18	19	20	21	22	20	21	22	23	24	25	26
27	28	29	30	31			24	25	26	27	28	29		23	24	25	26	27	28	29	27	28	29	30			
														30	31												

May							June							July							August						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
				1	2	3	1	2	3	4	5	6	7			1	2	3	4	5						1	2
4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16
18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23*	24	25	26	17	18	19	20	21	22	23
25	26	27	28	29	30	31	29	30						27	28	29	30	31			24	25	26	27	28	29	30
																					31						

September							October							November							December						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
	1	2	3	4	5	6				1	2	3	4							1		1	2	3	4	5	6
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			
														30													

Full Council 6.30pm ∞
Planning & Transportation 6.30pm ∞
Allotments 6.30pm ∞
Property & Personnel 6.30pm ∞
Community Resources 6.30pm ∞
Policy and Finance 6.30pm ∞
Annual Town Meeting 6.00pm ∞
Governance & Audit 6.30pm ∞
Progress Editorial Board Varying Times ∞
Reserved Dates *

Note to Members: dates marked * are reserved for meetings only if required.

APPROVED BY FULL COUNCIL ON

DRAFT

LITTLEHAMPTON TOWN COUNCIL

Non-Confidential

Committee: **Policy and Finance**

Date: **17th December 2018**

Report by: **Town Clerk**

Subject: **Finance Report**

1. Summary

1.1 The report highlights significant variances from budget in Income and Expenditure relating to the Policy and Finance Committee's budget for 2018/19. Actual figures are shown in Appendix 1.

1.2 Variances that have been the subject of individual periodic reports are not reported on.

2. Recommendations

2.1 To note the report

3. Budget monitor 2018/19

3.1 Members are reminded that Income and Expenditure is not always received, or paid out, evenly throughout the year. Therefore, fluctuations will occur as to the percentage of the budget used even when the Income or Expenditure is expected to be in line with the budget by the end of the financial year.

3.2 Central Admin & Support Services

3.2.1 The 2018/19 insurance for the whole year has now been paid and was £7,875.

3.3 Democratic Representation & Management

3.3.1 All expenditure is in line with expectations.

3.4 Town Centre Management

3.4.1 £100 was spent from EMR noticeboards for the repair of the noticeboard in Wick.

3.5 Corporate Management

3.5.1 Due to last minute design and layout amendments to both the Summer and Autumn issues of the newsletter, extra charges were incurred. It is projected that the newsletter budget will be over by £112, providing the Winter and Spring 2019 issues stay within budget. This can be met from the overall Corporate budget which is currently within budget.

3.5.2 At 30th September 2018 the Council had £2,203,775 in medium term investments and £500,000 in long term investments. See table below for the breakdown of current deposits.

Medium Term Investments as at 30/09/18						
Bank	**Date placed**	**Period of Investment**	**Amount Invested £**	**Interest rate %**	**Maturity Date**	**Total Investment £**
Lloyds	19/02/2018	9 months	£250,000	0.70%	19/11/2018	
Fixed Interest	19/02/2018	1 year	£250,000	0.85%	19/02/2019	
	03/04/2018	1 year	£1,500,000	0.90%	03/04/2019	
						£2,000,000
CCLA	11/07/2013	N/A	£100,000	variable	instant access	
Public Sector	19/08/2013	N/A	£100,000	variable		
Deposit Fund		total interest rec'd	£3,775			**£203,775**
CCLA						
Local Authority	30/04/2015	N/A	£500,000	Variable	instant access	**£500,000**
Property fund						
TOTAL INVESTMENTS						**£2,703,775**

3.5.3 A dividend of £5,366.26, for the 3-month period July - September, has been received from the Local Authority Property Fund from a £500,000 investment.

3.5.4 The Council's bank reconciliations have been checked and signed by the Chair, up to 29th October 2018 and the total balance of both accounts was £1,041,485.7. The balance of investments signed off by the chair was £2,203,774.80.

Peter Herbert
Town Clerk

LITTLEHAMPTON TOWN COUNCIL

BUDGET REPORT 2018/19

POLICY & FINANCE COMMITTEE MEETING 17th December 2018

SERVICE		Actual I & E as at 20/11/18 £	Budget 2017/18 £
CENTRAL ADMINISTRATION &	Expenditure	17,567	23,145
SUPPORT SERVICES*	Income	37	50
DEMOCRATIC REPRESENTATION	Expenditure	11,275	39,005
& MANAGEMENT	Income		
TOWN CENTRE MANAGEMENT*	Expenditure	33,658	36,915
	Income	-	-
CORPORATE MANAGEMENT	Expenditure	7,990	20,040
	Income	12,098	43,000
	Total Expenditure	70,490	119,105
	Total Income	12,135	43,050
	Net Expenditure	58,355	76,055

***Only the part of the budget that P&F is responsible for is shown**

Figures do not include salaries or overhead recharges from Central Admin, A Team or Manor House.

In addition to the above budgeted expenditure the following has been spent from Earmarked Reserves

Repair to noticeboard	100
	100

LITTLEHAMPTON TOWN COUNCIL

Non-Confidential

Committee: **Policy and Finance**

Date: **17th December 2018**

Report by: **The Town Clerk**

Subject: **Policy & Finance Draft Budgets 2019/20, 2020/21 & 2021/22**

1. Summary

1.1 This report sets out the draft Policy and Finance Committee Budget for 2019/20 and the projected budgets for 2020/21, 2021/22 (Appendix 1).

1.2 The Earmarked Reserves (EMR) that relate to this Committee are included as Appendix 2.

1.3 The full Council Budget has been prepared to reflect a 1% increase in Band D for 2019/20 and currently a 1% increase for 2020/21 and 2021/22 (the figures for 2020/21 and 2021/22 do not reflect any increase in the Council Tax base.

2. Recommendations

The Committee is **RECOMMENDED** to:

(1) Comment upon the draft Committee Budget for 2019/20 and the projected budgets for 2020/21, 2021/22 and recommend its proposals to Council, as part of the overall Council Budget;

(2) Note the Committees Earmarked Reserve position.

3. Background

3.1 Attached as Appendix 1 to this report is the draft budget for this Committee for 2019/20. The proposed Council Precept, Band D figure and General Reserves Balance at the beginning of the year are included for information on the Summary page in Appendix 1. The budgets do not include recharges from Manor House Buildings, Central Support Services or A Team.

3.2 To support the Committees understanding of the budgets the EMR that relate to this Committee are included as Appendix 2.

3.3 The Summary page shows that overall the proposed Policy & Finance Committee budget has decreased by 10.81%. It should be noted this decrease is largely related to funding for Welcome Signs, Wi-Fi and Public Conveniences that showed as anticipated expenditure in 2018/19.

3.4 Budgets have been projected until 2021/22 to inform long term planning. All known future expenditure has been included in these projections.

3.5 Emphasis has been put on maintaining budgets where needed, planning for developments and proposed projects and activities as well as taking into consideration the balance of EMR. These are commented upon below and are shown in the itemised budget sheets attached at Appendix 1.

3.6 Where EMR exist for specific budgets, budgets have been kept to a minimum with no contingency. Should additional funds be required, this can be met from EMR. This continues the approach agreed by the Council when agreeing the budget in 2016/17.

3.7 Central Admin & Support Services

3.7.1 The Equipment Rental budget has increased by £228 to cover costs of a card payment machine.

3.8 Democratic Representation and Management

3.8.1 An additional budget for Councillors IT and Licences of £1,284 has been included for Microsoft Office licences and ICO (Information Commissioner's Office) registration. This will be met from the GDPR (General Data Protection Regulations) EMR in 2019/20.

3.8.2 The budget for election expenses has been kept at £15,000 based on estimated costs of around £30,000 for the 2019 elections and only £4,402 plus £15,000 from 2018/19 in EMR for election expenses.

3.8.3 Members Training has been kept at £500 but there is £3,400 in EMR and it is likely that there will be an underspend in this budget in 2018/19 that can be transferred to EMR. This should meet demand following the elections.

3.8.4 The Youth Mayor budget will be funded from the 2018/19 underspend.

3.9 Town Management

3.9.1 The Town Centre Initiatives budget includes £20,000 contribution to the Town Centre Regeneration Officer Post and £10,000 for Town Centre Initiatives. Town Centre initiatives had been reduced to £7,000 in 2018/19, £3,800 of which was used to cover the Regeneration Officer Post. The Town Centre Initiatives EMR includes provision in this financial year for Gateway Signage, although the final spend on this is yet to be confirmed.

3.9.2 The Marketing budget for 2019/20 will be met from 2018/19 underspend.

3.10 Grants & Partnership Initiatives

3.10.1 No significant changes to report.

3.11 Corporate Management

3.11.1 The Newsletter budget has increased by £1,600 for additional copies to new homes.

3.11.2 The Legal and Valuation Fees budget has been increased by £1,000 as expenditure on legal fees is expected in the near future.

3.11.3 The salaries budget has increased to reflect changes in the staffing structure and changes to salary apportionment.

3.11.4 Bank interest remains at £43,000 to reflect the low interest rates from the Public Sector Deposit Fund and because the interest from the sale of Land at North Littlehampton earns less in a Fixed Term Deposit (as opposed to the Local Authorities Property Fund). In addition, as EMR is being spent, the amount that can be placed in a fixed term deposit will be reduced, thereby reducing interest received.

3.12 Earmarked Reserves

3.12.1 Reserves can be earmarked at the discretion of the Town Council. They can result from:

- Events which have allowed monies to be set aside,
- Surpluses,
- Decisions causing anticipated expenditure to have been postponed or cancelled,

- Monies set aside for major anticipated capital schemes, projects or service arrangements the Town Council wish to carry out,
- A working balance to help cushion the impact of uneven cash flows e.g. election expenses,
- To avoid unnecessary temporary borrowing,
- A contingency to cushion the impact of unexpected events or emergencies,
- A means of building up funds to meet known or predicted liabilities.

3.12.2 As previously agreed, the Mayors Allowance Contingency is capped at £2,000 and therefore £1,183.80 will be moved to the General Reserve

Peter Herbert
Town Clerk

P & F Draft Budget

	Proposed Budget 18/19 £	Projected Budget 19/20 £	Projected Budget 20/21 £	Projected Budget 20/21 £	Increase/ Decrease %
Central Administration & Support Services	**23,095**	**23,426**	**23,566**	**23,706**	**1.43%**
Democratic Representation & Management	**151,180**	**156,504**	**159,134**	**161,889**	**3.52%**
Town Management	**135,706**	**76,745**	**77,055**	**77,360**	**-43.45%**
Grants & Partnership Initiatives	**1,120**	**1,120**	**1,120**	**1,120**	**0.00%**
Corporate Management	**94,310**	**103,780**	**106,885**	**109,575**	**10.04%**
TOTAL NET EXPENDITURE	**405,411**	**361,575**	**367,760**	**373,650**	**-10.81%**
Known Expenditure from EMR					
GDPR		**(1,284)**			
Youth Mayor	**(1,000)**	**(1,000)**			
Conference Expenses	**(1,000)**				
Town Centre Regeneration Officer Post	**(17,376)**				
Marketing	**(5,000)**	**(5,000)**			
Welcome/Gateway Signage	**(9,720)**				
Public Conveniences	**(6,000)**				
WiFi	**(25,000)**				
P&F Expenditure from Precept	**340,315**	**354,291**	**367,760**	**373,650**	

Whole Council Budget	Proposed 2018/19 £	Projected 2019/20 £	Projected 2020/21 £	Projected 2021/22 £
Funding Required	**1,124,991**	**1,168,554**	**1,200,179**	**1,204,275**
Other Funding (from) / to balances	7,458	5,350	(17,062)	(9,327)
Grant receivable				
DRAFT PRECEPT FOR YEAR	**1,132,449**	**1,173,904**	**1,183,117**	**1,194,948**
BAND D COUNCIL TAX	**117.91**	**119.09**	**120.28**	**121.49**
INCREASE IN BAND D COUNCIL TAX	**1.90%**	**1.00%**	**1.00%**	**1.00%**

Additional Information	01/04/2018	13/11/2018
General Fund 01/04/2018	**201,302**	**201,302**
Earmarked Reserves 01/04/18	**2418738**	
Earmarked Reserves 13/11/18		**2,354,908**
Total useable Reserves	**£2,620,040**	**£2,556,210**

P & F Draft Budget 2019/2020-2021/22

101 Central Administration and Support Services

	Budget 18/19 £	Budget 19/20 £	Budget 20/21 £	Budget 21/22 £
Postage	1,050	1,000	975	950
Telephone	3,700	3,700	3,700	3,700
Printing	2,000	2,000	2,000	2,000
Stationery	3,150	3,200	3,250	3,300
Publications	100	108	108	108
Equipment	1,500	1,500	1,500	1,500
Equipment Maintenance	725	730	735	740
Internet	770	780	790	800
Equipment rental	1,300	1,528	1,528	1,528
Licenses	50	55	55	55
Supplies	500	500	500	500
Insurance	8,000	8,100	8,200	8,300
Other Overheads	300	300	300	300
Total Expenditure	**23,145**	**23,501**	**23,641**	**23,781**
Income from photocopier	(50)	(75)	(75)	(75)
Total Income	**(50)**	**(75)**	**(75)**	**(75)**
Net Expenditure	**23,095**	**23,426**	**23,566**	**23,706**

102 Democratic Representation & Management

Salaries	113,175	117,980	121,135	123,840
Conference Expenses -Staff	1,000	1,000	1,000	1,000
Binding	-	-	100	100
Postage	920	930	930	930
Advertising	800	800	800	800
Stationery	1,825	1,000	325	325
Subscriptions	4,800	4,850	4,900	4,950
Councillors IT and Licences	-	1,284	1,284	1,284
Election Expenses	15,000	15,000	15,000	15,000
Mayors Allowance	3,500	3,500	3,500	3,500
Hospitality	200	200	200	200
Members Conferences & Training	500	500	500	500
Members Travel and Subsistence	200	200	200	200
Members Expenses	200	200	200	200
Members Allowances (inc D Mayor)	7,560	7,560	7,560	7,560
Other Overheads	500	500	500	500
Youth Mayor	1,000	1,000	1,000	1,000
Total Expenditure	**151,180**	**156,504**	**159,134**	**161,889**

		Budget 18/19 £	Budget 19/20 £	Budget 20/21 £	Budget 20/21 £
103	**Town Management**				
	Notice boards	500	500	500	500
	Town Maintenance (incl SBTS)	1,100	1,150	1,200	1,250
	TC Initiatives	24,376	30,000	30,000	30,000
	TC Partnership Initiatives (car parking)	28,250	28,250	28,250	28,250
	Salaries	10,415	11,775	12,030	12,280
	Electricity	65	70	75	80
	Marketing	5,000	5,000	5,000	5,000
	Welcome Signs	30,000			
	WiFi (Seafront)	30,000			
	Public Conveniences	6,000			
		135,706	76,745	77,055	77,360
104	**Grants & Partnership Initiatives**				
	Merit Awards	120	120	120	120
	Mayors Discretionary Grants	1,000	1,000	1,000	1,000
		1,120	1,120	1,120	1,120
109	**Corporate Management**				
	Newsletter	14,000	15,600	15,600	15,600
	Salaries	117,270	123,940	127,045	129,735
	Audit Fees	3,000	3,000	3,000	3,000
	Legal & Valuation Fees	1,000	2,000	2,000	2,000
	Bank Charges (Credit card)	40	40	40	40
	Publicity	2,000	2,200	2,200	2,200
	Total Expenditure	**137,310**	**146,780**	**149,885**	**152,575**
	Bank Interest	(43,000)	(43,000)	(43,000)	(43,000)
	Total Income	**(43,000)**	**(43,000)**	**(43,000)**	**(43,000)**
	Net Expenditure	**94,310**	**103,780**	**106,885**	**109,575**

P & F Earmarked Reserves 2018/19					
Reserve	**Opening Balance 01/04/18 £**	**Expenditure to Date £**	**Additions to Date £**	**Balance to Date £**	**Notes**
Arcade enhancements	385.00			385.00	s106
Election Expenses	4,402.20			4,402.20	
Legal Expenses	6,507.00			6,507.00	Contingency set aside for possible future liability
Marketing	5,000.00			5,000.00	Underspent budget to be kept in EMR to support 18/19 and 19/20 budget
Mayors Allowance Contingency	3,413.80	230.00		3,183.80	To be capped at £2,000. £1,183.80 to be moved to General Reserves
Mayors Chain	500.00			500.00	To fund repair/renewal of Mayoral Chain
Members Training	3,400.00			3,400.00	Contingency set aside for possible future liability
Minute Binding	2,204.00			2,204.00	To fund binding of past minutes
Notice Boards	612.00	100.00		512.00	Contingency set aside for possible future liability
Town Centre Initiatives	22,922.25	11,200.00	15,280.00	27,002.25	£25,000 proposed contribution to Welcome/Gateway signs but this will come in lower.
Welcome pack	35,389.33			35,389.33	Balance of funding received in 2017/18.
Totals	**84,735.58**	**11,530.00**	**15,280.00**	**88,485.58**	

LITTLEHAMPTON TOWN COUNCIL

Non-Confidential

Committee: **Policy and Finance**

Date: **17th December 2018**

Report by: **The Town Clerk**

Subject: **Full Council Draft Budget 2019/20, 2020/21 & 2021/22**

1. Summary

1.1 This report sets out the proposed Council Budget for 2019/20 and the projected Budgets for 2020/21 and 2021/22 (Appendix 1).

1.2 The Council's Earmarked Reserves (EMR) are included as Appendix 2.

1.3 The full Council Budget has been prepared to reflect a 1% increase in Band D for 2019/20 and currently a 1% increase for 2020/21 and 2021/22 (the figures for 2020/21 and 2021/22 do not reflect any increase in the Council Tax base).

2. Recommendations

The Committee is **RECOMMENDED** to:

(1) Comment upon the draft Budget for 2019/20 and the projected Budgets for 2020/21, 2021/22 and recommend its proposals to Council;
(2) Recommend to Council setting a Precept of £1,173,904 for 2019/20;
(3) Recommend to Council setting Band D Council Tax at £119.09 per annum for 2019/20, an increase of 1% / £1.18

3. Background

3.1 The Budget that is presented to the Policy and Finance Committee has been considered by all Standing Committees. Each Committee recommends that the Budget for that Committee is approved and presented to Council and these proposals have been incorporated. Aware of the significant projects that the Town Council was committed to progressing in future years, and in putting forward a budget that required a 1% increase in the precept, both the Property and Personnel and Community Resources Committees also called on the Policy and Finance Committee to be mindful of the future challenges that the Town Council faced.

3.2 The proposed Precept for 2019/20 is £1,173,904. The overall effect of all projected income and expenditure for 2019/20 is a **1% / £1.18 per annum** increase on Band D Council Tax. The proposed Band D Council Tax is £119.09 per annum, compared with £117.91 in 2018/19.

3.3 The General Reserve as at 1 April 2018 was £201,302 (£175,923 – 2017). During 2018/19 the following expenditure has been met from the General Reserve: £22,000 for the new website; £10,000 for GDPR; £21,799 for the Manor House works; £15,000 transferred to Earmarked Reserves for Manor House Maintenance. The Council also has a long-term investment, the bid market value of which was £506,488 as of 30th September 2018.

3.4 Earmarked Reserves (EMR) at 3rd December 2018 were £2,354,908 (£2,321,759 - 2017). This includes Capital Receipts, including the money received from the sale of land North Littlehampton, which can only be spent on capital expenditure. In addition, the EMRs include Capital Receipts that have been converted into EMRs that can be spent on either revenue or capital following capital expenditure (from Stage-by-the-Sea and interest payments on Capital Loans).

3.5 All known expenditure has been budgeted for. If expenditure is to be funded from EMRs then it has been deducted from the total expenditure before calculating the Precept, (Appendix 1). The relevant Standing Committees have agreed to take these amounts from the appropriate EMRs.

3.6 During the budget review EMRs were identified that are no longer appropriate and therefore should be moved to the General Reserve. The relevant Standing Committees have agreed to return the following EMRs to the General Reserve:

- PC Consent to discharge £5,500
- Ferry £1,085
- Seaweed Removal £1,000
- SBTS (Stage by the Sea) £3,017.80
- Grass cutting £4,400 (£1,000 moved to Parks and Open Spaces EMR)
- Mayors Allowance Contingency (£1,183.80)

3.7 Where EMR exist for specific budgets, budgets have been kept to a minimum with no contingency. Should additional funds be required, this can be met from EMR. This continues the approach agreed by the Council when agreeing the budget in 2016/17. Emphasis has been put on maintaining budgets where needed, planning for developments and proposed projects, delivering identified priorities, projected building maintenance costs and taking into consideration the balance of EMR. The budget has been set to take £57,309 from EMR (£169,826 – 2018/19, £8,476 – 2017/18).

3.8 To support the Committees understanding of the Budgets the EMR shown in Appendix 2 includes a committed column to show current commitments from EMR as well as commitments from the draft Budget. The available balance column deducts the commitments from the closing balance to date.

3.9 Budgets have been projected until 2021/22 to inform long term planning. All known future income and expenditure has been included in these projections, other than likely increases in the Council Tax Base.

3.10 Growth Areas in the budget (£1,000 or above)

Budget	2018/19	2019/20	Reason
Councillors IT and Licences	-	1,284	Provision of Microsoft Office licences for email and ICO registration to comply with General Data Protection Regulations (GDPR).
Town Centre Initiatives	24,376	30,000	TCI returns to £10,000 (from £7,000) and an additional £20,000 contribution towards Town Centre Regeneration Officer Post.
Bonfire Society SFA	4,000	4,500	Additional funding of £1,500 agreed in March 2018 for the remaining two years of the Service Funding Agreement.
Wick Information Centre	2,000	4,000	£2,000 has been merged from the Wick Week budget (under Community Services) with the WIC SFA
Lineside Rent	22,500	27,500	Following the lease renewal and new landlord the rental elelment of this budget has increased by £5,000.
Vehicle hire	-	3,725	Hire costs of new electric van to be met from EMR
Amenity Team Charges for Services	1,000	2,000	The Town Council is currently awaiting confirmation from West Sussex County Council regarding the Street Scene funding. The budget has been prepared to reflect anticipated expenditure on street scene (such as graffiti removal products). It also reflects an increased income for Charges for Services should we have to charge local parishes for street scene work.
Newsletter	14,000	15,600	Increased for additional copies to bnew homes
Legal and Valuation Fees	1,000	2,000	Increased as expenditure is expected in the near future
Manor House Maintenance	10,500	20,000	The increase provides for preventative maintenance to be carried out to the building, following advice and information received from STRESS who completed the structural and roof work to the Manor House. It also provides for building up EMRs.
Manor House Equipment Maintenanc	500	7,725	An additional £6,000 for a new PA system and screen for Manor House. An additional £1,200 for the annual inspection and training for the new roof system.
Manor House Security	4,000	8,000	Increased by £4,000 to replace CCTV cameras and equipment
Community Resources Initiatives	£7,000	£10,000	CRC Initiatives returns to £10,000 from £7,000
Armed Forces Day	£9,500	£13,500	Increased to reflect current expenditure and potentially reduced or no grants being obtained.
Screen on the Green	£14,000	£15,000	Increased to cover the costs of different format, with day time entertainment and the provision of toilets
Museum Collection Management	£600	£10,000	To support the Collection Documentation work.
Allotments Grounds Maintenance	£7,260	£10,370	An additional £3,000 to install water troughs at allotment sites.
Staffing	£612,270	£646,911	The National Joint Council (NJC) for Local Government Services agreed the pay for 2018-20 back in April 2018. The pay agreement included the introduction of a new pay spine on 1 April 2019. On new Spinal Column Points (SCP) 1 to 22 the increase on the 2018 rate varies between 2% to over 6%. On new SCPs 23 and above there is a 2% increase on the 2018 rate. All staff will earn at least the equivalent to the Foundation Living Wage (set at £9.00 on 5th November 2018). Factors included and affecting the salary budget include: - the extension of the Collection Documentation Officer post until 31 March 2019; - proposed changes to the staff structure (Amenity Team, Communications Manager (part time), Administration Assistant (5 hours per week), making the fixed term contract element of both the Events Manager and Events Assistant permanent, making the member of staff on secondment to the post of Mayoral and Administrative Officer permanent and the Finance Assistant post being increased by 2 hours per week); - the reduction in hours of the Museum Curator from 37 hours per week to 30 hours per week; - inclusion of 7 hours per week for the Archives and Exhibition Officer post until 31st March 2020; - as well as the agreed pay rise several staff also move up one SCP as part of their incremental increase; - new staff have joined the pension scheme.
Total	**£734,506**	**£832,115**	

3.11 Income changes

Budget	2018/19	2019/20	Reason
Room Hire- MH	12,485	12,610	Increased room hire charges (1%) and increased charges for weddings
Car Park Income	£4,500	£4,500	Car parking charges to remain the same
Bank Interest	43,000	43,000	Based on interest in 2018/19 with lower interest rates, sale of land invested in Fixed Deposit not LAPF following advice, use of reserves will reduce sums that can be invested.
SJC Rental Income	26,010	26,270	Increase of venue hire charges by 2%, but budget increase shows 1% due to potential discounts
P82 Rental Income	2,040	2,040	No change
Amenity Team Street Scene income	5,000	-	The Town Council is currently awaiting confirmation from West Sussex County Council regarding the Street Scene funding
Total	**£93,035**	**£88,420**	

3.12 Reductions in budget (£1,000 or more)

Budget	2018/19	2019/20	Reason
Bus Service	31,000	-	Following the resolution at Full Council on 22nd November 2018, the financial support for the number 15 bus service will be withdrawn from 1st April 2019. £17,000 of the Bus Service EMR will be kept for future transport initiatives and the remainder of this EMR will be returned to the General Reserve
Manor House Loan	8,000	-	The PWLB Loan finsihed in 2018/19
Community Services - Wick Week	2,000	-	This has been merged with the Wick Infomration Centre SFA
Skate Park	50,000	16,000	£50,000 was allocated for the Skate park in 2018/19. £16,000 has been allocated in 2019/20 for the skate park lighting scheme.
Museum Exhibitions	1,700	500	Reduced to reflect the change in focus of the Museum
Total	**£92,700**	**£16,500**	

3.13 Council Tax Base

3.13.1 Band D Council Tax is measured with reference to a Council Tax Base which is calculated every year by Arun District Council. The new calculation of the Band D base is 9,857 compared to 9,604 in 2018/19. This figure is divided into the required Precept to give the Band D Council tax figure.

3.13.2 Against a budgeted 1% rise in Band D Council Tax, the increase in Band D base has given the Council an additional £30,130 of Precept.

3.14 Precept

3.14.1 The Recommended Precept is £1,173,904 returning funds of £5,350 to the General Reserve. This increase will enable the Council to maintain services as well as continuously developing to deliver identified priorities for the Town. This is assuming future prudent 1% pa increases in the Band D Base. With this it is possible to meet pressures on the budget in 2019/20 and maintain reserves, increasing them by potential under spends at each year end.

Peter Herbert
Town Clerk

LITTLEHAMPTON TOWN COUNCIL

DRAFT SUMMARY BUDGETED EXPENDITURE

SERVICES	Actual Budget 2018/19 £	Draft Budget 2019/20 £	Projected Budget 2020/21 £	Projected Budget 2021/22 £
Central Admin & Support Services (Recharged)	-	-	-	-
Democratic Representation & Management	202,255	214,773	216,969	222,552
Town Management	156,654	100,520	101,480	102,355
Community Grants & Partnership Initiatives	64,000	67,785	66,420	66,640
Amenity Team (Recharged)	-	-	-	-
Planning & Transportation	58,065	27,725	20,360	20,895
Manor House Room Hire	1,125	2,212	2,007	2,485
Corporate Management	161,465	181,675	183,556	189,441
Manor House (Recharged)	8,490	-	-	-
Street Lighting	1,315	1,350	1,370	1,390
Community	190,691	195,220	200,770	199,630
Southfields Jubilee Centre	52,509	57,226	57,482	57,891
Parks & Open Spaces	109,709	79,232	64,177	64,747
Project 82	68,451	70,550	71,215	71,855
Museum	164,236	176,253	165,450	153,651
Allotments	49,103	57,342	58,849	57,469
Heritage Lottery Project	5,000			
TOTAL NET EXPENDITURE	**1,293,067**	**1,231,863**	**1,210,104**	**1,211,000**
Funded from EMR				
GDPR		(1,284)		
Youth Mayor	(1,000)	(1,000)	-	-
Conference Expenses	(1,000)			
Town Centre Post	(17,376)			
Marketing	(5,000)	(5,000)		
Welcome Signs	(29,000)			
Public Conveniences	(6,000)			
WiFi	(25,000)			
Neighbourhood Plan	(9,000)	(9,000)		
Heritage Lottery Match Funding	(5,000)			
Lineside Rent		(4,000)	(3,000)	(3,000)
Vehicle Hire		(3,725)	(3,725)	(3,725)
Christmas Lights	(3,000)	(3,000)	(3,000)	
SOTG		(6,000)		
SBTS Concerts/Promo	(200)	(200)	(200)	
Beacon & WW1 Centenary Event	(8,000)			
Event Support		(4,600)		
Southfields Maintenance	(2,000)	(2,000)		
Skate Park	(50,000)	(16,000)		
Tree Planting	(1,500)	(1,500)	-	-
Ferry - Pontoon	-	-	-	-
CDO Museum	(5,000)			
Funded from General Reserves		(6,000)		
Funding Required	**1,124,991**	**1,168,554**	**1,200,179**	**1,204,275**
Other Funding (from) / to balances	7,458	5,350	(17,062)	(9,327)
DRAFT PRECEPT FOR YEAR	**1,132,449**	**1,173,904**	**1,183,117**	**1,194,948**
BAND D COUNCIL TAX	**117.91**	**119.09**	**120.28**	**121.49**
INCREASE IN BAND D COUNCIL TAX	**1.90%**	**1.00%**	**1.00%**	**1.00%**

Additional Information		
	£	**£**
General Fund 01/04/2018	**201302**	**201302**
Earmarked Reserves 01/04/18	**2418738**	
Earmarked Reserves 03/12/18		**2,354,908**
Total useable Reserves	**£2,620,040**	**£2,556,210**

Central Administration and Support Services

	C A & SS Budget 18/19 £	C A & SS Budget 19/20 £	C A & SS Budget 20/21 £	C A & SS Budget 21/22 £
First Aid	360	488	488	488
Salaries	51,185	55,310	57,005	58,660
Training	4,250	6,250	4,250	4,250
Travel and Subsistence	2,500	2,250	2,250	2,250
Recruitment	3,000	3,000	3,000	3,000
Postage	1,050	1,000	975	950
Telephone	3,700	3,700	3,700	3,700
Printing	2,000	2,000	2,000	2,000
Stationery	3,150	3,200	3,250	3,300
Publications	100	108	108	108
Equipment	1,500	1,500	1,500	1,500
Equipment Maintenance	725	730	735	740
Internet	770	780	790	800
Equipment rental	1,300	1,528	1,528	1,528
Licenses	50	55	55	55
GDPR				
IT	15,945	15,787	17,662	20,662
Supplies	500	500	500	500
Insurance	8,000	8,100	8,200	8,300
Health and Safety	1,500	1,000	1,000	1,000
Waste Disposal	1,750	1,775	1,790	1,810
Other Overheads	300	300	300	300
Total Expenditure	**103,635**	**109,361**	**111,086**	**115,901**
Income from photocopier	(50)	(75)	(75)	(75)
Total Income	**(50)**	**(75)**	**(75)**	**(75)**
Net Expenditure	**103,585**	**109,286**	**111,011**	**115,826**
Recharge in MH	27,725	34,790	32,691	33,221
Recharge out C A & S S	(131,310)	(144,076)	(143,702)	(149,047)
Balance	**-**	**-**	**-**	**-**

Democratic Representation & Management

	D R & M Budget 18/19 £	D R & M Budget 19/20 £	D R & M Budget 20/21 £	D R & M Budget 21/22 £
Salaries	113,175	117,980	121,135	123,840
Conference Expenses -Staff	1,000	1,000	1,000	1,000
Binding	-	-	100	100
Postage	920	930	930	930
Advertising	800	800	800	800
Stationery	1,825	1,000	325	325
Subscriptions	4,800	4,850	4,900	4,950
Councillors IT and Licences		1,284	1,284	1,284
Election Expenses	15,000	15,000	15,000	15,000
Mayors Allowance	3,500	3,500	3,500	3,500
Hospitality	200	200	200	200
Members Conferences & Training	500	500	500	500
Members Travel and Subsistence	200	200	200	200
Members Expenses	200	200	200	200
Members Allowances (inc D Mayor)	7,560	7,560	7,560	7,560
Other Overheads	500	500	500	500
Youth Mayor	1,000	1,000	1,000	1,000
Total Expenditure	**151,180**	**156,504**	**159,134**	**161,889**
Recharge in Central Support Services	34,440	37,395	38,218	40,729
Recharge in Manor House	16,635	20,874	19,615	19,933
Net Expenditure	**202,255**	**214,773**	**216,967**	**222,551**

Town Management

	TM Budget 18/19 £	TM Budget 19/20 £	TM Budget 20/21 £	TM Budget 21/22 £
Memorial maintenance	1,700	1,800	1,800	1,800
Notice boards	500	500	500	500
Town Maintenance (incl SBTS)	1,100	1,150	1,200	1,250
TC Initiatives	24,376	30,000	30,000	30,000
TC Partnership Initiatives (car parking)	28,250	28,250	28,250	28,250
Salaries	10,415	11,775	12,030	12,280
Electricity	65	70	75	80
Marketing	5,000	5,000	5,000	5,000
Welcome Signs	30,000			
WiFi (Seafront)	30,000			
Public Conveniences	6,000			
Total Expenditure	**137,406**	**78,545**	**78,855**	**79,160**
Recharge in Central Support Services	3,170	3,730	3,795	4,040
Recharge in A Team	16,078	18,245	18,830	19,155
Net Expenditure	**156,654**	**100,520**	**101,480**	**102,355**

Community Grants & Partnership Initiatives

	Grants Budget 18/19 £	Grants Budget 19/20 £	Grants Budget 20/21 £	Grants Budget 21/22 £
LOCA	1,500	1,500	1,500	1,500
CAB	3,500	3,500	3,500	3,500
VAAC	1,500	1,500	1,500	1,500
Community Transport	4,500	4,500	4,500	4,500
L'ton Badminton & Squash	500	500	500	500
Bonfire Society	4,000	5,500	4,000	4,000
Shopmobility SFA	2,000	2,000	2,000	2,000
General Grants	20,000	20,000	20,000	20,000
Merit Awards	120	120	120	120
Carnival Grant	-	-	-	-
Mayors Discretionary Grants	1,000	1,000	1,000	1,000
Keystone Centre	3,000	3,000	3,000	3,000
SE in Bloom Grants & Initiatives	-	-	-	-
Wick Information Centre	2,000	4,000	4,000	4,000
Small Arts Grants	500	500	500	500
SPACE Grants	1,000	1,000	1,000	1,000
Freedom Out and About	2,000	2,000	2,000	2,000
Wick Initiatives	750	750	750	750
Littlehampton Sportsfield	4,500	4,500	4,500	4,500
Sports Forum	3,000	3,000	3,000	3,000
Sports Excellence Awards	2,000	2,000	2,000	2,000
Salaries	5,085	5,250	5,360	5,470
Total Expenditure	**62,455**	**66,120**	**64,730**	**64,840**
Recharge in Central Support Services	1,545	1,665	1,690	1,800
Net Expenditure	**64,000**	**67,785**	**66,420**	**66,640**

Amenity Team

	A Team Budget 18/19 £	A Team Budget 19/20 £	A Team Budget 20/21 £	A Team Budget 21/22 £
Street Scene Expenditure	1,200	1,400	1,500	1,600
Vehicle and Plant Maintenance	8,240	8,365	8,490	8,615
Tools/Equipment	1,650	1,675	1,700	1,725
Lineside Rent	22,500	27,500	27,500	27,500
Vehicle Hire		3,725	3,725	3,725
Vehicles/Equip	5,000	5,000	8,000	8,000
Salaries	107,870	113,735	115,875	118,375
Protective Clothing	1,300	1,350	1,400	1,450
Postage	-	-	-	-
Telephone	330	820	830	840
Stationery	170	175	180	185
Internet and IT	2,150	3,000	3,010	3,020
Rates	10,000	10,375	10,585	10,795
Water	335	340	345	350
Electricity	1,560	2,090	2,140	2,190
Insurance	1,800	2,120	2,170	2,220
Cleaning	200	200	200	200
Building Maintenance	600	650	700	750
Security	1,550	1,600	1,650	1,700
Health & Safety	220	220	220	220
Other Overheads	100	100	100	100
Total Expenditure	**166,775**	**184,440**	**190,320**	**193,560**
Miscellaneous Income- Street Scene	(5,000)	-	-	-
Charges for services	(1,000)	(2,000)	(2,000)	(2,000)
Total Income	**(6,000)**	**(2,000)**	**(2,000)**	**(2,000)**
Net Expenditure	**160,775**	**182,440**	**188,320**	**191,560**
Recharge Out	(160,775)	(182,440)	(188,320)	(191,560)
Balance	-	-	-	-

Planning & Transportation

	P&T Budget 18/19 £	P&T Budget 19/20 £	P&T Budget 20/21 £	P&T Budget 21/22 £
Heritage Lottery Funding				
Planning Initiatives	9,000	9,000	1,000	1,000
Bus service	31,000	-	-	-
Salaries	13,850	14,220	14,715	14,970
Total Expenditure	**53,850**	**23,220**	**15,715**	**15,970**
Recharge in Central Support Services	4,215	4,505	4,645	4,925
Net Expenditure	**58,065**	**27,725**	**20,360**	**20,895**

Manor House Room Hire

	Manor Ho. Hire Budget 18/19 £	Manor Ho. Hire Budget 19/20 £	Manor Ho. Hire Budget 20/21 £	Manor Ho. Hire Budget 21/22 £
Salaries	7,945	8,755	9,025	9,310
Advertising	800	800	800	800
Licences	2,400	1,034	1,034	1,034
Room Hire Expenses	1,500	1,500	1,500	1,500
Other Overheads	200	200	200	200
Total Expenditure	**12,845**	**12,289**	**12,559**	**12,844**
Room Hire	(12,485)	(12,610)	(12,736)	(12,863)
Catering Income	(1,700)	(1,700)	(1,700)	(1,700)
Equipment Hire	(1,000)	(1,000)	(1,000)	(1,000)
Car Park Income	(4,500)	(4,500)	(4,500)	(4,500)
Total Income	**(19,685)**	**(19,810)**	**(19,936)**	**(20,063)**
Net Expenditure	**(6,840)**	**(7,521)**	**(7,377)**	**(7,219)**
Recharge in MH	5,545	6,958	6,538	6,644
Recharge in Central Support Services	2,420	2,775	2,845	3,060
Net Expenditure	**1,125**	**2,212**	**2,007**	**2,485**

Corporate Management

	CM Budget 18/19 £	CM Budget 19/20 £	CM Budget 20/21 £	CM Budget 22/22 £
Newsletter	14,000	15,600	15,600	15,600
Salaries	117,270	123,940	127,045	129,735
Pension Contribution	3,745	3,820	3,895	3,975
Audit Fees	3,000	3,000	3,000	3,000
Legal & Valuation Fees	1,000	2,000	2,000	2,000
Bank Charges (Credit card)	40	40	40	40
Publicity	2,000	2,200	2,200	2,200
Total Expenditure	**141,055**	**150,600**	**153,780**	**156,550**
Bank Interest	(43,000)	(43,000)	(43,000)	(43,000)
Total Income	**(43,000)**	**(43,000)**	**(43,000)**	**(43,000)**
Net Expenditure	**98,055**	**107,600**	**110,780**	**113,550**
Recharge in Central Support Services	35,685	39,285	40,085	42,670
Recharge in Manor House	27,725	34,790	32,691	33,221
Net Expenditure	**161,465**	**146,885**	**150,865**	**156,220**

Manor House

	Manor House Budget 18/19 £	Manor House Budget 19/20 £	Manor House Budget 20/21 £	Manor House Budget 21/22 £
External Loan Repayments	8,000	-	-	-
External Loan Interest	490	-	-	-
Manor House Maintenance	10,500	20,000	20,000	20,000
Salaries	21,580	23,140	23,835	24,550
Protective Clothing	230	235	240	245
Telephone	150	150	150	150
Lift Maintenance	2,850	2,855	2,880	2,905
Equipment maintenance	500	7,725	1,750	1,775
Licenses	150	1,150	150	150
Rates	24,000	24,350	24,835	25,330
Water	620	630	640	650
Gas	4,640	4,710	4,780	4,850
Electricity	5,665	5,750	5,835	5,925
Cleaning	1,500	1,500	1,500	1,500
Security	4,000	8,000	4,000	4,000
Contract Cleaning	2,160	2,275	2,310	2,345
Other Overheads	200	200	200	200
Total Expenditure	**87,235**	**102,670**	**93,105**	**94,575**
Recharge in A Team	32,155	36,490	37,660	38,310
Recharge out	(110,900)	(139,160)	(130,765)	(132,885)
Unapportioned Expenditure	**8,490**	**-**		

Street Lighting

	Street Lighting Budget 18/19 £	Street Lighting Budget 19/20 £	Street Lighting Budget 20/21 £	Street Lighting Budget 21/22 £
Public Lighting Contract Maintenance	1,090	1,095	1,100	1,105
Salaries	150	170	175	180
Electricity	675	695	715	735
Total Expenditure	**1,915**	**1,960**	**1,990**	**2,020**
Recharge maintenance	**(600)**	**(610)**	**(620)**	**(630)**
Total Income	**(600)**	**(610)**	**(620)**	**(630)**
Net Expenditure	**1,315**	**1,350**	**1,370**	**1,390**

Community

	Community Budget 18/19 £	Community Budget 19/20 £	Community Budget 20/21 £	Community Budget 21/22 £
Garden Competition	400	250	250	250
Community Events	66,600	62,400	65,400	62,400
Christmas Illuminations	23,750	23,750	23,750	23,750
Xmas Trees	1,440	1,460	1,480	1,500
Ferry	7,500	7,500	7,500	7,500
CRC Initiatives	7,000	10,000	10,000	10,000
Visit Littlehampton- Website	1,000	1,000	1,000	1,000
Town Tourism	3,500	3,000	3,500	3,000
Salaries	42,310	44,265	45,185	46,125
Postage	300	300	300	300
Total Expenditure	**153,800**	**153,925**	**158,365**	**155,825**
Charges for Services- Xmas trees	(100)	(100)	(100)	(100)
Total Income	**(100)**	**(100)**	**(100)**	**(100)**
Net Expenditure	153,700	153,825	158,265	155,725
Recharge in Central Support Services	12,875	14,030	14,255	15,170
Recharge in A Team	24,116	27,365	28,250	28,735
Net Expenditure	**190,691**	**195,220**	**200,770**	**199,630**

	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22
Community Events Budgets (Net)				
Town Show	17,000	17,000	17,000	17,000
Armed Forces Day	9,500	13,500	13,500	13,500
Xmas Light Switch On	5,600	5,600	5,600	5,600
Remembrance Sunday	1,300	1,500	1,500	1,500
Sandcastle competition	400	400	400	400
Easter Out & About	-	800	800	800
Charity Pancake Race	500	600	600	600
SBTS Concerts-& promotion	1,000	1,000	1,000	1,000
Events Guide	2,000	2,000	2,000	2,000
SOTG	14,000	15,000	15,000	15,000
Centenary Commemoration	5,000	-	-	-
Wick Week	2,000			
Beacon Lighting	3,000	-	3,000	-
Boat Jumble	300	-		
Event Support (was new event)	5,000	5,000	5,000	5,000
	£66,600	**£62,400**	**£65,400**	**£62,400**

Southfields Jubilee Centre

	Budget 18/19 £	Budget 19/20 £	Budget 20/21 £	Budget 21/22 £
Southfields JC Loan Principal	30,000	30,000	30,000	30,000
Southfields JC Loan Interest	2,445	1,791	1,140	489
Salaries	14,435	17,310	17,695	18,090
Protective Clothing	120	130	140	150
Postage	70	70	70	70
Telephone	65	65	65	65
Printing	100	100	100	100
Furniture & Equipment	500	500	500	500
Equipment Maintenance	500	500	500	500
Internet	450	460	470	480
Licences	1,700	1,700	1,700	1,700
IT	300	300	300	300
Rates	5,305	5,200	5,355	5,515
Water	800	825	850	875
Gas	2,150	2,200	2,250	2,300
Electricity	1,500	1,550	1,600	1,650
Cleaning	530	545	560	575
Building Maintenance	3,000	3,000	3,000	3,000
Security	2,080	2,120	2,160	2,205
Contract Cleaning	610	1,100	1,135	1,170
Health & Safety	200	200	200	200
Other Overheads	100	100	100	100
Total Expenditure	**66,960**	**69,766**	**69,890**	**70,034**
Equipment Hire	(50)	(50)	(50)	(50)
Rental Income	(26,010)	(26,270)	(26,533)	(26,798)
Recharge Changing rooms	(825)	(825)	(825)	(825)
Total Income	**(26,885)**	**(27,145)**	**(27,408)**	**(27,673)**
Net Expenditure	**40,075**	**42,621**	**42,482**	**42,361**
Recharge in Central Support Services	4,395	5,485	5,585	5,950
Recharge in A Team	8,039	9,120	9,415	9,580
Net Expenditure	**52,509**	**57,226**	**57,482**	**57,891**

Parks & Open Spaces

	P & OS Budget 18/19 £	P & OS Budget 19/20 £	P & OS Budget 20/21 £	P & OS Budget 21/22 £
Tree Planting	1,500	1,500	1,500	1,500
Town Centre planting	5,009	5,009	5,009	5,009
Gateways	11,030	11,030	11,030	11,030
Roundabouts, Manor House	8,709	8,709	8,709	8,709
Rosemead	10,000	10,000	10,000	10,000
Salaries	1,990	2,105	2,150	2,195
Grounds Maintenance	250	350	350	350
Skate Park	50,000	16,000		
Total Expenditure	**88,487**	**54,702**	**38,747**	**38,792**
Sponsorship	(3,500)	(3,500)	(3,500)	(3,500)
Total Income	**(3,500)**	**(3,500)**	**(3,500)**	**(3,500)**
Net Expenditure	**84,987**	**51,202**	**35,247**	**35,292**
Recharge in Central Support Services	606	665	680	720
Recharge in A team	24,116	27,365	28,250	28,735
Net Expenditure	**109,709**	**79,232**	**64,177**	**64,747**

Project 82

	Budget 18/19 £	Budget 19/20 £	Budget 20/21 £	Budget 21/22 £
Salaries	5,855	6,410	6,550	6,690
Protective clothing	20	20	20	20
Rates	4,200	4,350	4,480	4,615
Water	300	310	320	330
Gas	1,280	1,290	1,300	1,310
Electricity	720	730	740	750
Cleaning	200	200	200	200
Building Maintenance	1,000	1,000	1,000	1,000
Security	1,725	1,750	1,775	1,800
Contract Cleaning	270	280	290	300
Health and Safety	100	100	100	100
Hospitality	-	-	-	-
Arun Community Church	45,000	45,000	45,000	45,000
Total Expenditure	**60,670**	**61,440**	**61,775**	**62,115**
P 82 Hire	(2,040)	(2,040)	(2,040)	(2,040)
Total Income	**(2,040)**	**(2,040)**	**(2,040)**	**(2,040)**
Net Expenditure	**58,630**	**59,400**	**59,735**	**60,075**
Recharge in Central Support Services	1,782	2,030	2,065	2,200
Recharge in A Team	8,039	9,120	9,415	9,580
Net Expenditure	**68,451**	**70,550**	**71,215**	**71,855**

Museum

	Museum Budget 18/19 £	Museum Budget 19/20 £	Museum Budget 20/21 £	Museum Budget 21/22 £
Museum Stock	450	250	250	250
Collection Management	600	10,000	1,700	1,700
Exhibitions	1,700	500	600	600
Education & Outreach	150	150	150	150
Museum Events	1,000	500	1,000	1,000
Salaries	88,765	84,020	83,435	73,105
Volunteers	125	125	125	125
Postage	100	100	100	100
Advertising	1,850	1,850	1,850	1,850
Printing	990	990	990	990
Subscriptions	460	520	530	540
Building Maintenance	700	700	700	700
Hospitality	75	75	75	75
Total Expenditure	**96,965**	**99,780**	**91,505**	**81,185**
Museum sales	(900)	(900)	(900)	(900)
Loan Box Income	-	(50)	(50)	(50)
Donations	-	-	-	-
Exhibition Commissions	(150)	(75)	(75)	(75)
Total Income	**(1,050)**	**(1,025)**	**(1,025)**	**(1,025)**
Net Expenditure	**95,915**	**98,755**	**90,480**	**80,160**
Recharge in Central Support Services	27,012	26,630	26,325	24,045
Recharge in A Team	8,039	9,120	9,415	9,580
Recharge in MH	33,270	41,748	39,230	39,866
Net Expenditure	**164,236**	**176,253**	**165,450**	**153,651**

Allotments

	Allots Budget 18/19 £	Allots Budget 19/20 £	Allots Budget 20/21 £	Allots Budget 21/22 £
Allotment Security	280	340	380	420
Salaries	10,400	10,915	11,145	11,380
Project /Admin Support	125	125	125	125
Postage	410	420	420	420
Water	2,800	3,000	3,200	3,400
Grounds Maintenance	7,260	10,370	10,480	7,595
Total Expenditure	**21,275**	**25,170**	**25,750**	**23,340**
Allotment rents	(15,531)	(16,898)	(17,502)	(17,502)
Total Income	**(15,531)**	**(16,898)**	**(17,502)**	**(17,502)**
Net Expenditure	**5,744**	**8,272**	**8,249**	**5,839**
Recharge in Central Support Services	3,165	3,460	3,520	3,740
Recharge in A Team	40,194	45,610	47,080	47,890
Net Expenditure	**49,103**	**57,342**	**58,849**	**57,469**
charge per rod	6.80	7.00	7.25	7.25
	2,284	2,414	2,414	2,414
Notes				
	15,531	16,898	17,502	17,502

Earmarked Reserves 2018/19

Reserve	Opening Balance 01/04/18 £	Transfer out of EMR	Expenditure to 31/3/19 £	Additions 31/3/19	Closing Balance 31/3/19 £	Committed £	Available balance £
Allotments	2,849.00				2,849.00		**2,849.00**
Allotment Accesibility Grant	7,500.00		1,656.33		5,843.67		**5,843.67**
Arcade enhancements	385.00				385.00		**385.00**
A Team Ticket System	5,000.00		1,900.00		3,100.00		
Bus Expenditure	21,317.00				21,317.00		**21,317.00**
CRC initiatives	31,473.33		15,280.00		16,193.33	**5,000.00**	**11,193.33**
Community Event	23,303.06				23,303.06	**14,149.82**	**9,153.24**
Christmas Lights	9,739.00				9,739.00	**9,000.00**	**739.00**
Election Expenses	4,402.20				4,402.20		**4,402.20**
Events	1,700.00				1,700.00		**1,700.00**
Ferry (ex-Oyster Pond)	1,085.12				1,085.12		**1,085.12**
General Grants	1,765.00		693.96		1,071.04		**1,071.04**
Grass cutting	5,400.00				5,400.00		**5,400.00**
Heritage Lottery Grant 2017/18	14,670.00				14,670.00		**14,670.00**
Keystone Centre	7,800.00				7,800.00		**7,800.00**
Legal Expenses	6,507.00				6,507.00		**6,507.00**
Manor House Advertising	560.00				560.00		**560.00**
Marketing	5,000.00				5,000.00	**5,000.00**	**0.00**
Mayors Allowance - Contingency	3,413.80		230.00		3,183.80		**3,183.80**
Mayors Allowance - Chain	500.00				500.00		
Members Training	3,400.00				3,400.00		**3,400.00**
Minute Binding	2,204.00				2,204.00		**2,204.00**
Neighbourhood Plan	14,956.34				14,956.34	**14,000.00**	**956.34**
Neighbourhood Plan- locality grant					0.00		**0.00**
Notice Boards	612.00		100.00		512.00		**512.00**
Parks & open spaces	96.59				96.59		**96.59**
SE in Bloom	500.00		216.54		283.46		**283.46**
PC Consent to discharge	5,500.00				5,500.00		**5,500.00**
PC Refurb	10,000.00				10,000.00		**10,000.00**
Recruitment	595.50				595.50		**595.50**
Rosemead	65,347.00				65,347.00		**65,347.00**
Rosemead- Anesco Grant	12,000.00				12,000.00		**12,000.00**
Seaweed removal	1,000.00				1,000.00		**1,000.00**
SJC Furniture & Equip	1,507.48				1,507.48		**1,507.48**
Sports Forum	421.90				421.90		**421.90**
SBTS	3,562.80		545.00		3,017.80		**3,017.80**
SBTS concerts	600.00				600.00	**600.00**	**0.00**
Small Arts Grants	800.00				800.00		**800.00**
Street Scene	6,086.00		1,106.96		4,979.04		**4,979.04**
Town Centre Initiatives	22,922.25		11,200.00	15,280.00	27,002.25	**25,000.00**	**2,002.25**
Tourism	3,914.05				3,914.05		**3,914.05**
Training	5,592.38				5,592.38	**500.00**	**5,092.38**
Tree Planting	4,248.95		582.00		3,666.95	**918.00**	**2,748.95**
Vehicles & Equipment	39,520.00		1,362.78		38,157.22	**16,902.52**	**21,254.70**
Visit Littlehampton	3,893.51		850.00		3,043.51		**3,043.51**
Welcome pack	35,389.33				35,389.33		**35,389.33**
Wick Village Traders Gateway	500.00				500.00		**500.00**
Wick Initiatives	1,880.00				1,880.00		**1,880.00**
Wick Week	977.00		210.00		767.00	**210.00**	**557.00**
	402,396.59	**0.00**	**35,933.57**	**15,280.00**	**381,743.02**		**286,862.68**

Earmarked Reserves 2018/19

Reserve	Opening Balance 01/04/18 £	Transfer out of EMR	Expenditure to 31/3/19 £	Additions 31/3/19	Closing Balance 31/3/19 £	Committed £	Available balance £
From SBTS	143,396.00				143,396.00		**143,396.00**
From Church Street	7,900.00				7,900.00		**7,900.00**
From Loan Capital	190,000.00				190,000.00	96000	**94,000.00**
	341,296.00	0.00	0.00	0.00	**341,296.00**		**245,296.00**
Capital Receipts Reserve	1,537,459.48				1,537,459.48		
					1,537,459.48		
RALP Assets	2,000.00				2,000.00		**2,000.00**
IT	6,067.00		3,000.00		3,067.00		**3,067.00**
	8,067.00	0.00	3,000.00	0.00	**5,067.00**		**5,067.00**
WSCC Skate Park Grant	2,561.00				2,561.00		**2,561.00**
Music project- YOF	929.60				929.60		**929.60**
Escape Project	2,243.00				2,243.00		**2,243.00**
Outreach	1,200.36				1,200.36		**1,200.36**
Subs P82	3,251.09				3,251.09		**3,251.09**
Volunteers & offsite Activities	804.00				804.00		**804.00**
	10,989.05	0.00	0.00	0.00	**10,989.05**		**10,989.05**
Building maintenance MH	55,052.60		54,905.84	15,000.00	15,146.76		**15,146.76**
Building maintenance SJC	49,601.31				49,601.31	**1,466.00**	**48,135.31**
Building maintenance LIU	2,320.66				2,320.66		**2,320.66**
Building maintenance P82	5,158.00				5,158.00		**5,158.00**
Clock maintenance	335.10				335.10		**335.10**
Memorial maintenance	3,066.00				3,066.00		**3,066.00**
	115,533.67	0.00	54,905.84	15,000.00	**75,627.83**		**74,161.83**
Museum Collection Mgmt	0.00				0.00		**0.00**
Museum Storage	470.76				470.76		**470.76**
Museum Events	200.00		49.65		150.35		**150.35**
Museum Archaeological deposits	284.90				284.90		**284.90**
Museum Volunteers	130.00				130.00		**130.00**
Museum donations	1,910.73		221.00		1,689.73		**1,689.73**
Museum donations (Smart £10K)	0.00				0.00		**0.00**
	2,996.39	0.00	270.65	0.00	**2,725.74**		**2,725.74**
Totals	**881,278.70**	**0.00**	**94,110.06**	**30,280.00**	**817,448.64**	**188,746.34**	**628,702.30**