



## How to contact us

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Town Clerk – Laura Chrysostomou

15 September 2026

You are hereby summoned to attend a meeting of the:

### **Policy and Finance Committee**

**Venue:** The New Millennium Chamber, The Manor House, Church Street,  
Littlehampton BN17 5EW

**Date:** Monday 21 September 2026

**Time:** 6.30 pm

#### **Committee:**

Councillor Butcher - Chair

Councillor Tandy - Vice Chair

Councillor Lee

Councillor May

Councillor Northeast

Councillor Dr Walsh KStJ

Councillor Tilbrook

**Laura Chrysostomou, Town Clerk**

### **Agenda 2026 to 2027**

#### **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 Committee 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 or persons filming must stop doing so until that member of the public has finished speaking. The use of social media is permitted but all members of the public are requested to switch their mobile devices to silent for the duration of the meeting.

#### **3. Apologies**

#### **4. Declaration 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:

- Councillors Butcher, May, Northeast, Tandy, Dr Walsh KStJ and Woodman are Members of Arun District Council.
- Councillors Butcher and Dr Walsh KStJ are also a members of the Littlehampton Harbour Board.

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 20 July 2026, circulated herewith, pages 4 to 5. In accordance with the Town Council's Standing Orders, Section 9a, 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 Standing Orders / Urgent Actions**

To note the attached Urgent Action, pages 6 to 11.

### **8.2 3-Hours Free Parking Disc Scheme**

Report attached, pages 12 to 13.

### **8.3 Communications Strategy and Action Plan**

Report attached, pages 14 to 57.

#### **8.4 Town Centre Strategy and Action Plan Update**

Report attached, pages 58 to 79.

#### **8.5 Progress Point – High Street Hub**

Report attached, pages 80 to 81.

#### **8.6 Progress Point Branding and External Signage**

Report attached, pages 82 to 100.

#### **8.7 Quarterly Business Plan Progress Report**

Attached, pages 101 to 105.

### **9. Finance**

#### **9.1 Committee Budget Monitor**

Report attached, pages 106 to 122.

#### **9.2 Debtors Review Update**

Report attached, pages 123 to 125.

### **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 – Laura Chrysostomou

Minutes of the Ordinary Meeting of the Policy and Finance held in The New Millennium Chamber, Manor House, Church Street, Littlehampton BN17 5EW on Monday 20 July 2026 at 6.30pm.

**Present:**

Councillor Butcher – Chair  
Councillor Tandy – Vice Chair  
Councillor May  
Councillor Lee  
Councillor Tilbrook  
Councillor Long

**In attendance:**

Laura Chrysostomou – Town Clerk  
**2026 to 2027**

**11. Evacuation Procedures**

The evacuation procedures were noted.

**12. Filming of Council Meetings, Use of Social Media, and Mobile Phones.**

The procedures were noted.

**13. Apologies**

There were apologies from Councillor Walsh, Councillor Long attended as his substitute.

**14. 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 and Councillor Long declared a personal interest across the agenda as a member of Arun District Council.

**15. Minutes**

The Minutes of the meeting held on Monday 8 June 2026 previously circulated, were confirmed as a true record and signed by the Chair.

## **16. Chair's Report and Urgent Items**

There were none.

## **17. Public Forum**

There were no members of the public present, and no written representations.

## **18. Officer's Reports**

### **18.1. Progress Point – High Street Hub**

**18.1.1.** Members had before them a report, previously circulated, which provided updates on the opening of Progress Point, the Littlehampton Town Council led hub on the high street. The anticipated timeline to open previously reported was September 2026, however due to a range of delays, this estimate had been pushed back until Spring 2027. All possible work was being carried out by officers to expedite areas of work within their control when possible and to communicate with those involved. A planning application and Building Regulations approval for change of use from a retail to community class, in addition to an application for external signage, would be necessary. This process would be supported by Faction, the hub's design and fit-out contractor.

**18.1.2.** When considering the timelines of delivery put forward within the report, members preferred option 2; Parallel delivery alongside planning applications which estimated public opening in March 2027. It was felt the flexibility and additional time of this approach would better support officers and compliance with building regulation being progressed by the Landlord and contractor. Members were informed that the lease was being drawn up in line with the Head of Terms agreed by Full Council on 18 June 2026, to be signed following handover of the building. Handover of the building would take place once agreed works were completed and building regulation standards had been met.

#### **It was resolved that:**

1. Option 2, parallel delivery alongside planning applications, be approved as the preferred delivery approach for Progress Point.
2. The contents of the report be noted.

## **19. Exempt Business**

There was none.

The meeting was closed at 7.02 pm.

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**Chair**

## Standing Order 36 – Urgent Action

Standing Order 36 states that **“Where an urgent decision is required and it is not possible to call a meeting under either Standing Order 1 or 17”** – which provide for calling extraordinary meetings of Council or Committees – **or the matter is of minor importance, but not previously delegated, the Town Clerk is authorised to make that decision having consulted the respective Chair of the Council or appropriate Committee. Any Urgent Actions shall be reported to the next meeting of Council or the appropriate Committee.”**

When completing the checklist below, the following issues must be borne in mind:

- Standing orders and financial regulations remain in force and must be complied with.
- In the absence of the Town Clerk, the Deputy Town Clerk or the Assistant Town Clerk shall progress urgent actions. No other officers may commence or undertake an urgent decision procedure.

|           |                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b>  | <b>What decision is required?</b>                                                                                                                                                                                                      | To agree additional funding of £11,846 for the Christmas Illuminations budget for 2026 to 2028. The tender was advertised as £70,500 for three years. The contract was awarded to the sole applicant with a cost of £69,000. The Christmas Lights Working Group considered the contract in detail, and whilst it would cover all the essentials the working group agreed other options be explored to provide the same ‘wow’ factor as previous years. To achieve a similar standard the total cost for the contract would be £82,611 for three years (£27,537 per annum). In addition, electricity costs approximately £2,000 per annum. |
| <b>2</b>  | <b>Why is this decision urgent?</b><br>• <b>Why should it not wait until the next programmed meeting of council or committee?</b><br>• <b>Why should it not wait until an extraordinary meeting of council or committee is called?</b> | Because the contractor needs to order the products to guarantee availability for November.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>3a</b> | <b>What are the financial implications?</b>                                                                                                                                                                                            | There is a total of £76,765 in the Christmas Illuminations budget for three years. £6,000 of this is required to meet electricity costs. Leaving a shortfall of £11,846.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>3b</b> | <b>Has a budget been approved?</b>                                                                                                                                                                                                     | Yes, £76,765 for three years for illuminations and electricity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>3c</b> | <b>Which budget are you recommending the expenditure to</b>                                                                                                                                                                            | It is proposed that the £7,237 in earmarked reserves for Christmas lights. The remaining £4,609 can be                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                     |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | <b>come from? Please check that sufficient funds are available.</b>                                                                                                                                                                                                                                                                                                                                                                                               | met from Town Centre Strategy Initiatives budget or earmarked reserves. There is £10,000 per annum in the budget and £28,367 in earmarked reserves. |
| <b>3d</b>                           | <b>Is a supplementary estimate required? Note: if so, this could necessitate a further urgent decision</b>                                                                                                                                                                                                                                                                                                                                                        | No                                                                                                                                                  |
| <b>3e</b>                           | <b>If any of the following apply:<br/>1. A supplementary estimate<br/>2. The use of earmarked reserves<br/>3. Expenditure over £500*<br/>Approval of the Responsible Financial Officer is required. In the absence of the Responsible Financial Officer the town clerk is the deputy Responsible Financial Officer.<br/>*For this point only, in the absence of the Responsible Financial Officer and Town Clerk, the Assistant Town Clerk can give approval.</b> | 2 – the use of earmarked reserves                                                                                                                   |
| <b>4</b>                            | <b>Is the decision consistent with Council policies?</b>                                                                                                                                                                                                                                                                                                                                                                                                          | yes                                                                                                                                                 |
| <b>5a</b><br><b>5b</b><br><b>5c</b> | <b>Committee decisions only<br/>Is this decision a matter delegated solely to one Committee?<br/>If not, which other Committees have been or will be consulted?<br/>Was this, or will this be through the urgent action procedure?<br/>Please detail</b>                                                                                                                                                                                                          | Community Resources Committee and Policy and Finance consulted through the urgent action procedure.                                                 |
| <b>6</b>                            | <b>Has the matter been discussed with agreed consultees – ward councillors, other local authorities etc?<br/>If not, is the matter so urgent that this is impractical? If so, why?</b>                                                                                                                                                                                                                                                                            | N/A                                                                                                                                                 |
| <b>7</b>                            | <b>Record of any conflict of interest declared by a Member consulted on the decision</b>                                                                                                                                                                                                                                                                                                                                                                          | N/A                                                                                                                                                 |
| <b>8</b>                            | <b>What alternative options have been considered – both practical and financial?</b>                                                                                                                                                                                                                                                                                                                                                                              | To not add to the essential products but this will not deliver the impact desired.                                                                  |

|           |                                                                                                                                                                                                                                                                                           |                            |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>9</b>  | <b>Has the procurement strategy been followed, where expenditure is involved?</b>                                                                                                                                                                                                         | Yes                        |
| <b>10</b> | <b>Briefly outline any implications relating to:</b> <ul style="list-style-type: none"> <li>• Crime and disorder</li> <li>• Disability discrimination</li> <li>• Human rights act</li> <li>• Freedom of information</li> <li>• Data protection</li> <li>• Environmental impact</li> </ul> | N/A                        |
| <b>11</b> | <b>Have appropriate risk assessments been undertaken?</b>                                                                                                                                                                                                                                 | N/A                        |
| <b>12</b> | <b>Date of consultation with Chair</b>                                                                                                                                                                                                                                                    | 27/07/2026                 |
| <b>13</b> | <b>Signature of Chair - CRC</b>                                                                                                                                                                                                                                                           | 27/07/2026                 |
|           | <b>Signature of Chair – P&amp;F</b>                                                                                                                                                                                                                                                       | 27/07/2026                 |
| <b>14</b> | <b>Date of decision</b>                                                                                                                                                                                                                                                                   | 27/07/2026                 |
| <b>15</b> | <b>Signature of Town Clerk</b>                                                                                                                                                                                                                                                            | 27/07/2026                 |
| <b>16</b> | <b>Signature of Responsible Financial Officer – if required under 3e</b>                                                                                                                                                                                                                  | 27/07/2026                 |
| <b>17</b> | <b>Date reported to Council or Committee</b>                                                                                                                                                                                                                                              | CRC and P&F September 2026 |

## Standing Order 36 – Urgent Action

Standing Order 36 states that **“Where an urgent decision is required and it is not possible to call a meeting under either Standing Order 1 or 17”** – which provide for calling extraordinary meetings of Council or Committees – **or the matter is of minor importance, but not previously delegated, the Town Clerk is authorised to make that decision having consulted the respective Chair of the Council or appropriate Committee. Any Urgent Actions shall be reported to the next meeting of Council or the appropriate Committee.”**

When completing the checklist below, the following issues must be borne in mind:

- Standing orders and financial regulations remain in force and must be complied with.
- In the absence of the Town Clerk, the Deputy Town Clerk or the Assistant Town Clerk shall progress urgent actions. No other officers may commence or undertake an urgent decision procedure.

|          |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b> | <b>What decision is required?</b>   | <p>To utilise Section 106 funding currently held by the District Council for “Rosemead Off Site Play Area” resulting from the adjacent development for additional boundary treatment to the northern boundary in the form of bunds, to be integrated with the existing log boundary treatment and to include wildflower planting to enhance biodiversity.</p> <ul style="list-style-type: none"> <li>• Following the unauthorised encampment at the Park further work to secure the boundaries has been explored with all relevant stakeholders and landowners.</li> <li>• Several constraints have been identified in relation to installing boundary treatment within the estate, as well as the park and the land adjacent to the shared use path.</li> <li>• Following expert advice, a series of bunds could be positioned at an appropriate distance from the trees whilst still providing an effective vehicle deterrent. This will further strengthen the existing protection of trees and logs.</li> </ul> |
| <b>2</b> | <b>Why is this decision urgent?</b> | <ul style="list-style-type: none"> <li>• The County Council had a significant quantity of surplus soil that needed to be relocated to</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                  |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           | <ul style="list-style-type: none"> <li>• <b>Why should it not wait until the next programmed meeting of council or committee?</b></li> <li>• <b>Why should it not wait until an extraordinary meeting of council or committee is called?</b></li> </ul>                                                                                                                                                                                                                                                                                                                   | <p>make space for winter gritting operations and agreed to provide this for creation of the bunds. This needed to be delivered to site immediately.</p> <ul style="list-style-type: none"> <li>• Due to the high risk of unauthorised encampment activity in the area a decision was needed urgently.</li> </ul> |
| <b>3a</b> | <b>What are the financial implications?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Up to £10,000, confirmed quotes are yet to be received from contractors for building the bunds and the purchase of topsoil and wildflowers.                                                                                                                                                                      |
| <b>3b</b> | <b>Has a budget been approved?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Yes. The relevant committees previously discussed using the Section 106 monies to meet these costs                                                                                                                                                                                                               |
| <b>3c</b> | <b>Which budget are you recommending the expenditure to come from? Please check that sufficient funds are available.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The Section 106 funding derived from the Boklok development for "Rosemead Off Site Play Area" which totalled £193,794.                                                                                                                                                                                           |
| <b>3d</b> | <b>Is a supplementary estimate required? Note: if so, this could necessitate a further urgent decision</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                | N/A                                                                                                                                                                                                                                                                                                              |
| <b>3e</b> | <p><b>If any of the following apply:</b></p> <ol style="list-style-type: none"> <li><b>1. A supplementary estimate</b></li> <li><b>2. The use of earmarked reserves</b></li> <li><b>3. Expenditure over £500*</b></li> </ol> <p><b>Approval of the Responsible Financial Officer is required. In the absence of the Responsible Financial Officer the town clerk is the deputy Responsible Financial Officer.</b></p> <p><b>*For this point only, in the absence of the Responsible Financial Officer and Town Clerk, the Assistant Town Clerk can give approval.</b></p> | Use of Section 106 funds so approval of the RFO was also sought.                                                                                                                                                                                                                                                 |
| <b>4</b>  | <b>Is the decision consistent with Council policies?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Yes                                                                                                                                                                                                                                                                                                              |
| <b>5a</b> | <b>Committee decisions only</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>CRC – responsibility for parks &amp; open spaces</p> <p>P&amp;F – Oversight and delivery of the use of Section 106 sums allocated to the Town Council</p>                                                                                                                                                     |
| <b>5b</b> | <b>Is this decision a matter delegated solely to one Committee?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                  |
| <b>5c</b> | <b>If not, which other Committees have been or will be consulted?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                  |

|           |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           | <b>Was this, or will this be through the urgent action procedure? Please detail</b>                                                                                                                                                                                                       | Through the urgent action procedure.                                                                                                                                                                                                           |
| <b>6</b>  | <b>Has the matter been discussed with agreed consultees – ward councillors, other local authorities etc?<br/>If not, is the matter so urgent that this is impractical? If so, why?</b>                                                                                                    | See Section 1 and 2.                                                                                                                                                                                                                           |
| <b>7</b>  | <b>Record of any conflict of interest declared by a Member consulted on the decision</b>                                                                                                                                                                                                  | None.                                                                                                                                                                                                                                          |
| <b>8</b>  | <b>What alternative options have been considered – both practical and financial?</b>                                                                                                                                                                                                      | Various options were explored in detail with stakeholders, such as large boulders, but constraints resulted in this being the most effective solution. Quotes were obtained for alternative solutions which were estimated at £30,000 minimum. |
| <b>9</b>  | <b>Has the procurement strategy been followed, where expenditure is involved?</b>                                                                                                                                                                                                         | Yes                                                                                                                                                                                                                                            |
| <b>10</b> | <b>Briefly outline any implications relating to:</b> <ul style="list-style-type: none"> <li>• Crime and disorder</li> <li>• Disability discrimination</li> <li>• Human rights act</li> <li>• Freedom of information</li> <li>• Data protection</li> <li>• Environmental impact</li> </ul> | This is a security measure to prevent illegal trespass on Council property.                                                                                                                                                                    |
| <b>11</b> | <b>Have appropriate risk assessments been undertaken?</b>                                                                                                                                                                                                                                 | N/A                                                                                                                                                                                                                                            |
| <b>12</b> | <b>Date of consultation with Committee Chairs</b>                                                                                                                                                                                                                                         | 25 and 26 August 2026                                                                                                                                                                                                                          |
| <b>13</b> | <b>Signature of Chair - CRC</b>                                                                                                                                                                                                                                                           | 27/8/2026                                                                                                                                                                                                                                      |
|           | <b>Signature if Chair – P&amp;F</b>                                                                                                                                                                                                                                                       | 27/8/2026                                                                                                                                                                                                                                      |
| <b>14</b> | <b>Date of decision</b>                                                                                                                                                                                                                                                                   | 26/8/2026                                                                                                                                                                                                                                      |
| <b>15</b> | <b>Signature of Town Clerk</b>                                                                                                                                                                                                                                                            | 27/8/2026                                                                                                                                                                                                                                      |
| <b>16</b> | <b>Signature of Responsible Financial Officer – if required under 3e</b>                                                                                                                                                                                                                  | 27/8/2026                                                                                                                                                                                                                                      |
| <b>17</b> | <b>Date reported to Council or Committee</b>                                                                                                                                                                                                                                              | CRC and P&F September 2026                                                                                                                                                                                                                     |

# **Littlehampton Town Council**

## **Confidential**

### **Committee: Policy and Finance**

**Date: 21 September 2026**

**Report by: Town Clerk**

**Subject: 3-Hour Free Parking Disc Scheme**

## **1. Summary**

- 1.1. Arun District Council (ADC) agreed to extend their free parking disc scheme from two hours to three hours, this scheme applies to Littlehampton and Bognor Regis town centre car parks. They are seeking financial contributions from partner organisations and stakeholders who benefit from the increased footfall and economic activity generated by the scheme in town centres.

## **2. Recommendations**

The Committee is recommended to:

1. Consider the proposal to financially contribute to Arun District Council's extended three-hour parking disc scheme.
2. If a financial contribution is supported, consider and agree the amount of the financial contribution for 2026 to 2027, and agree where this should be funded from.
3. Otherwise note the contents of the report.

## **3. Background**

- 3.1. Arun District Council (ADC) currently operate a two-hour free parking disc scheme in Littlehampton for the purpose of supporting town centre footfall. The discs need to be purchased annually with the 2026 paper discs costing £6 and the MiPermit application online version of the disc costing £4. ADC agreed to extend the length of stay to three hours to further encourage longer visits, provide additional benefits to residents, business and local high streets.
- 3.2. The extension of this scheme was agreed at ADC's Economy Committee on Thursday 11 June 2026. The report, additional documents, and minutes can

be viewed on their website, linked here: [2-Hour Parking Scheme Review – 11 June 2026 – Economy Committee \(Item 22\)](#)

- 3.3. The District Council's Economy Committee also agreed to seek "...financial contributions to help offset some of the additional scheme costs from appropriate authorities and organisations in both towns". The projected additional loss of income associated with extending the current free parking offer to a three-hour scheme is estimated to be £47,983 per annum. This figure is based on historic usage patterns and ticket sales data from the participating car parks.
- 3.4. No specific amount for contribution has been requested, stating that any level of support towards this shortfall would demonstrate a collective commitment to supporting town centres and local economy.

#### **4. Financial Implications**

- 4.1. There is no budget allocated for contribution towards parking in 2026 to 2027. There is £28,367 in earmarked reserves for Town Centre Initiatives which is to support delivery of the Town Centre Strategy. Alternatively, any contribution could be met from the General Reserve as a supplementary estimate. Any future contributions would need to be agreed through the budget setting process.

Laura Chrysostomou

**Town Clerk**

# **Littlehampton Town Council**

## **Non-Confidential**

**Committee: Policy and Finance**

**Date: 21 September 2026**

**Report by: Town Clerk**

**Subject: Communications Strategy and Action Plan**

### **1. Summary**

- 1.1. The purpose of this report is to present the draft Communications Strategy 2026 to 2031 and supporting Communications Action Plan for consideration and adoption.
- 1.2. The proposed documents provide a framework for communications, engagement, marketing and branding activity across the Council and support delivery of the Council's Business Plan and related strategies.

### **2. Recommendations**

The Committee is recommended to:

1. Consider the Communication Strategy, attached as Appendix 1, agree any changes that might be required and recommend it to Council for approval.
2. Consider the Communication Action Plan, attached as Appendix 2, agree any changes that might be required and recommend it to Council for approval.
3. Otherwise note the contents of the report.

### **3. Background**

- 3.1. The Council's previous Communications Strategy was originally adopted in October 2017 and reviewed in January 2019. It was intended to cover the period 2017 to 2021 and has now expired.
- 3.2. Since the previous strategy was developed:
  - The Council's communications activity has expanded significantly.
  - Digital communications channels have become increasingly important.

- Visit Littlehampton has developed into an established destination marketing platform, with Love Littlehampton being created with a focus on promoting local information for residents.
  - The Council has adopted additional strategic documents including the Town Centre Strategy and the Event Strategy.
  - Expectations around accessibility, audience engagement, transparency and performance reporting have increased.
  - Communications now supports a wider range of services, venues, projects, partnerships and initiatives, with a revised staffing structure to deliver more effective communications.
- 3.3. The proposed Communications Strategy 2026 to 2031 has therefore been developed to provide a clear strategic framework for communications activity over the next six years. It aligns communications activity with the Council's Business Plan priorities of Place, People, Provision, Partners and Progress and introduces a stronger focus on audience engagement, accessibility, governance, measurement and continuous improvement.
- 3.4. The accompanying Communications Action Plan translates the Strategy into a detailed programme of actions, responsibilities, performance measures and review processes.

#### **4. Communications Strategy**

- 4.1. Effective communication is essential to the Council's ability to deliver services, engage with communities and achieve its wider priorities. The Communications Strategy provides the strategic framework for how the Council communicates with residents, businesses, visitors, community groups and stakeholders over the next six years.
- 4.2. The Strategy recognises communications as a key function that supports service delivery, democratic participation, community engagement, place promotion and organisational accountability. It provides a framework for ensuring communications remain accessible, transparent and responsive to the needs of residents and stakeholders.
- 4.3. The Strategy is built around five core strategic objectives:
- Inform – Provide clear, timely and trusted information.
  - Align – Deliver consistent corporate communications.
  - Engage – Reach and involve all communities.

- Promote – Strengthen Littlehampton's reputation and economy.
- Improve – Use evidence to measure and enhance performance.

4.4. To support delivery of these objectives, the Strategy establishes:

- A clear communications vision and principles.
- An audience framework, including priority audiences.
- A strategic channel framework.
- Governance and accountability arrangements.
- A communications measurement and evaluation framework.
- A long-term delivery roadmap through to 2031.

4.5. The Communications Strategy provides a consistent approach to communications planning and delivery and supports the implementation of the Council's strategies, plans and action plans. Communications activity will help raise awareness, encourage participation, promote opportunities and support delivery across key areas of Council activity, for example the Events Strategy and Town Centre Strategy, policies and procedures and other future strategies adopted by the Council.

4.6. The Communications Strategy and Communications Action Plan have been developed to support the Council's priorities of Place, People, Provision, Partners and Progress, with all communications activity aligned to one or more of these priorities.

## **5. Communications Action Plan**

5.1. The Communications Action Plan provides the delivery framework for the Communications Strategy. It translates the Strategy's five objectives into a programme of measurable actions, ensuring communications activity is planned, coordinated and aligned with the Council's wider priorities.

5.2. The Action Plan is designed to move the Strategy from aspiration to delivery by identifying what will be done, who will lead it, how success will be measured and how progress will be monitored over time.

5.3. To support delivery, the Action Plan includes:

- Defined actions and responsibilities.
- Delivery timescales and milestones.

- Key performance indicators and success measures.
  - Alignment with Business Plan priorities.
  - Annual review and reporting arrangements.
- 5.4. The Action Plan brings together communications activity from across the organisation, including corporate communications, internal communications, community engagement, destination marketing, events, town centre promotion, partnership communications, museum communications, venue communications and performance management. Together, these workstreams provide a coordinated approach to delivering the objectives of the Communications Strategy and supporting the Council's wider priorities.

## **6. Governance and Review**

- 6.1. Progress against the Communications Action Plan will be monitored through the annual Communications Audit and Report.
- 6.2. The Action Plan will be reviewed annually and updated where required to reflect emerging priorities, performance data and organisational needs.
- 6.3. A formal review of the Communications Strategy will be undertaken during 2030. This review will assess performance, identify future priorities and inform the development of the successor Communications Strategy before the end of the current strategy period.

## **7. Financial Implications**

- 7.1. The Communications Strategy and Communications Action Plan have been developed based on existing staffing structures and communications budgets.
- 7.2. Delivery will be met from existing resources unless separate approval is sought for future projects or initiatives requiring additional funding. Any future financial implications arising from individual actions or projects will be brought forward through the Council's normal budget setting and approval processes.

Laura Chrysostomou

**Town Clerk**

## **Littlehampton Town Council Communications Strategy 2026 to 2031**

### **1. Introduction**

Effective communication is essential to good local government. It helps residents understand what their council does, how decisions are made, how services can be accessed and how people can engage with the council, provide feedback, and influence decisions that affect their community.

Littlehampton continues to evolve, with changing demographics, a growing visitor economy and increasing expectations around how organisations communicate. In this context, clear, accessible, and inclusive communications are vital to ensuring residents, businesses, visitors, and stakeholders remain informed, engaged and connected to the work of the council.

This Communications Strategy sets out how Littlehampton Town Council will communicate between 2026 and 2031. It supports delivery of the Council's Business Plan and provides the overarching framework for communications, engagement, marketing, and branding activity across the organisation.

The strategy is built around five strategic objectives:

Inform – Provide clear, timely and trusted information.

Align – Deliver consistent corporate communications.

Engage – Reach and involve all communities.

Promote – Strengthen Littlehampton's reputation and economy.

Improve – Use evidence to measure and enhance performance.

Operational delivery will be supported through the Communications Action Plan and associated guidance, ensuring communications continue to contribute to the Council's priorities of Place, People, Provision, Partners, and Progress.

## **2. About Littlehampton**

Littlehampton is a coastal town in West Sussex with a population of more than 30,000 residents in the parish. The town has a strong sense of identity, a rich heritage, a growing visitor economy and an active community sector.

The town continues to evolve through regeneration, housing growth, and demographic change, creating opportunities to strengthen community engagement, support local businesses and promote Littlehampton as an attractive place to live, work and visit.

As the most local tier of government, Littlehampton Town Council plays an important role in representing the community, delivering local services and facilities, and supporting initiatives that enhance the quality of life for residents and visitors.

### **Our Mission**

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

### **Our Vision**

A collaborative and reliable council that is publicly accountable, utilises existing resources and seeks opportunities to enhance people's lives through the delivery of cost-effective facilities and services.

This Communications Strategy supports both the Council's mission and vision by ensuring meaningful engagement with residents, clear communication and effective promotion of the town and its assets.

## **3. Strategic Context**

### **Why Communications Matter**

Communications have an important role in supporting the delivery of Council priorities and services. It enables information to be shared effectively, helps residents and stakeholders engage with the Council, supports partnership working and promotes Littlehampton as a place to live, work and visit.

Effective communications contribute to the Council's priorities by improving access to information, encouraging participation, strengthening accountability, and supporting community and economic activity.

## Business Plan Alignment

|                        |                                                                                                    |
|------------------------|----------------------------------------------------------------------------------------------------|
| Business Plan Priority | Communications Contribution                                                                        |
| Place                  | Promote Littlehampton's identity, heritage, attractions, events, visitor economy, and town centre. |
| People                 | Encourage participation, engagement, inclusion, and community pride.                               |
| Provision              | Help residents access services, facilities, information, and opportunities.                        |
| Partners               | Support collaboration, partnership working and coordinated communications.                         |
| Progress               | Demonstrate accountability, transparency, performance, and delivery of outcomes.                   |

## Supporting Related Strategies

The Communications Strategy provides a consistent approach to communications planning and delivery and supports the implementation of the Council's strategies, plans, and action plans. Communications activity will help raise awareness, encourage participation, promote opportunities, and support delivery across key areas of Council activity, for example the Events Strategy and Town Centre Strategy, policies and procedures and other future strategies adopted by the Council.

The Communications Strategy and Communications Action Plan have been developed to support the Council's priorities of Place, People, Provision, Partners, and Progress, with all communications activity aligned to one or more of these priorities.

## Communications Contribution to Council Strategies and Plans

| Communications Objective | Contribution to Council Strategies and Plans                                                                                    |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>Inform</b>            | Raise awareness of services, projects, events, initiatives, and opportunities.                                                  |
| <b>Align</b>             | Ensure consistent branding, messaging, and communications across Council activities, partnerships, and place-based initiatives. |
| <b>Engage</b>            | Encourage participation, consultation, and involvement from residents, businesses, and stakeholders.                            |
| <b>Promote</b>           | Support place promotion, community pride, visitor activity, cultural initiatives, and economic vitality.                        |

| <b>Communications Objective</b> | <b>Contribution to Council Strategies and Plans</b>                                                        |
|---------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Improve</b>                  | Use performance data, feedback, and audience insight to evaluate effectiveness and inform future activity. |

## 4. Communications Vision

### Our Vision for Communications

Littlehampton Town Council delivers clear, trusted, and inclusive communications that support informed communities, strengthen participation, build confidence in local government, and demonstrate progress in improving quality of life for everyone in Littlehampton.

This vision is built upon four ambitions:

1. A Council that is easy to understand and talk to.
2. A Council that conducts business openly and transparently.
3. A Council where communications is an integrated corporate function.
4. A Council that is digital-first but never digital-only.

## 5. Strategic Objectives

The Council's communications activity is guided by five strategic objectives that provide the framework for planning, delivering, and evaluating communications activity between 2026 and 2031.

These objectives support delivery of the Council's Business Plan and underpin the Communications Action Plan.

### **Inform – Provide clear, timely and trusted information**

Residents, businesses, visitors, and partners can easily access accurate information about Council services, facilities, decisions and activities.

The Council will communicate decisions, projects and outcomes clearly, while helping people understand how decisions are made and how they can participate in shaping local priorities.

### **Align – Deliver consistent corporate communications**

The Council communicates with a consistent identity across all services, channels and brands.

Effective communications begin within the organisation. The Council will ensure employees and councillors have access to clear, timely and relevant information about corporate priorities, projects and achievements. Internal communications will be supported through regular updates, coordinated communications planning, feedback mechanisms and opportunities for everyone to remain informed about Council priorities and organisational developments.

### **Engage – Reach and involve all communities**

More residents participate in community life and engage with Council communications, particularly underrepresented groups.

The Council will seek to remove barriers to participation and create opportunities for people to engage with local issues, consultations, projects and community activity.

More people participate in community life and engage with Council communications, particularly residents aged 16 to 30, new residents, digitally excluded residents and other underrepresented audiences.

### **Promote – Strengthen Littlehampton's reputation and economy**

Littlehampton is promoted as a place to live, work, visit and invest.

Communications will support the visitor economy, local businesses, community initiatives, events, cultural activity and heritage assets, while also raising awareness of Council services, facilities and opportunities. Communications will showcase the positive impact of Council and partner activity and encourage greater participation in community life.

### **Improve – Use evidence to measure and enhance performance**

The Council will use performance data, audience insight and feedback to understand what works well, identify opportunities for improvement and ensure communications resources are used effectively.

### **Delivering the Strategy**

Delivery of this strategy will be coordinated through the Communications Action Plan, which identifies the actions, responsibilities, performance measures and timescales required to achieve the objectives set out above.

Progress will be monitored through the annual Communications Audit and Report and reviewed through the Council's governance arrangements.

Business Plan → Communications Strategy → Communications Action Plan → Communications Audit & Report

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## **6. Communications Principles**

The following principles will guide all communications activity undertaken on behalf of the Council.

### **Transparent**

We will communicate openly, honestly and in a timely manner, helping people understand decisions, actions and outcomes.

### **Accessible**

We will use clear language and provide information through a range of channels and formats to ensure communications are accessible to as many people as possible.

### **Consistent**

We will maintain a consistent visual identity, tone of voice and approach across all communications.

### **Inclusive**

We will seek to remove barriers to participation and ensure communications reflect and support the diverse communities we serve.

### **Audience-Focused**

We will listen to and understand our audiences, using feedback, insight and performance information to ensure communications remain relevant, effective and responsive to community needs.

## **7. Our Audiences**

Littlehampton Town Council communicates with a wide range of audiences, each with different interests, information needs and preferred ways of engaging.

Understanding these audiences helps ensure communications are relevant, accessible and effective. While many communications activities are intended for the whole community, the Council will also target specific audiences where appropriate to increase awareness, improve participation and support the delivery of strategic priorities.

The Council's audiences are grouped into primary, external, partner, supplier and internal audiences.

| Audience                            | Audience Type | What They Need from Us                                                                         |
|-------------------------------------|---------------|------------------------------------------------------------------------------------------------|
| Residents                           | Primary       | Clear information, engagement opportunities and timely responses                               |
| Visitors                            | External      | Tourism information, attractions and events                                                    |
| Businesses, Employers and Investors | External      | Business information, sponsorship opportunities, investment opportunities and local updates    |
| Community Groups                    | External      | Promotion, support and engagement opportunities                                                |
| Partner Organisations               | Partners      | Collaborative communications, information sharing and coordinated messaging                    |
| Media                               | Partners      | Accurate information, timely responses and access to spokespersons                             |
| Suppliers                           | Suppliers     | Procurement information, opportunities and clear points of contact                             |
| Councillors                         | Internal      | Guidance, briefings, communications support and key information                                |
| Staff                               | Internal      | Consistent internal communications, organisational updates and awareness of Council priorities |

## **Priority Audiences**

While the Council seeks to communicate effectively with all audiences, some groups require additional focus to ensure communications are inclusive, representative and accessible.

## **Why These Audiences Matter**

The priority audiences identified below have been selected using demographic trends, communications data, engagement activity and local knowledge.

Collectively they represent groups that the Council either reaches less effectively through existing communications channels or whose participation in local government and community activity may be more limited.

Improving engagement with these audiences will help ensure communications activity reflects the whole community and supports the Council's objective of reaching and involving all communities.

| Priority Audience            | Why Important                                                                                                                  |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Residents aged 16 to 30      | Historically underrepresented in civic engagement, consultations and local decision-making activities.                         |
| New Residents                | May be unfamiliar with the role of the Town Council, available services, facilities, events and opportunities to get involved. |
| Digitally Excluded Residents | May face barriers to accessing information if communications rely too heavily on digital channels.                             |
| Underrepresented Communities | Ensures communications reflect the diversity of the community and support inclusive participation.                             |

The Council will use audience insight, engagement feedback and performance data to better understand these groups and adapt communications activity where appropriate. This will help ensure communications remain accessible, relevant and responsive to the needs of residents, businesses, visitors and stakeholders throughout the period of this strategy.

## 8. Channel Framework

The Council uses a blend of digital, printed and face-to-face communications channels to ensure information remains accessible to all audiences.

Different channels serve different purposes and will be selected according to the needs of specific target audiences. Together, these channels support the Council's objectives to inform, align, engage, promote and improve communications across the organisation.

| Channel Category           | Purpose                                                                                                                         | Examples                                                                                        |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Digital Channels           | Provide timely information, promote services and activities, support engagement and improve access to information and services. | Council websites, newsletters, email/Teams social media platforms and Google Business Profiles. |
| Printed Communications     | Support audiences who prefer or require non-digital communications and provide information in community settings.               | What's On Guide, leaflets, posters, brochures, notices and printed publications.                |
| Media and Public Relations | Raise awareness of Council activity, projects, decisions and community initiatives through external media channels.             | Press releases, media enquiries, interviews, statements and publicity opportunities.            |

|                                     |                                                                                                               |                                                                                                       |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Advertising and Campaigns           | Promote events, services, consultations and initiatives to targeted audiences.                                | Radio advertising, paid social media campaigns, digital advertising and promotional campaigns.        |
| Community Engagement                | Enable two-way communication, participation and dialogue with residents and stakeholders.                     | Consultations, committee and public meetings, community events, forums and the Annual Town Meeting.   |
| Community Networks and Local Assets | Provide local opportunities for information sharing, partnership working, promotion and community engagement. | All Council venues and facilities such as community centres and allotments and partner organisations. |

### **Digital-First but Never Digital-Only**

The Council recognises that people access information in different ways and will maintain a balanced communications approach that combines digital, printed and face-to-face communications.

Digital channels will often provide the fastest and most cost-effective means of communication, reaching a wide and broad range of audiences. However, the Council remains committed to ensuring that residents who are digitally excluded, or who prefer alternative methods of communication, continue to have access to information and opportunities to engage.

### **Channel Management**

The Council will regularly review the effectiveness of its communications channels using performance data, audience feedback and communications audits to ensure they remain relevant, accessible and aligned with audience needs.

Emerging technologies and new communications channels will be considered where they support the objectives of this strategy and improve the Council's ability to reach and engage its audiences.

This approach will help ensure the Council's communications remain effective, inclusive and responsive throughout the period of this strategy.

## **9. Supporting Frameworks and Delivery Tools**

A small number of supporting frameworks and delivery tools will help ensure communications activity is consistent, coordinated and effective.

These documents provide the standards, governance and guidance needed to support delivery of the Communications Strategy and Communications Action Plan.

The majority of these frameworks will be developed during the early years of the strategy period. Once established, the primary focus will shift towards delivering communications activity, growing audiences, strengthening engagement, and continuously improving performance.

The Communications Action Plan will be the principal delivery document for this strategy, supported by the annual Communications Audit and Report.

| Document                           | Purpose                                        | Timeline      |
|------------------------------------|------------------------------------------------|---------------|
| Corporate Style and Voice Guide    | Corporate narrative, tone, and key messages    | Year 1 (2026) |
| Brand Guidelines                   | Visual identity standards and brand governance | Year 2 (2027) |
| Visit Littlehampton Brand Strategy | Destination marketing framework                | Year 1 (2026) |
| Communications Action Plan         | Annual delivery programme                      | Annual        |
| Communications Audit and Report    | Performance reporting and evaluation           | Annual        |
| Councillor Communications Guide    | Councillor communications guidance             | Year 2 (2027) |

These documents will be reviewed periodically and updated where necessary to reflect changes in communications practice, organisational priorities and audience needs.

## 10. Measurement and Evaluation

Measuring performance is essential to understanding the effectiveness of communications activity and ensuring resources are used effectively.

However, successful communications are about more than audience numbers and channel performance. The Council will also seek to understand how communications contribute to awareness, participation, accessibility, engagement, and confidence in local government.

Performance information will be used to evaluate outcomes, identify opportunities for improvement, and ensure communications activity continues to support delivery of the Council's priorities.

## Strategic Performance Framework

| Objective | Measures                                                                                                   |
|-----------|------------------------------------------------------------------------------------------------------------|
| Inform    | Website traffic, accessibility, awareness levels, information quality, and enquiry performance             |
| Align     | Brand compliance, consistency, and coordination of communications activity                                 |
| Engage    | Participation rates, audience growth, consultation activity, and community involvement                     |
| Promote   | Participation and attendance levels, media coverage, destination marketing performance, and campaign reach |
| Improve   | KPI achievement, audits, surveys, benchmarking, and annual reviews                                         |

## Key Performance Areas

Performance will be monitored across a range of communications activities and channels, including:

| Area                                  | What We Measure                                                                                                                  |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Social Media                          | Reach, engagement and audience growth                                                                                            |
| Websites including Love Littlehampton | Usage, traffic, and content performance                                                                                          |
| Newsletters                           | Subscriber growth, open rates, and engagement                                                                                    |
| Media Coverage                        | Coverage achieved and audience reach                                                                                             |
| Participation and Engagement          | Participation, attendance and involvement in events, consultations, community activities, and other engagement opportunities     |
| Council Services and Facilities       | Awareness, usage and engagement relating to Council services, facilities, venues, and opportunities                              |
| Place Promotion                       | Campaign reach and effectiveness relating to town centre activity, destination marketing, heritage, culture, and place promotion |
| Visit Littlehampton                   | Destination marketing performance and audience growth                                                                            |
| Internal Communications               | Staff awareness, engagement, and feedback                                                                                        |
| Resident Satisfaction and Sentiment   | Satisfaction levels, audience insight, and sentiment trends                                                                      |

## Success Measures

Alongside channel and campaign performance, the Council will seek to understand whether communications are contributing to:

- Better-informed residents and stakeholders.
- Increased awareness of Council services, facilities, and opportunities.
- Greater participation in consultations, engagement activities, and community life.
- Improved accessibility and inclusion.
- Stronger engagement with priority audiences.
- Increased understanding of the Council's work and decision-making.
- More effective promotion of Littlehampton.
- Stronger partnership working and collaborative communications.
- Improved understanding of resident, stakeholder, and audience sentiment.

## Reporting and Review

Performance will be monitored throughout the year and reported through the annual Communications Audit and Report.

Where appropriate, audience insight, survey feedback, engagement data, and sentiment analysis will be used to understand how communications are perceived and to identify emerging issues and opportunities.

The Communications Action Plan will contain the detailed KPI framework, targets and performance measures used to assess delivery of this strategy. Findings from audits, surveys and performance monitoring will be used to identify opportunities for improvement and inform future communications activity.

## 11. Governance

Effective governance is essential to ensuring communications activity is coordinated, accountable and aligned with the Council's priorities. Clear roles and responsibilities support consistent delivery, effective decision-making, and ongoing monitoring of communications performance throughout the period of this strategy.

Communications risks and performance will be monitored through the Communications Action Plan, Communications Audit and Report and the Council's existing corporate governance and risk management processes.

| Role                         | Responsibility                        |
|------------------------------|---------------------------------------|
| Policy and Finance Committee | Strategic oversight and annual review |
| Chief Officer (Town Clerk)   | Corporate accountability              |

|                                              |                                                                                            |
|----------------------------------------------|--------------------------------------------------------------------------------------------|
| Head of Community Engagement and Development | Strategic leadership of communications and annual review of the Communications Action Plan |
| Communications and Civic Officer             | Day-to-day delivery and performance monitoring                                             |
| Service Managers                             | Support implementation through service areas                                               |
| Councillors                                  | Support resident and community communication                                               |

## 12. Strategic Delivery Roadmap

The Communications Strategy will be delivered progressively between 2026 and 2031. While communications activity will take place throughout the strategy period, each year has a particular focus that reflects the development and maturity of the Council's communications function.

| Year | Strategic Focus                                                                                                                                                         |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026 | <b>Foundation and Baseline</b> – Establish communications standards, performance measures, audience insight, and governance arrangements.                               |
| 2027 | <b>Embedding and Awareness</b> – Strengthen awareness of Council services, projects and opportunities while embedding communications standards across the organisation. |
| 2028 | <b>Audience Growth and Participation</b> – Increase engagement with priority audiences and expand participation in consultations, events, and community activity.       |
| 2029 | <b>Place Promotion and Partnership Working</b> – Support the visitor economy, town centre, events programme, and partnership communications.                            |
| 2030 | <b>Evaluation and Optimisation</b> – Use performance data, audience insight, and benchmarking to refine communications activity and improve effectiveness.              |
| 2031 | <b>Review and Renewal</b> – Adopt the Communications Strategy 2032 to 2037 and evaluate delivery of the 2026 to 2031 strategy period.                                   |

The detailed actions, milestones, target dates, and performance measures supporting this roadmap are set out within the Communications Action Plan.

## 13. Review

This strategy covers the period 2026 to 2031 and will be supported by an annual Communications Action Plan.

Progress will be monitored through the annual Communications Audit and Report, enabling the Council to assess performance, identify opportunities for improvement and respond to emerging priorities.

A formal review of the Communications Strategy will be undertaken in 2030 to assess its effectiveness, consider emerging opportunities and challenges, and ensure continued alignment with the Council's priorities. This review will also inform the development of the next Communications Strategy, allowing sufficient time for adoption before the end of the current strategy period.

The review will consider:

- Progress against the strategic objectives.
- Delivery of the Communications Action Plan.
- Communications performance, KPI achievement and performance data.
- Audience feedback, engagement, and sentiment.
- Changes in communications channels, technology, and best practice.
- Alignment with the Council's Business Plan and related Council strategies.

Findings from the review will inform future communications planning and the development of the successor Communications Strategy.

## **Littlehampton Town Council Communications Action Plan 2026 to 2031**

### **Purpose**

This Action Plan supports delivery of the Communications Strategy 2026 to 2031 and translates the Council's five strategic communications objectives into measurable actions, outcomes, and performance indicators.

The Action Plan aligns with the Council's Business Plan priorities of:

- Place
- People
- Provision
- Partners
- Progress

Communications activity will help raise awareness, encourage participation, promote opportunities, and support delivery across key areas of Council activity, for example the Events Strategy and Town Centre Strategy, policies and procedures and other future strategies adopted by the Council.

Progress against the Action Plan will be reported annually through the Communications Audit and Report and reviewed through the Council's governance arrangements.

## Strategic Objective 1: Inform

### Strategic Outcome

Residents, businesses, visitors, and partners can easily access accurate, timely and trusted information about Council services, facilities, decisions, and activities.

### Delivery Focus

Delivery of this objective will focus on improving access to information and helping people understand Council services, decisions, projects, and opportunities. Activity will support accessible communications, improved digital services and increased awareness of how residents can engage with and influence local decision-making.

### Actions

| Ref | Action                                                                                                                 | Lead Officer                                                                   | Target Date           | KPI                            | Success Measure                         | Business Plan Priority |
|-----|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------|--------------------------------|-----------------------------------------|------------------------|
| I1  | Complete accessibility and usability improvements across all Council websites                                          | Communications and Civic Officer and Democratic and Corporate Services Officer | Q1 2027               | Accessibility compliance score | WCAG compliance improved and maintained | Provision              |
| I2  | Improve navigation and user journeys across Town Council, Love Littlehampton, Visit Littlehampton, and Museum websites | Communications and Civic Officer                                               | Q2 2027               | Website bounce rate            | User experience metrics improve         | Provision              |
| I3  | Introduce annual website content review programme                                                                      | Communications and Civic Officer                                               | Q4 2026 then annually | % of key pages reviewed        | 100% key pages reviewed annually        | Provision              |

| Ref | Action                                                                      | Lead Officer                                        | Target Date           | KPI                             | Success Measure                           | Business Plan Priority |
|-----|-----------------------------------------------------------------------------|-----------------------------------------------------|-----------------------|---------------------------------|-------------------------------------------|------------------------|
| 14  | Increase availability of online forms, guides, and self-service information | Communications and Service Managers                 | Q4 2028               | Number of online services       | Increase from 2026 baseline               | Provision              |
| 15  | Implement enquiry response standards and monitor performance                | Communications and Civic Officer and Office Manager | Q1 2027               | Average response time           | 90% of enquiries answered within standard | Progress               |
| 16  | Maintain and optimise Google Business Profiles across Council assets        | Communications and Civic Officer and Admin Team     | Annual review each Q1 | Profile views and actions       | Annual growth achieved                    | Provision              |
| 17  | Develop crisis and emergency communications procedures                      | Town Clerk and Communications and Civic Officer     | Q2 2027               | Communications protocol adopted | Procedure implemented and tested          | Progress               |
| 18  | Maintain accessibility standards across all communications                  | Communications and Civic Officer                    | Annual review         | Accessibility audit results     | No significant accessibility issues       | Provision              |
| 19  | Improve public understanding of Council services and responsibilities       | Communications and Civic Officer                    | Ongoing               | Resident awareness survey       | Awareness improves year-on-year           | Provision              |

| Ref | Action                                                                                | Lead Officer                                                                   | Target Date | KPI                              | Success Measure                           | Business Plan Priority |
|-----|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------|----------------------------------|-------------------------------------------|------------------------|
| I10 | Improve communications around Council decisions, projects, and committee outcomes     | Communications and Civic Officer and Democratic and Corporate Services Officer | Ongoing     | Decision summaries published     | Increased awareness of Council activities | Progress               |
| I11 | Increase awareness of how residents can influence Council decisions and consultations | Communications and Civic Officer                                               | Annual      | Consultation participation rates | Increased participation year-on-year      | People                 |

## Strategic Objective 2: Align

### Strategic Outcome

Residents experience consistent, professional, and recognisable Council communications across all channels, services, and brands.

### Delivery Focus

Delivery of this objective will focus on maintaining a consistent identity, tone of voice and approach across all communications. Activity will support effective internal communications, coordinated planning and clear standards that strengthen communication across the organisation.

### Actions

| Ref | Action                                              | Lead Officer                     | Target Date | KPI                      | Success Measure                     | Business Plan Priority |
|-----|-----------------------------------------------------|----------------------------------|-------------|--------------------------|-------------------------------------|------------------------|
|     |                                                     |                                  |             |                          |                                     |                        |
| A1  | Update and embed Corporate Style and Voice Guide    | Communications and Civic Officer | Q3 2026     | Guide adopted            | Consistent communications standards | Progress               |
| A2  | Develop and implement Corporate Brand Guidelines    | Communications and Civic Officer | Q1 2027     | Guidelines approved      | Organisation-wide adoption          | Progress               |
| A3  | Develop shared communications templates and assets  | Communications and Civic Officer | Q2 2027     | Asset library completed  | Used across all departments         | Progress               |
| A4  | Deliver communications standards training for staff | Communications and Civic Officer | Q3 2027     | % relevant staff trained | 100% relevant staff trained         | Partners               |

| Ref | Action                                                                                                                                                                                             | Lead Officer                                                                      | Target Date             | KPI                                | Success Measure                        | Business Plan Priority |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------|------------------------------------|----------------------------------------|------------------------|
|     |                                                                                                                                                                                                    |                                                                                   |                         |                                    |                                        |                        |
| A5  | Establish a corporate communications planning and reporting framework, supported by monthly cross-service communications planning meetings linking service plans, campaigns, and annual reporting. | Head of Community Engagement and Development and Communications and Civic Officer | Q3 2026                 | Meetings delivered                 | monthly                                | Progress               |
| A6  | Undertake annual brand compliance reviews                                                                                                                                                          | Communications and Civic Officer                                                  | Annual Q4 Starting 2027 | Compliance score                   | 95% compliance maintained              | Progress               |
| A7  | Embed communications planning into Council projects                                                                                                                                                | Communications and Service Managers                                               | Ongoing                 | Projects with communications plans | 100% projects supported                | Partners               |
| A8  | Review and improve internal communications channels and processes                                                                                                                                  | Communications and Civic Officer and HR and Organisational Development Officer    | Q4 2027                 | Staff satisfaction score           | Improved staff communications feedback | Partners               |

| Ref | Action                                                                                                                                               | Lead Officer                                                                   | Target Date             | KPI                                | Success Measure                         | Business Plan Priority |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------|------------------------------------|-----------------------------------------|------------------------|
| A9  | Deliver regular internal communications that increase staff awareness of Council priorities, projects, achievements, and organisational developments | Communications and Civic Officer                                               | Ongoing                 | Internal communications engagement | Staff awareness improves annually       | Progress               |
| A10 | Introduce annual staff communications feedback survey                                                                                                | Communications and Civic Officer and HR and Organisational Development Officer | Annual Q3 Starting 2027 | Survey completion rate             | Improvement actions identified annually | Progress               |
| A11 | Develop and maintain annual communications planning calendar                                                                                         | Communications and Civic Officer                                               | Q1 annually             | Calendar completed                 | Coordinated communications activity     | Progress               |

## Strategic Objective 3: Engage

### Strategic Outcome

More residents participate in community life and engage with Council communications, particularly underrepresented groups.

### Delivery Focus

Delivery of this objective will focus on increasing participation, strengthening community engagement and improving communication with priority audiences. Activity will support consultations, engagement opportunities and initiatives that help more people become involved in local matters and community life.

### Actions

| Ref | Action                                                                                                                                                              | Lead Officer                     | Target Date | KPI                               | Success Measure          | Business Plan Priority |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------|-----------------------------------|--------------------------|------------------------|
| E1  | Develop audience profiles for priority audiences, including residents aged 16 to 30, new residents, digitally excluded residents, and underrepresented communities. | Communications and Civic Officer | Q4 2026     | Profiles completed                | Used to guide planning   | People                 |
| E2  | Deliver targeted communications for residents aged 16 to 30                                                                                                         | Communications and Civic Officer | Ongoing     | Engagement from 16 to 30 audience | 10% annual growth        | People                 |
| E3  | Review Welcome to Littlehampton pack for new residents                                                                                                              | Communications and Civic Officer | Q2 2027     | New pack implemented              | Welcome pack established | People                 |

| Ref | Action                                                                                                                                                             | Lead Officer                                 | Target Date | KPI                           | Success Measure                                              | Business Plan Priority |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------|-------------------------------|--------------------------------------------------------------|------------------------|
| E4  | Maintain printed and face-to-face communications for digitally excluded residents                                                                                  | Communications and Civic Officer             | Ongoing     | Distribution maintained       | Continued non-digital access                                 | People                 |
| E5  | Promote consultations through coordinated campaigns                                                                                                                | Communications and Civic Officer             | Ongoing     | Consultation participation    | Increase from 2026 baseline                                  | People                 |
| E6  | Support communications and engagement activity for participatory budgeting and other Council-led participation initiatives.                                        | Communications and Civic Officer             | From 2028   | Participation levels          | Increased public participation in decision-making activities | People                 |
| E7  | Grow newsletter audiences across all Council channels                                                                                                              | Communications and Civic Officer             | Annual      | Subscriber growth             | Minimum 10% annual growth                                    | People                 |
| E8  | Support community groups through promotional opportunities                                                                                                         | Communications and Community Engagement Team | Ongoing     | Groups promoted               | Annual increase in participation                             | People                 |
| E9  | Identify and remove barriers to communication and participation for underrepresented communities through targeted engagement and inclusive communications activity | Communications and Community Engagement Team | Ongoing     | Engagement activity delivered | Increased participation from identified audiences            | People                 |

| Ref | Action                                                              | Lead Officer                                                                   | Target Date | KPI                | Success Measure                   | Business Plan Priority |
|-----|---------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------|--------------------|-----------------------------------|------------------------|
| E10 | Increase participation in Annual Town Meeting and engagement events | Communications and Civic Officer and Democratic and Corporate Services Officer | Annual      | Attendance figures | Attendance increases year-on-year | People                 |

## Strategic Objective 4: Promote

### Strategic Outcome

Littlehampton is promoted as a vibrant place to live, work, visit and invest.

### Delivery Focus

Delivery of this objective will focus on promoting Littlehampton's attractions, events, businesses, heritage assets, community initiatives, and wider opportunities. Communications will support the visitor economy, local businesses, cultural activity, and place promotion, while also raising awareness of Council services, facilities, and opportunities. Activity will showcase the positive impact of Council and partner activity and encourage greater participation in community life.

### Visit Littlehampton

These actions support delivery of the Visit Littlehampton Brand Strategy and the promotion of Littlehampton as a visitor destination. Activity will focus on increasing awareness of the town's attractions, experiences, heritage, and tourism offer.

### Actions

| Ref | Action                                                                    | Lead Officer                     | Target Date | KPI                          | Success Measure              | Business Plan Priority |
|-----|---------------------------------------------------------------------------|----------------------------------|-------------|------------------------------|------------------------------|------------------------|
| P1  | Develop Visit Littlehampton Brand Strategy                                | Communications and Civic Officer | Q2 2027     | Delivery milestones achieved | Strategy implemented         | Place                  |
| P2  | Increase tourism and visitor content across Visit Littlehampton channels  | Communications and Civic Officer | Annual      | Website traffic              | 10% annual increase          | Place                  |
| P3  | Produce content showcasing attractions, heritage, and visitor experiences | Communications and Civic Officer | Ongoing     | Features published           | Minimum 24 features annually | Place                  |

| Ref | Action                                           | Lead Officer                     | Target Date | KPI                  | Success Measure              | Business Plan Priority |
|-----|--------------------------------------------------|----------------------------------|-------------|----------------------|------------------------------|------------------------|
| P4  | Strengthen tourism and destination partnerships  | Communications and Civic Officer | Annual      | Active partnerships  | Minimum five active partners | Partners               |
| P5  | Review destination marketing performance         | Communications and Civic Officer | Annual      | Reach and engagement | Annual growth achieved       | Progress               |
| P6  | Complete full Visit Littlehampton website review | Communications and Civic Officer | Q4 2030     | Review completed     | Recommendations adopted      | Progress               |

## Events Communications

These actions support delivery of the Event Strategy and the promotion of the Council's events programme. Activity will focus on increasing attendance, improving audience engagement and maximising the impact of events through coordinated communications.

### Actions

| Ref | Action                                                           | Lead Officer                                      | Target Date      | KPI                             | Success Measure                        | Business Plan Priority |
|-----|------------------------------------------------------------------|---------------------------------------------------|------------------|---------------------------------|----------------------------------------|------------------------|
| P7  | Develop annual communications plans for core events programme    | Communications and Civic Officer / Events Manager | January annually | Plans completed                 | Plans in place for all flagship events | Place                  |
| P8  | Ensure all event branding aligns with Corporate Brand Guidelines | Communications and Civic Officer / Events Manager | Ongoing          | Brand compliance score          | Consistent event branding              | Progress               |
| P9  | Increase event audience data collection and evaluation           | Events Manager                                    | Q4 2027          | Events evaluated                | 100% flagship events evaluated         | Progress               |
| P10 | Increase local, regional and specialist media coverage           | Communications and Civic Officer                  | Annual           | Media coverage secured          | Coverage increases year-on-year        | Place                  |
| P11 | Develop storytelling and legacy content around major events      | Communications and Civic Officer                  | Ongoing          | Stories produced                | Content for all flagship events        | Place                  |
| P12 | Use events to engage priority audiences                          | Communications and Events Team                    | Annual           | Priority audience participation | Increased participation levels         | People                 |

## Town Centre Communications

These actions support delivery of the Town Centre Strategy and related regeneration, business, and place-marketing activity. Communications will help raise awareness of investment, opportunities, businesses, and initiatives that contribute to the vitality of the town centre.

### Actions

| Ref | Action                                                                                                                                                                  | Lead Officer                          | Target Date | KPI                                                | Success Measure                                             | Business Plan Priority |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------|----------------------------------------------------|-------------------------------------------------------------|------------------------|
| P13 | Support communications delivery of the Town Centre Strategy                                                                                                             | Project Officer: Town Centre Strategy | Ongoing     | Projects supported                                 | All projects supported                                      | Place                  |
| P14 | Promote independent businesses and town centre activity                                                                                                                 | Project Officer: Town Centre Strategy | Ongoing     | Business features published                        | Minimum 12 annually                                         | Place                  |
| P15 | Develop and promote business listing guidelines to encourage town centre businesses and organisations to create and maintain listings on the Love Littlehampton website | Communications and Civic Officer      | Q2 2027     | Guidelines published and number of active listings | Increase in business and organisation listings year-on-year | Place                  |
| P16 | Deliver seasonal place-marketing campaigns                                                                                                                              | Project Officer: Town Centre Strategy | Quarterly   | Campaigns delivered                                | Four campaigns annually                                     | Place                  |

| Ref | Action                                                           | Lead Officer                             | Target Date | KPI                 | Success Measure                | Business Plan Priority |
|-----|------------------------------------------------------------------|------------------------------------------|-------------|---------------------|--------------------------------|------------------------|
| P17 | Promote regeneration and investment initiatives                  | Project Officer:<br>Town Centre Strategy | Ongoing     | Reach achieved      | Awareness increases annually   | Place                  |
| P18 | Support collaborative campaigns with businesses and stakeholders | Project Officer:<br>Town Centre Strategy | Ongoing     | Campaigns delivered | Minimum two campaigns annually | Partners               |

## Partnership Communications

These actions support collaborative communications with businesses, community organisations, cultural organisations, tourism partners, and other stakeholders. Activity will encourage information sharing, partnership working and coordinated communications campaigns.

### Actions

| Ref | Action                                                                                     | Lead Officer                     | Target Date | KPI                   | Success Measure                  | Business Plan Priority |
|-----|--------------------------------------------------------------------------------------------|----------------------------------|-------------|-----------------------|----------------------------------|------------------------|
| P18 | Develop stakeholder communications network                                                 | Communications and Civic Officer | Q4 2027     | Network established   | Network operational              | Partners               |
| P19 | Increase partner-generated content                                                         | Communications and Civic Officer | Ongoing     | Content contributions | Annual increase achieved         | Partners               |
| P20 | Deliver collaborative communications campaigns                                             | Communications and Civic Officer | Annual      | Campaigns delivered   | Minimum three campaigns annually | Partners               |
| P21 | Strengthen communications relationships with tourism, cultural and community organisations | Communications and Civic Officer | Ongoing     | Active partnerships   | Annual growth achieved           | Partners               |

## Community Storytelling and Civic Pride

These actions support delivery of the Council's community storytelling and civic pride initiatives. Communications will help celebrate local achievements, recognise community contributions, and showcase positive activity taking place across Littlehampton.

### Actions

| Ref | Action                                                   | Lead Officer                     | Target Date | KPI                       | Success Measure                       | Business Plan Priority |
|-----|----------------------------------------------------------|----------------------------------|-------------|---------------------------|---------------------------------------|------------------------|
| P22 | Celebrate local success stories through Council channels | Communications and Civic Officer | Ongoing     | Stories published         | Aim for minimum one feature per month | Place                  |
| P23 | Promote volunteers and community achievements            | Communications and Civic Officer | Ongoing     | Engagement achieved       | Annual increase in reach              | People                 |
| P24 | Support initiatives that strengthen civic pride          | Communications and Civic Officer | Ongoing     | Campaign activity         | Positive engagement outcomes          | Place                  |
| P25 | Showcase the impact of Council projects                  | Communications and Civic Officer | Ongoing     | Project stories published | Increased awareness of Council impact | Progress               |

## Museum Communications

These actions support promotion of Littlehampton Museum, its collections, exhibitions, and heritage activities. Communications will help increase awareness of local history and encourage greater engagement with the Museum's programmes and events.

### Actions

| Ref | Action                                                    | Lead Officer                      | Target Date | KPI                         | Success Measure               | Business Plan Priority |
|-----|-----------------------------------------------------------|-----------------------------------|-------------|-----------------------------|-------------------------------|------------------------|
| P26 | Support promotion of exhibitions and events               | Communications and Museum Curator | Ongoing     | Attendance figures          | Attendance growth             | Place                  |
| P27 | Increase awareness of museum collections and activities   | Communications and Museum Curator | Annual      | Reach and engagement        | Annual audience growth        | Place                  |
| P28 | Use museum content to support local heritage storytelling | Communications and Museum Curator | Ongoing     | Heritage features published | Minimum one feature per month | Place                  |

### Council Venues Communications

These actions support delivery of the Community Centre Action Plan and the promotion of Council-managed venues and activities. Communications will help increase awareness, usage and community participation across the Council's venues and facilities.

#### Actions

| Ref | Action                                                                                                                                | Lead Officer                                        | Target Date | KPI                               | Success Measure                                                     | Business Plan Priority |
|-----|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------|-----------------------------------|---------------------------------------------------------------------|------------------------|
| P29 | Support delivery of the Community Centre Action Plan through coordinated communications, marketing, and audience development activity | Communications and Civic Officer and Office Manager | Ongoing     | Communications activity delivered | Venue communications integrated into annual communications planning | Provision              |

### Council Services, Facilities and Opportunities

These actions support awareness and use of Council services, facilities, assets, and opportunities. Communications activity will help residents and stakeholders understand what the Council provides and how they can access services, activities, and support.

#### Actions

| Ref | Action                                                                                                                        | Lead Officer                     | Target Date | KPI                                           | Success Measure                                                     | Business Plan Priority |
|-----|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------|-----------------------------------------------|---------------------------------------------------------------------|------------------------|
| P30 | Increase promotion of Council services, facilities, and opportunities through coordinated campaigns                           | Communications and Civic Officer | Ongoing     | Campaign reach                                | Increased awareness of Council services, facilities, and venues     | Provision              |
| P31 | Support the promotion of Council sponsorship opportunities and sponsorship programmes across relevant communications channels | Communications and Civic Officer | Ongoing     | Sponsorship enquiries and sponsorship secured | Increase in sponsorship support and income over the strategy period | Partners               |

## Strategic Objective 5: Improve

### Strategic Outcome

#### Communications activity is regularly measured, evaluated, and improved. Delivery Focus

Delivery of this objective will focus on evidence and continuous improvement. Activity will use data, insight, feedback and benchmarking to assess effectiveness, identify opportunities, and ensure communications resources are used strategically and efficiently.

#### Actions

| Ref | Action                                         | Lead Officer                     | Target Date           | KPI                                           | Success Measure                                       | Business Plan Priority |
|-----|------------------------------------------------|----------------------------------|-----------------------|-----------------------------------------------|-------------------------------------------------------|------------------------|
| IM1 | Establish Communications KPI Framework         | Communications and Civic Officer | Q4 2026               | Framework adopted                             | KPI reporting operational                             | Progress               |
| IM2 | Conduct Annual Communications Audit            | Communications and Civic Officer | Q4 annually           | Audit completed                               | Audit presented annually                              | Progress               |
| IM3 | Produce Annual Communications Audit and Report | Communications and Civic Officer | Q1 annually           | Report submitted                              | Presented through Council governance arrangements     | Progress               |
| IM4 | Conduct annual resident communications survey  | Communications and Civic Officer | Q3 annually           | Survey response rate and sentiment indicators | Target participation achieved and sentiment monitored | People                 |
| IM5 | Benchmark against comparable councils          | Communications and Civic Officer | Q4 2029 then annually | Benchmark completed                           | Recommendations identified                            | Progress               |

| Ref  | Action                                                                                          | Lead Officer                                 | Target Date | KPI                           | Success Measure                       | Business Plan Priority |
|------|-------------------------------------------------------------------------------------------------|----------------------------------------------|-------------|-------------------------------|---------------------------------------|------------------------|
| IM6  | Review Communications Risk Register annually                                                    | Communications and Civic Officer             | Annual      | Risk review completed         | Risks actively managed                | Progress               |
| IM7  | Implement improvements arising from audits and surveys                                          | Communications and Civic Officer             | Ongoing     | Improvement actions completed | Actions delivered annually            | Progress               |
| IM8  | Review Communications Strategy and develop successor strategy framework                         | Head of Community Engagement and Development | Q4 2030     | Review completed              | Successor strategy framework prepared | Progress               |
| IM9  | Review communications capacity, resources, and delivery priorities annually                     | Head of Community Engagement and Development | Annual      | Review completed              | Resources aligned to priorities       | Progress               |
| IM10 | Review delivery of the Communications Action Plan annually and update priorities where required | Head of Community Engagement and Development | Annual      | Review completed              | Updated Action Plan approved annually | Progress               |

### Strategic Delivery Roadmap

| Year | Strategic Focus                                                                                                                                                  |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2026 | Foundation and Baseline – Establish communications standards, performance measures, audience insight, and governance arrangements.                               |
| 2027 | Embedding and Awareness – Strengthen awareness of Council services, projects and opportunities while embedding communications standards across the organisation. |
| 2028 | Audience Growth and Participation – Increase engagement with priority audiences and expand participation in consultations, events, and community activity.       |
| 2029 | Place Promotion and Partnership Working – Support the visitor economy, town centre, events programme, and partnership communications.                            |
| 2030 | Evaluation and Optimisation – Use performance data, audience insight, and benchmarking to refine communications activity and improve effectiveness.              |
| 2031 | Review and Renewal – Adopt the Communications Strategy 2032 to 2037 and evaluate delivery of the 2026 to 2031 strategy period.                                   |

**Success by the End of the Strategy Period**

By 2031, the Council aims to achieve:

- Increased awareness of Council services, facilities, venues, and opportunities.
- Improved accessibility and usability of Council communications.
- Growth in digital audiences across websites, newsletters, and communications channels.
- Stronger engagement with priority audiences
- Increased participation in consultations, engagement activities, events, democratic services, and increased use of council venues.
- Greater visibility of Littlehampton's attractions, events, heritage assets, and visitor economy.
- Stronger collaborative communications with businesses, community groups, and partner organisations.
- A consistent and recognisable Council identity across all communications.
- Improved resident satisfaction and understanding of audience sentiment.
- Increased staff and councillor awareness of Council priorities, projects, and achievements.
- A robust performance management framework that demonstrates impact and supports continuous improvement.

### Annual Reporting Framework

Progress will be reported annually through the Communications Audit and Report under the Council's five strategic communications objectives.

| Strategic Objective | Annual Reporting Focus                                                                                                                                                                           |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Inform</b>       | Website performance, accessibility, information provision, awareness of Council services and activities, enquiry performance, social media, and newsletters.                                     |
| <b>Align</b>        | Brand compliance, communications planning, internal communications, staff awareness, and consistency of communications activity.                                                                 |
| <b>Engage</b>       | Audience growth, consultation participation, community engagement activity, participation in Council activities and engagement with priority audiences.                                          |
| <b>Promote</b>      | Place promotion, Visit Littlehampton performance, media coverage, campaign effectiveness, participation and attendance levels, and awareness of Council services, facilities, and opportunities. |
| <b>Improve</b>      | KPI performance, resident satisfaction and sentiment, communications audits, benchmarking activity, and improvement actions.                                                                     |

### Annual Reporting Requirements

| Report Element                             | Purpose                                                  |
|--------------------------------------------|----------------------------------------------------------|
| <b>Communications Action Plan Progress</b> | Monitor delivery of agreed actions and milestones.       |
| <b>KPI Dashboard</b>                       | Measure performance against agreed targets.              |
| <b>Resident and Audience Insight</b>       | Understand feedback, engagement, and sentiment.          |
| <b>Improvement Actions</b>                 | Track actions arising from audits, surveys, and reviews. |
| <b>Forward Priorities</b>                  | Identify priorities for the next reporting period.       |

This strengthens the reporting framework and aligns with the Strategy.

### Accountability Framework

**Business Plan Priorities → Strategic Objectives → Communications Action Plan → Communications Audit and Report**

# **Littlehampton Town Council**

## **Non-Confidential**

### **Committee: Policy and Finance**

**Date:** 21 September 2026

**Report by:** Town Clerk

**Subject:** Town Centre Strategy and Action Plan Update

#### **1. Summary**

- 1.1. The report provides an update on work being undertaken as part of the Town Centre Strategy and an update on the Signage Strategy.

#### **2. Recommendations**

- 2.1. The Committee is recommended to note the report.

#### **3. Background**

- 3.1. The Town Centre Strategy was adopted by Littlehampton Town Council (LTC) in October 2022 and endorsed by Arun District Council's Economy Committee on 5 October 2023. More details can be found on the Town Council's website [www.littlehampton-tc.gov.uk/town-centre-action-group](http://www.littlehampton-tc.gov.uk/town-centre-action-group).
- 3.2. The next Town Centre Action Group (TCAG) meeting is being held on 29 September with updates from that meeting due for inclusion in a future committee report. Officers have progressed several areas of work which are listed below.

#### **4. Work completed to date:**

- Summer bunting was installed in the High Street
- Four High Street Events were successfully delivered
- TCAG newsletters have been delivered to businesses
- A Littlehampton Business Forum (LBF) Business Welcome Pack has been developed by the Town Council and was printed for distribution to new businesses – it is also available for download on the Love Littlehampton website
- Christmas Illuminations scheme for 2026 has been confirmed

- The Signage Strategy has been reviewed and updated (section 5 and appendix 1 refers)
- Leaflets promoting Visit and Love Littlehampton websites have been delivered to businesses
- An extensive online business survey has been created to gather feedback from businesses covering initiatives, safety and crime, support, challenges, training and events
- Event support funding was approved for three town centre-based events: Easter Activities in the Arcade, the upcoming Book Festival in October and Meet the Maker events organised by the LBF commencing in Autumn and continuing into next year
- LTC met with a specialist market operator to discuss the feasibility of specialist markets for 2027
- LTC facilitated an emergency multi-agency meeting with key stakeholders and the LBF to coordinate a collective response to anti-social behaviour and its impact on the town centre.

## **5. Work being undertaken:**

- LTC to investigate if proposals for town centre activities such as specialist markets from recent meetings are feasible. These will form part of a future report.
- Local knitting groups will be producing installations for Christmas displays
- Pre and post High Street event surveys have been delivered to businesses, analysis to follow at a later date
- Arun District Council (ADC) have a lighting design solution to connect St Martin's Car Park alley with the High Street and are looking into funding
- ADC are creating an anonymous business monitoring survey which will give an overview on how businesses are performing in various areas and sectors in town. This data will be useful to understand the impact interventions have on the economy.
- Ongoing support to the LBF to facilitate their action plan – activities include increasing business uptake for both Visit and Love Littlehampton websites, event planning, workshops and marketing support.

- Undertaking a review of the work undertaken as part of the UK Shared Prosperity Fund project to establish a Business Forum. The review will assess the work of the TCAG with the LBF.

## **6. Signage Strategy Update**

- 6.1. The signage strategy was adopted in 2025 in response to objectives within the Town Centre Strategy to improve signage and gateways to the town and strengthen connectivity between the town centre, seafront and riverside.
- 6.2. Officers progressed the work by undertaking an audit of existing signage creating an inventory of signs, locations and ownership. The audit identified opportunities for signs to be removed, replaced, adapted or repurposed.
- 6.3. Officers recently reviewed the strategy to establish what had been achieved and what was still outstanding. The strategy covers all forms of public signage including wayfinding, directional, visitor information, gateway, car park and public notice signage and covers the area of the seafront, riverside and town centre.
- 6.4. Since the strategy was adopted, a significant number of actions have been completed, including the successful Wayfinding Project a partnership between Artswork, Arun District Council and Littlehampton Town Council.
- 6.5. Further signage improvements are currently being progressed in partnership with Arun District Council and West Sussex County Council. The possibility of an electric sign on the seafront to promote the town centre and events was investigated; however, this was ultimately considered unviable due to cost and environmental factors. The remaining work will focus on delivering outstanding audit recommendations, including the replacement, removal or repurposing of existing signage, and identifying opportunities for further wayfinding and connectivity improvements between the seafront, riverside and town centre. Appendix 1 shows the progress made and the outstanding work.

## **7. Financial Implications**

- 7.1. The cost of the bunting was £900 which was met from the Town Centre Initiatives Budget.

Laura Chrysostomou

**Town Clerk**

| Ref                              | Sign description                                                          | Owner  | Comments 2025                                                      | Actions                                       | September 2026                                         |
|----------------------------------|---------------------------------------------------------------------------|--------|--------------------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------|
| <b>Work Completed Since 2025</b> |                                                                           |        |                                                                    |                                               |                                                        |
| 141                              | Parking sign on war memorial roundabout                                   | ADC    |                                                                    | Needs replacing, quite worn away              | Replaced by ADC                                        |
| 57                               | St Martin's Car Park - Blue sign about safe parking                       | ADC    | Worn and faded - needs replacing                                   | Sussex police replace                         | This has been removed as logo already on tariff boards |
| 116<br>116.1                     | Tourism sign and nearest alternative parking                              | ADC    |                                                                    | Good condition, reported as obscured by tree. | Tree has been cut back                                 |
| 98                               | On Arundel Road near junction with Franciscan Way - B2187 sign            | WSCC   | Readable but starting to fade and half hidden by bushes            |                                               | No action needed                                       |
| 62                               | Small Anchor Springs notice board                                         | LTC    | Looks worn and might need repainting                               | LTC repaint                                   | Noticeboards have been removed                         |
| 159                              | Parking sign outside Manor House                                          | ADC    | Sign added to list in June 26                                      | Very worn, needs replacing                    | ADC have replaced sign                                 |
| 3                                | The junction of Bridge Road and Terminus Road sign                        | ADC    | Readable but slightly worn/dirty                                   | ADC clean                                     | Good condition                                         |
| 4                                | Junction of River, Wharf and Terminus Roads- River road & wharf road sign | ADC    | Needs cleaning                                                     | ADC clean                                     | Good condition                                         |
| 5                                | Corner of Purbeck Place and Terminus Road -Purbeck place road sign        | ADC    | Needs cleaning                                                     | ADC clean                                     | Good condition                                         |
| 6                                | Terminus Road near Railway Station car park                               | Unsure | Unreadable, needs replacing. Not sure what the sign is meant to be |                                               | Reported by ADC to Cleansing for update/removal        |
| 8                                | Albert Road sign at the junction with Terminus Road                       | ADC    | Dirty and graffiti                                                 | ADC clean                                     | Good condition                                         |

| Ref                              | Sign description                                                                                                                  | Owner | Comments 2025                                                                                                                     | Actions                      | September 2026                 |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|
| <b>Work Completed Since 2025</b> |                                                                                                                                   |       |                                                                                                                                   |                              |                                |
| 10                               | Arundel Road sign opposite roundabout                                                                                             | ADC   | Dirty and sticker                                                                                                                 | ADC clean                    | Good condition                 |
| 12                               | Arundel Road sign junction with Franciscan Way                                                                                    | ADC   | Good Condition but has sticker on                                                                                                 | ADC clean                    | Good condition                 |
| 15                               | Franciscan Way opposite Duke Street - Shop mobility directional sign                                                              | ADC   | Good condition - slightly faded. Shop mobility has moved location                                                                 | ADC replace                  | Sign moved to correct position |
| 16                               | Duke Street sign near Franciscan Way                                                                                              | ADC   | Good Condition - could clean                                                                                                      | ADC clean                    | Good condition                 |
| 17                               | Avon Road sign near Duke Street<br>40 Avon Road sign<br>40.1Avon Road sign                                                        | ADC   | Good Condition - could clean                                                                                                      | ADC clean                    | Good condition                 |
| 18                               | St Martin's Lane road sign                                                                                                        | ADC   | A few stickers but still readable                                                                                                 | ADC clean                    | Good condition                 |
| 21                               | Junction High Street, Surrey Street -<br>92, 92.1,92.2 : Informational monolith in the high street with Map and directions        | ADC   | Some graffiti on the sides and top. Some of the board is coming off at the bottom but everything is still readable but looks worn | ADC clean                    | Good condition                 |
| 24                               | Junction High Street, Duke Street -<br>96 Blue Anchor spring shopping parade sign<br>96.1 Blue Anchor spring shopping parade sign | ADC   | Good Condition but pointing the wrong way                                                                                         | ADC move to correct position | Sign moved to correct position |

| Ref                              | Sign description                                                                  | Owner | Comments 2025                                         | Actions     | September 2026  |
|----------------------------------|-----------------------------------------------------------------------------------|-------|-------------------------------------------------------|-------------|-----------------|
| <b>Work Completed Since 2025</b> |                                                                                   |       |                                                       |             |                 |
| 26                               | Duke Street                                                                       | ADC   | Historic but dirty                                    | ADC clean   | Good condition  |
| 28                               | Duke Street and st Martins road street sign                                       | ADC   | A bit dirty                                           | ADC clean   | Good condition  |
| 31                               | Entrance of Duke Street - Duke street sign                                        | ADC   | Needs cleaning- Historic sign                         | ADC clean   | Good condition  |
| 32                               | St Martins Road near car park - Disabled badge sign                               | ADC   | Readable but looks worn                               | ADC clean   | Good condition  |
| 33                               | Corner of Duke Street opposite Charity shops - Shoppers directional parking sign  | ADC   | Good Condition                                        |             | Good condition  |
| 34                               | Duke Street near pedestrian area - Height restrictions signs                      | ADC   | Height sign is in good condition, access sign is worn |             | Good condition  |
| 35                               | Duke street, pedestrian zone 53 Pedestrian zone sign<br>53.1 Pedestrian zone ends | ADC   | Good condition                                        |             | Good condition  |
| 36                               | Anchor Springs carpark - Exit: paid and displayed your ticket sign                | ADC   | Sign hanging to the side                              | ADC replace | Replaced by ADC |
| 37                               | Anchor Springs car park- Anchor Springs entrance sign                             | ADC   | Good Condition                                        |             | Good condition  |

| Ref                              | Sign description                                                                                                                                                                       | Owner | Comments 2025                           | Actions   | September 2026 |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------------------------------------|-----------|----------------|
| <b>Work Completed Since 2025</b> |                                                                                                                                                                                        |       |                                         |           |                |
| 38                               | 59 Car park display sign - Looks worn<br>59.1 Disc parking information - Clean<br>59.2 Disabled badge holder sign - Needs cleaning<br>59.3 Disabled badge holder sign - Needs cleaning | ADC   | 4 signs in this carpark                 | ADC clean | Good condition |
| 39                               | 60 St Martins car park, disabled spaces<br>60.1 St Martins car park, disabled spaces                                                                                                   | ADC   | Could be cleaned                        | ADC clean | Good condition |
| 42                               | St Martin's car park - Yellow Pay here sign                                                                                                                                            | ADC   | Good condition but top is slightly bent | ADC clean | Good condition |
| 43                               | St Martin's Car Park -<br>64 Disc sign info<br>64.1 Have you paid & Displayed your ticket sign<br>64.2 Slow down belt up sign<br>64.3 Have you paid sign                               | ADC   | Good Condition                          |           | Good condition |

| Ref                              | Sign description                                                                                                                                                                      | Owner | Comments 2025                                             | Actions     | September 2026  |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------------------------------------------------------|-------------|-----------------|
| <b>Work Completed Since 2025</b> |                                                                                                                                                                                       |       |                                                           |             |                 |
| 44                               | St Martin's Car Park -<br>67 seasonal opening times<br>67.1 Assistance sign for toilets<br>67.2 seasonal opening times<br>67.3 Assistance sign for toilets<br>67.4 pay & display sign | ADC   | All in Good Condition                                     |             | Good condition  |
| 45                               | St Martin's Car Park toilets -<br>No smoking sign                                                                                                                                     | ADC   | Needs replacing - Sign is completely white and unreadable | ADC replace | Replaced by ADC |
| 46                               | St Martin's Car Park -<br>69 Disabled badge sign<br>69.1 Disabled badge sign<br>69.2 Disabled badge sign                                                                              | ADC   | Slightly dirty                                            | ADC clean   | Good condition  |
| 47                               | St Martin's Car Park -<br>Disabled badge sign                                                                                                                                         | ADC   | Some scratching on the sign                               | ADC clean   | Good condition  |
| 48                               | St Martin's Car Park                                                                                                                                                                  | ADC   | Sign is missing                                           | ADC replace | Replaced by ADC |
| 49                               | St Martin's Car Park - Have you paid sign                                                                                                                                             | ADC   | Faded sign but still readable                             | ADC replace | Replaced by ADC |
| 50                               | St Martin's Car Park - Pay meter sign                                                                                                                                                 | ADC   | Bush is covering sign but is in a good condition          | ADC clean   | Good condition  |

| Ref                              | Sign description                                                               | Owner | Comments 2025                                                                        | Actions                               | September 2026          |
|----------------------------------|--------------------------------------------------------------------------------|-------|--------------------------------------------------------------------------------------|---------------------------------------|-------------------------|
| <b>Work Completed Since 2025</b> |                                                                                |       |                                                                                      |                                       |                         |
| 51                               | St Martin's Car Park -<br>74 No entry - faded<br>74.1 No entry - faded         | ADC   | Readable but sign looks worn and paint is starting to come off - Both Need replacing | ADC replace                           | Replaced by ADC         |
| 52                               | St Martin's Road-<br>76 No Entry sign<br>76.1 No Entry sign                    | ADC   | Good Condition                                                                       |                                       | Good condition          |
| 53                               | St Martin's Car Park - Disc scheme sign                                        | ADC   | Good Condition                                                                       |                                       | Good condition          |
| 54                               | St Martin's Car Park - Have you displayed your DISC sign                       | ADC   | Needs cleaning                                                                       | ADC clean                             | Good condition          |
| 55                               | St Martin's Car Park- Lorry signs                                              | ADC   | Sign looks worn                                                                      | ADC replace                           | Replaced by ADC         |
| 56                               | St Martin's Car Park                                                           | ADC   | Needs replacing - Sign is completely white and unreadable - Think its Sussex police  | Speak to ADC ASB team about replacing | Removed by ADC          |
| 70                               | Terminus Road near Steam Packet - South coast cycle route                      | WSCC  | Needs cleaning, hard to read                                                         | ADC clean                             | Good condition, cleaned |
| 75                               | Franciscan way approaching Arundel road - Bognor and Arundel directional signs | WSCC  | Needs cleaning                                                                       | WSCC clean                            | Good condition, cleaned |

| Ref                              | Sign description                                                                        | Owner | Comments 2025                                 | Actions                                                                   | September 2026            |
|----------------------------------|-----------------------------------------------------------------------------------------|-------|-----------------------------------------------|---------------------------------------------------------------------------|---------------------------|
| <b>Work Completed Since 2025</b> |                                                                                         |       |                                               |                                                                           |                           |
| 79                               | Corner of Duke Street and Franciscan Way - Cycle direction sign                         | WSCC  | needs cleaning, sticker on sign               | ADC clean                                                                 | Good condition, cleaned   |
| 82                               | Avon Road, East Street end, North side - No entry sign                                  | WSCC  | Readable but worn                             |                                                                           | Good condition            |
| 84                               | Anchor Springs, junction East Street - No entry sign                                    | WSCC  | Needs cleaning                                | WSCC clean                                                                | Good condition            |
| 88                               | St Martin's Car Park- Cycle sign                                                        | WSCC  | Needs cleaning                                | WSCC clean                                                                | Good condition            |
| 93                               | Terminus Road just before the junction with Arundel Road - Town centre directional sign | WSCC  | Good condition, sticker on bottom left corner | WSCC clean                                                                | Good condition            |
| 96                               | Roundabout sign at junction of Arundel Road and Terminus Road                           | WSCC  | Dirty, needs cleaning                         | WSCC clean                                                                | Good condition            |
| 97                               | Junction of Arundel Road and Anchor Springs<br>21 No entry sign<br>21.1 No entry sign   | WSCC  | Dirty                                         | WSCC clean                                                                | Good condition            |
| 107                              | Littlehampton station sign                                                              |       | Could be renewed                              | Explore whether there is a plan for updating/replacing with national rail | Cleaned, no action needed |
| 109                              | Parking/ dead end sign on lamppost between River road and surrey street                 | WSCC  | Needs Cleaning                                | Contact WSCC about cleaning/maintenance                                   | Good condition            |

| Ref                              | Sign description                                                | Owner | Comments 2025                                                        | Actions                                      | September 2026                 |
|----------------------------------|-----------------------------------------------------------------|-------|----------------------------------------------------------------------|----------------------------------------------|--------------------------------|
| <b>Work Completed Since 2025</b> |                                                                 |       |                                                                      |                                              |                                |
| 110                              | Diversion sign between river road and surrey street             | WSCC  | Needs cleaning, if it is a diversion sign should it be removed?      | Monitor                                      | Good condition                 |
| 114                              | River road car park fingerpost                                  | ADC   |                                                                      | Being replaced in the wayfinding project     | Replaced                       |
| 115                              | River road car park fingerpost                                  | ADC   |                                                                      | Being replaced in the wayfinding project     | Replaced                       |
| 132                              | Finger post outside lidl                                        | ADC   |                                                                      | Being replaced in the wayfinding project     | Replaced                       |
| 139                              | Finger post on corner of Beach road and war memorial roundabout | ADC   |                                                                      | Being replaced in the wayfinding project     | Replaced                       |
| 142                              | Parking sign on Beach road                                      | WSCC  |                                                                      | Pole is bent and needs to be fixed           | Fixed, good condition          |
| 145                              | Manor House Carpark Alcohol restriction area                    | ADC   |                                                                      | Needs cleaning                               | Removed                        |
| 146                              | Manor House Carpark parking information sign                    | ADC   |                                                                      | Some of the signs are dated and hard to read | Replaced                       |
| 105                              | Alcohol restriction area - In Anchor springs car park           | ADC   | Review sign as ADC ASB team have updated the design                  | Contact ASB to discuss                       | Removed by ADC                 |
| 61                               | Anchor Springs Welcome to Littlehampton notice board            | LTC   | Looks worn and might need repainting. Paper notices are out of date. | LTC repaint                                  | Noticeboards have been removed |
| 58                               | 94 & 94.1 High Street - Poster board                            | ADC   | Good Condition- Could have some ADC branding on the board            |                                              | Good condition                 |

| Ref                              | Sign description                                                  | Owner | Comments 2025                   | Actions    | September 2026 |
|----------------------------------|-------------------------------------------------------------------|-------|---------------------------------|------------|----------------|
| <b>Work Completed Since 2025</b> |                                                                   |       |                                 |            |                |
| 104                              | Avon Road opposite<br>GuildCare - Arrow sign for<br>car direction | WSCC  | Good Condition - could<br>clean | WSCC clean | Good condition |

| Ref                     | Sign description                                                                                              | Owner | Comments 2025                                                                           | Actions     | September 2026                                             |
|-------------------------|---------------------------------------------------------------------------------------------------------------|-------|-----------------------------------------------------------------------------------------|-------------|------------------------------------------------------------|
| <b>To be progressed</b> |                                                                                                               |       |                                                                                         |             |                                                            |
| 2                       | Junction of Terminus Road and Bridge Road, opposite River Road - Black walking directional sign to west beach | ADC   | Unclear in which direction it points. Generally in a poor condition but still readable. | Unsure      | Reported by ADC to Economic Regen for ownership advice     |
| 19                      | Church Street sign                                                                                            | ADC   |                                                                                         | ADC clean   | Reported for cleaning - currently being assessed by ADC    |
| 23                      | St Martin's Lane road sign                                                                                    | ADC   | Rusty but still readable                                                                | ADC clean   | Reported for cleaning - currently being assessed by ADC    |
| 27                      | Clifton Road - road sign                                                                                      | ADC   | Hard to read as the sign has gone white and the road sign name doesn't stand out        | ADC replace | Reported for replacement - currently being assessed by ADC |
| 30                      | St Martins Road sign                                                                                          | ADC   | Needs cleaning , water damage                                                           | ADC replace | Reported - Due for replacement Winter 2026                 |
| 40                      | St Martins car park disabled spaces x3                                                                        | ADC   | Looks worn but still readable, signs are dirty                                          | ADC clean   | Signs are clean. Railings bent and are being replaced      |
| 41                      | St Martin's car park - Parking display sign<br>62 Parking display sign<br>62.1 Parking display sign back      | ADC   | Sticker on the back that says ' Seaside' but sign is in good condition                  | ADC clean   | Reported one sign with a bent pole                         |

| Ref                     | Sign description                                                                                      | Owner  | Comments 2025                                                                                                     | Actions                                 | September 2026                                                                                                                  |
|-------------------------|-------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>To be progressed</b> |                                                                                                       |        |                                                                                                                   |                                         |                                                                                                                                 |
| 65                      | Junction Franciscan Way East Street - Brown informational sign                                        | WSCC   | Slightly cracked - but still readable                                                                             | WSCC replace                            | Brown signs are owned by who applied for them. WSCC have a database of ownership. This is being followed up. Signs are cracked. |
| 72                      | Junction of Terminus Road and River Road near Steam Packet                                            | Unsure | Needs replacing, unsure what the sign is, completely faded                                                        |                                         | Reported to ADC and WSCC for removal                                                                                            |
| 80                      | Corner of Duke Street and Franciscan Way. West side - Cycle direction sign                            | WSCC   | Needs cleaning                                                                                                    | ADC clean                               | Reported for cleaning to WSCC Highway Rangers                                                                                   |
| 95                      | Junction of Terminus Road and Arundel Road - Roundabout sign                                          | WSCC   | Roundabout Sign is bent and has been twisted so it no longer faces the traffic. It has been defaced with stickers | WSCC move to correct position and clean | Reported for cleaning. In correct position.                                                                                     |
| 100                     | Franciscan Way near Arundel Road. North side - Town centre parking and loading areas directional sign | WSCC   | Needs cleaning                                                                                                    | WSCC clean                              | Reported for clean o Highways Rangers                                                                                           |
| 101                     | Franciscan way near Duke Street - B 2187 sign                                                         | WSCC   | Needs cleaning                                                                                                    | WSCC clean                              | Reported for clean o Highways Rangers                                                                                           |
| 108                     | Port rabies control sign on lamppost outside of train station                                         | WSCC   | Needs removing                                                                                                    | Remove                                  | Reported for removal                                                                                                            |
| 117<br>117.1            | River road parking bay Pay and display sign x2                                                        | ADC    |                                                                                                                   | Good condition                          | Reported bent sign                                                                                                              |

| Ref                     | Sign description                                              | Owner    | Comments 2025                   | Actions                                                               | September 2026                                                                                                                    |
|-------------------------|---------------------------------------------------------------|----------|---------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>To be progressed</b> |                                                               |          |                                 |                                                                       |                                                                                                                                   |
| 129                     | Signs on the corner of Surrey st and Pier road                | WSCC/ADC |                                 | Need cleaning                                                         | Brown signs are owned by who applied for them. WSCC have a database of ownership. This is being followed up. Sign needs cleaning. |
| 130                     | Public notice signs on the corner of Surrey st and Pier road  | ADC      |                                 | Might need updating as it is the old sign design. Would need cleaning | Reported for removal/replacement by ADC to ASB Team                                                                               |
| 133                     | Dog must be kept on a lead sign outside lidl                  | Unsure   |                                 | Old, needs removing                                                   | Reported for removal by ADC to Cleansing for update/removal                                                                       |
| 134                     | Dog must be kept on a lead sign outside lidl                  | ADC      |                                 | Needs cleaning                                                        | Reported for cleaning by ADC to Cleansing                                                                                         |
| 138                     | Port rabies control sign by war memorial roundabout           | ADC      |                                 | Needs removing, outdated and worn away                                | Reported for removal                                                                                                              |
| 149                     | Surrey street outside shops, opposite The George              | WSCC     | Sign added to list in June 2026 | The pole is bent and needs to be fixed                                | Reported. Ef: 635278                                                                                                              |
| 159                     | Disabled parking sign in St Martins Road                      | WSCC     | Sign added to list in June 2026 | The pole is bent and needs to be fixed                                | Reported Ref: 635277                                                                                                              |
| 91                      | Junction Franciscan Way East Street - South coast cycle route | WSCC     | Needs cleaning                  | ADC clean                                                             | Reported for cleaning.                                                                                                            |
| 59                      | Informational poster board outside the Manor House            | LTC      | Needs cleaning                  | LTC clean                                                             | LTC are looking to replace the noticeboards as part of a wider project.                                                           |

| Ref                     | Sign description                | Owner | Comments 2025                                         | Actions                          | September 2026                                                          |
|-------------------------|---------------------------------|-------|-------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------|
| <b>To be progressed</b> |                                 |       |                                                       |                                  |                                                                         |
| 60                      | Map outside the Manor House     | LTC   | Board needs cleaning and map needs updating/replacing | Replace map and clean            | LTC are looking to replace the noticeboards as part of a wider project. |
| 140                     | LTC Roundabout maintenance sign | LTC   |                                                       | Needs replacing, quite worn away | LTC are replacing                                                       |

| Ref                     | Sign description                                                                                          | Owner | Comments 2025     | Actions      | September 2026                            |
|-------------------------|-----------------------------------------------------------------------------------------------------------|-------|-------------------|--------------|-------------------------------------------|
| <b>No Action Needed</b> |                                                                                                           |       |                   |              |                                           |
| 20                      | The Old Dairy Farm road sign                                                                              | ADC   | Good Condition    |              | Good condition                            |
| 81                      | Avon Road, East Street end - No entry sign                                                                | WSCC  | Readable but worn | WSCC replace | No action needed as building work in area |
| 7                       | Terminus Place road sign                                                                                  | ADC   | Slightly worn     |              | Good condition                            |
| 9                       | Terminus Road opposite Antonia Court - Public spaces protection order                                     | ADC   | Good condition    |              | Good condition                            |
| 11                      | Arundel Road near the undertakers and terminus Road roundabout - Public spaces protection order           | ADC   | Good condition    |              | Good condition                            |
| 13                      | Franciscan Way road sign near Duke Street and Arundel Road, south side                                    | ADC   | Good Condition    |              | Good condition                            |
| 14                      | Franciscan Way road sign near Duke Street and Arundel Road, north side                                    | ADC   | Good Condition    |              | Good condition                            |
| 22                      | Junction High Street, Surrey Street - Public spaces protection order sign                                 | ADC   | Good Condition    |              | Good condition                            |
| 25                      | Junction High Street, Duke Street - Public spaces protection order                                        | ADC   | Good Condition    |              | Good condition                            |
| 29                      | Anchor Springs, junction Duke Street -<br>48 To the beach and toilets sign<br>48.1 To the railway station | ADC   | Good condition    |              | Good condition                            |

| Ref                     | Sign description                                                                                                                   | Owner                   | Comments 2025            | Actions | September 2026                   |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------|---------|----------------------------------|
| <b>No Action Needed</b> |                                                                                                                                    |                         |                          |         |                                  |
| 63                      | Temporary sign for parking restriction changes                                                                                     | Total Parking Solutions | Good Condition           |         | Good condition                   |
| 64                      | Arundel Road south side at the junction with Franciscan Way - Directional sign for worthing and town centre                        | WSCC                    | Good Condition           |         | Good condition                   |
| 66                      | Junction East Street, Anchor Springs- 20 MPH sign                                                                                  | WSCC                    | Good Condition           |         | Good condition                   |
| 67                      | Junction Church Street, The Old Dairy Farm - road side parking signs<br>89 road side parking signs<br>89.1 road side parking signs | WSCC                    | Good Condition           |         | Good condition                   |
| 68                      | Church Street - Parking sign                                                                                                       | WSCC                    | Starting to fade         |         | Good condition                   |
| 69                      | Junction High Street, Clifton Road - Cycle sign, ,<br>99 - Arcade road blue walking sign<br>99.1- Cycle sign<br>99.2- One Way sign | WSCC                    | Good Condition           |         | Good condition                   |
| 71                      | Terminus Road near Steam Packet - Climping cycle sign                                                                              | WSCC                    | Good condition           |         | Good condition, no action needed |
| 73                      | Terminus Road near Steam Packet - Rope walk sign                                                                                   | WSCC                    | Good Condition           |         | Good condition                   |
| 74                      | Terminus Place near Terminus Road - Blue Seafront walking sign                                                                     | WSCC                    | Good condition but small |         | Good condition                   |

| Ref                     | Sign description                                                                                         | Owner  | Comments 2025                                   | Actions | September 2026    |
|-------------------------|----------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------|---------|-------------------|
| <b>No Action Needed</b> |                                                                                                          |        |                                                 |         |                   |
| 76                      | Franciscan Way at the junction with Duke Street- Town centre parking and loading areas directional signs | WSCC   | Good Condition                                  |         | Good condition    |
| 77                      | Franciscan way near Duke Street - Cycle and walking lane sign                                            | WSCC   | Good Condition                                  |         | Good condition    |
| 78                      | Franciscan Way corner of Duke Street - Cycle and walking lane sign                                       | WSCC   | Sign is in good condition but post is rusting   | Unsure  | Good condition    |
| 83                      | East Street, junction of Avon Road - Roundabout directional sign                                         | WSCC   | Good condition but bush is slightly covering it | Unsure  | Good condition    |
| 85                      | Anchor Springs, junction East Street - Two way arrow directional sign                                    | WSCC   |                                                 |         | Good condition    |
| 86                      | Anchor Springs, junction East Street-Traffic management sign                                             | WSCC   | Edges are slightly worn                         |         | Good condition    |
| 87                      | St Martin's Road - Blue arrow sign                                                                       | Unsure | Looks worn but still readable                   |         | Worn but readable |

| Ref                     | Sign description                                                                                                                                                                       | Owner | Comments 2025  | Actions | September 2026 |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------|---------|----------------|
| <b>No Action Needed</b> |                                                                                                                                                                                        |       |                |         |                |
| 89                      | 82 Roundabout sign - Good condition<br>82.1 Town centre parking sign - Good condition<br>82.2 Bognor Regis and town centre sign - Good condition<br>82.3 Roundabout - Slight scraching | WSCC  | 4 signs        |         | Good condition |
| 90                      | Junction Franciscan Way East Street - Manor house Parking sign                                                                                                                         | WSCC  | Good Condition |         | Good condition |
| 92                      | Junction East Street, Church Street - Parking/directional sign                                                                                                                         | WSCC  | Good Condition |         | Good condition |
| 94                      | Junction of Terminus Road and Purbeck Place - Car & motorcycle sign                                                                                                                    | WSCC  | Good Condition |         | Good condition |
| 99                      | Arundel Road before the junction with Franciscan Way - Directional sign to Arundel and A284                                                                                            | WSCC  | Good Condition |         | Good condition |
| 102                     | Franciscan way next to pedestrian crossing - Roundabout directional sign                                                                                                               | WSCC  | Good Condition |         | Good condition |
| 103                     | Duke street opposite Avon Road - Arrow sign for car direction                                                                                                                          | WSCC  | Good Condition |         | Good condition |

| Ref                     | Sign description                                                       | Owner | Comments 2025                      | Actions        | September 2026   |
|-------------------------|------------------------------------------------------------------------|-------|------------------------------------|----------------|------------------|
| <b>No Action Needed</b> |                                                                        |       |                                    |                |                  |
| 106                     | Temporary sign/private land sign in Anchor springs car park            |       | Could be cleaned, but under a tree |                | Good condition   |
| 112                     | Terminus place closed access only between river road and surrey street | WSCC  |                                    | Monitor        | No action needed |
| 113                     | River road car park pay & display                                      | ADC   |                                    | Good condition | Good condition   |
| 118                     | Cycle route signs                                                      | ADC   |                                    | Good condition | Good condition   |
| 119                     | Surrey street car park traffic flow and alternative parking            | ADC   |                                    | Good condition | Good condition   |
| 120                     | Parking sign next to harbour lights                                    | ADC   |                                    | Good condition | Good condition   |
| 121                     | Surrey street carpark alternative parking                              | ADC   |                                    | Good condition | Good condition   |
| 122                     | Surrey street carpark Boat trailer sign                                | ADC   |                                    | Good condition | Good condition   |
| 123                     | Surrey street Parking sign                                             | ADC   |                                    | Good condition | Good condition   |
| 124                     | Surrey street carpark Have you paid sign                               | ADC   |                                    | Good condition | Good condition   |
| 125                     | Surrey street carpark pay at meter                                     | ADC   |                                    | Good condition | Good condition   |
| 126                     | Surrey street carpark height restriction                               | ADC   |                                    | Looks dated    | Good condition   |
| 127                     | Surrey street carpark payment information board                        | ADC   |                                    | Good condition | Good condition   |
| 128                     | Surrey street pay and display                                          | ADC   |                                    | Good condition | Good condition   |

| Ref                     | Sign description                              | Owner    | Comments 2025 | Actions        | September 2026 |
|-------------------------|-----------------------------------------------|----------|---------------|----------------|----------------|
| <b>No Action Needed</b> |                                               |          |               |                |                |
| 131                     | Signs on the corner of pier road and new road | WSCC/ADC |               | Good condition | Good condition |
| 135                     | Traffic light sign on new road                | WSCC     |               | Good condition | Good condition |
| 136                     | Road parking sign along new road              | WSCC     |               | Good condition | Good condition |
| 137                     | Brown tourism sign by war memorial roundabout | ADC      |               | Good condition | Good condition |
| 143                     | Billboards on Church Street                   | Global   |               | Good condition | Good condition |
| 144                     | Manor House Carpark parking disc scheme sign  | ADC      |               | Good condition | Good condition |
| 147                     | Manor House Carpark parking information sign  | ADC      |               | Good condition | Good condition |
| 148                     | Manor House Carpark motorbike parking sign    | ADC      |               | Good condition | Good condition |

## **Littlehampton Town Council**

### **Non-Confidential**

#### **Committee: Policy and Finance**

**Date:** 21 September 2026

**Report by:** Town Clerk

**Subject:** Progress Point – High Street Hub

#### **1. Summary**

- 1.1. This report provides an update on the progress towards opening a Littlehampton Town Council led Hub on the High Street. The report details updates on the statutory planning and building regulation processes, and updates on the premises.

#### **2. Recommendations**

The Committee is recommended to note the contents of the report.

#### **3. Background**

- 3.1. Progress Point remains a key strategic project for the Council that supports delivery of the Town Centre Strategy. Aiming to provide access to a range of community services, supporting community engagement and the development of community capacity, it will be a central hub where residents can access local services, advice and support.

#### **4. Premises**

- 4.1. Since reporting to this committee in July, the following work has been progressed:
  - The condition of the building for handover has been agreed with the landlord. The premises is now expected to be ready for handover in September following some delays in August due to contractor availability during the summer holiday period.
  - The lease continues to be drafted by solicitors, with negotiations being finalised.

#### **5. Planning and Building Regulations**

- 5.1. Since the last meeting on 20 July 2026 the following has been progressed in relation to the planning and building regulations applications:

- Planning and Building Regulations consultants have been appointed to progress the required applications in relation to the proposed change of use and associated works, including external shutters and alterations to the unit, ensuring compliance with relevant planning and building requirements.
- In respect to building regulations, a plan check has been undertaken by the building control consultant, with no issues being identified at this stage.
- A site visit with the Town Council's Fire and Security provider, Wakefield, was undertaken on the 4 September to clarify the smoke detection and alarm system required to support the application.
- In respect to the planning application, this was submitted to Arun District Council as the planning authority on 7 September. A decision is expected within 6 to 12 weeks' time.
- External signage is being progressed and is the subject of a separate report on this agenda.

## **6. Financial Implications**

- 6.1. Planning permission and Building Regulation costs have been confirmed and allocated. These totalled £4,294.50.
- 6.2. As part of the ongoing process to secure the lease for the property, £2,375 has been committed to cover legal costs in relation to undertaking relevant searches, such as water, drainage, environmental and land registry as well as covering stamp duty land tax.
- 6.3. Following the development of the fit out, including fixtures, fittings, security, equipment, mechanical engineering, signage, layout and design of Progress Point, projected costs have increased. Value engineering work to reduce revised design and fit out costs is ongoing with the contractor.
- 6.4. There is £210,000 committed to the project in earmarked reserves and there will be underspends in this year's budget due to delayed occupation.

Laura Chrysostomou

**Town Clerk**

## **Littlehampton Town Council**

### **Non-Confidential**

**Committee: Policy and Finance**

**Date: 21 September 2026**

**Report by: Town Clerk**

**Subject: Progress Point Branding and External Signage**

### **1. Summary**

- 1.1. The purpose of this report is to seek Committee approval for the proposed branding and external signage for Progress Point, the Town Council's new High Street Hub.

### **2. Recommendations**

The Committee is recommended to:

1. Consider and approve a preferred logo design, fascia and perpendicular signage for Progress Point with four options being presented in Appendix 1.
2. Approve the use of the branding across external signage, internal graphics, promotional materials and digital communications associated with Progress Point.
3. Otherwise note the contents of the report.

### **3. Background**

- 3.1. The new High Street Hub, known as Progress Point, will provide a welcoming and accessible community space in the heart of the town centre.
- 3.2. As the project progresses, it is important that the premises is supported by a professional and recognisable visual identity. Given its prominent location within the High Street, effective branding and signage will play a key role in ensuring the Hub is highly visible, easily identifiable and clearly connected to the Town Council.
- 3.3. The installation of external signage is subject to a license application which takes a while to process. It is crucial that the signage is agreed in order to submit an application and receive an outcome without it holding the project up.

- 3.4. The branding proposals have been developed by a professional designer and comprise a logo, colour palette, typography and associated external signage. The proposals aim to create a strong and recognisable identity for Progress Point whilst maintaining a clear connection to Littlehampton Town Council.

#### **4. Branding Proposal**

- 4.1. A professional designer has developed a number of branding concepts for Progress Point, each intended to create a recognisable identity whilst maintaining a visual connection to the Town Council. The concepts comprise a logo, typography, colour palette and associated signage applications. The options presented in Appendix 1 include:

- A jigsaw-inspired design symbolising connection, collaboration and bringing together people, services and organisations.
- A lighthouse-inspired design reflecting guidance, support and signposting to local services whilst drawing upon one of Littlehampton's most recognisable landmarks. There are two variations for the lighthouse.
- A flags-inspired design representing welcome, visibility and activity within the town centre.

- 4.2. Members may wish to give particular consideration to the lighthouse concept. As Progress Point is intended to help residents access information, services and support, the lighthouse provides a strong visual metaphor for guidance and direction. The design also reflects Littlehampton's maritime heritage and can be seen as representing both the town's lighthouse and the iconic Clock Tower, creating a distinctive identity that is rooted in the character and heritage of Littlehampton whilst remaining relevant to the purpose of the Hub.

- 4.3. The proposals also include complementary typography options and a colour palette which have informed the wider interior design of the facility. The colours are being incorporated into furniture, soft furnishings and internal finishes as part of the professional fit-out of the premises and would be used consistently across signage, graphics and future communications materials.

#### **5. Signage Proposal**

- 5.1. The proposed external signage package has been developed to maximise visibility from the High Street whilst clearly identifying Progress Point as a Town Council facility. The package comprises two principal elements.

- 5.2. Fascia Sign

- 5.3. The proposed fascia sign would be positioned above the main premises frontage and would incorporate:
- The Littlehampton Town Council logo.
  - The words Progress Point displayed using the proposed brand typography.
  - The Town's Progress shield.
- 5.4. This design creates an immediate visual connection between the Hub and the Town Council whilst establishing the independent identity of Progress Point.
- 5.5. Perpendicular Sign
- 5.6. A perpendicular projecting sign is proposed to improve visibility for pedestrians approaching from either direction along the High Street. The sign would feature:
- The Progress Point logo.
  - The words Progress Point displayed beneath the logo on a single line.
- 5.7. The simplified design will maximise visibility, legibility and recognition within the street scene whilst reinforcing the Progress Point identity.
- 6. Financial Implications**
- 6.1. The cost of designing logo concepts and final graphic is £380 which can be met from the High Street Hub budget. The cost associated with producing the signage would also be met from this budget.

Laura Chrysostomou

**Town Clerk**

**Littlehampton Town Council**

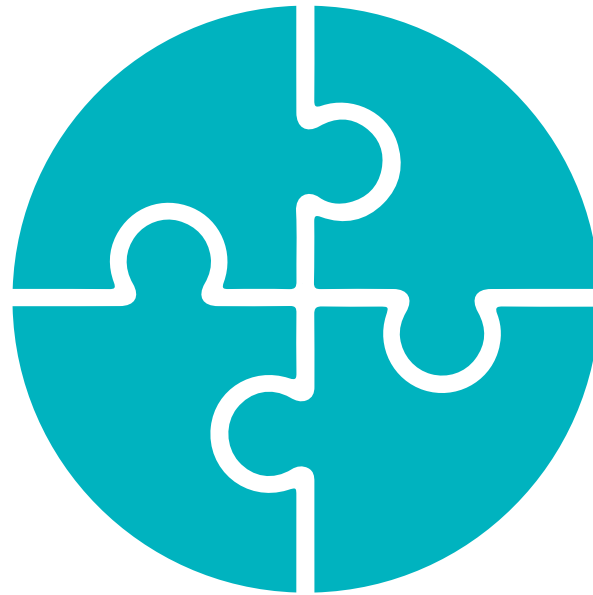
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**Progress Point**  
Logo & Signage Design Visuals

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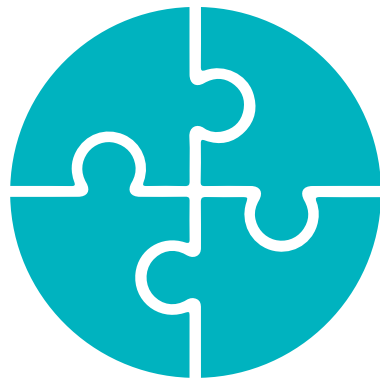
Alex Borg **Design**

Logo Option 1: **Jigsaw icon with Martel Sans font**



**Progress Point**

Logo Option 1: **Jigsaw icon with Martel Sans font**



**Progress Point**

Typography Option 1: **Martel Sans**

# Heading

Martel Sans - Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
!"#\$%&'()\*+,-./:;<=>?@ [\]^\_`{|}  
01234567890

# Text

Martel Sans - Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
!"#\$%&'()\*+,-./:;<=>?@ [\]^\_`{|}  
01234567890

Example

## Progress Point

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

## Signage Option 1

Front exterior signage



## Signage Option 1

Perpendicular wall sign



Logo Option 2: **Lighthouse icon with Sansation font**



**Progress Point**

Logo Option 2: **Lighthouse icon with Sansation font**



**Progress Point**

Typography Option 2: **Sansation**

# Heading

Sansation - Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

!"#\$%&'()\*+,-./:;<=>?@ [\]^\_`{|}

01234567890

# Text

Sansation - Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

!"#\$%&'()\*+,-./:;<=>?@ [\]^\_`{|}

01234567890

Example

## Progress Point

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

## Signage Option 2

Front exterior signage



## Signage Option 2 - Alternative Lighthouse Icon

Perpendicular wall sign



Logo Option 3: **Flags with PT Serif font**



**Progress Point**

Logo Option 3: **Flags with PT Serif font**



**Progress Point**

Typography Option 3: **PT Serif**

# Heading

PT Serif - Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

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Example

## Progress Point

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## Signage Option 3

Front exterior signage



## Signage Option 3

Perpendicular wall sign



## **Littlehampton Town Council**

### **Non-Confidential**

### **Committee: Policy and Finance**

**Date: 21 September 2026**

**Report by: Town Clerk**

**Subject: Quarterly Business Plan Progress Report**

#### **1. Summary**

Each Committee will receive updates through their respective quarterly periodic reports enabling them to monitor progress and keep the Business Plan under review. This report provides an update on progress with delivering the goals as they relate to the work of this Committee.

#### **2. Recommendations**

The Committee is recommended to note the Business Plan updates in Appendix 1.

#### **3. Background**

- 3.1. The Town Council agreed its Business Plan for the next four years at Full Council in November 2023. Following approval of the Business Plan, the objectives were integrated with the Town Council's Capital Programme where appropriate and incorporated in the Town Council's Corporate Risk Register which is reviewed annually by the Governance and Audit Committee. The Strategy and Action Plan goals are now also integrated in the staff appraisals and business workplans.
- 3.2. Business Plan consists of two elements:
  - The Strategy which sets out the Town Council's mission statement, vision, strategic priorities, values, and operational framework
  - The Action Plan which details the goals to achieve the strategy and the relating objectives with specific actions, timelines, and resource implications for achieving the goals.
- 3.3. Officers have been working alongside members to deliver the goals and objectives set out in the Action Plan. The Action Plan in Appendix 1 sets out the goals that fall within the remit of this Committee and includes quarterly

update columns to show progress throughout the year. There is also a 'status' column that uses RAG (red, amber, and green) visual reporting system to convey a high-level status of a project or task. The colours are used to indicate the following:

Red: and alert, usually denoting one or more of the following: significant overspend, significant delay, a rise in quality issues, significant resource shortage, or unsatisfied stakeholders.

Amber: A caution, meaning the project is potentially hindered by obstacles or hazards such as considerable overspends, a delay in the schedule, lack of resources.

Green: A clear indication that the project is moving along as planned on schedule, within budget, no issues with resources, quality is meeting expectations and stakeholders are satisfied.

- 3.4. The bullet points below draws out key objectives from the Action Plan for the business year 2026 to 2027 as they relate to the work of this committee that were agreed by Council at the Annual meeting on 14 May 2026.

Key objectives:

- Review Communications Strategy
- Open Progress Point, the High Street Hub
  - Secure tenancy
  - Fit out to required standards
  - Identify partner organisations and agree shared use of space
  - Recruit and train staff
- Trial and report on using ICT to support agenda and minute production
- Transfer inventory assets to new software system
- Prepare for Devolution and Local Government Reorganisation.

- 3.5. There are some areas of work where responsibility is shared with other committees.

Key areas of work relating to this Committee include opening and delivering services in Progress Point, the new High Street Hub; Development and approval of a new Communications Strategy; and Town Centre Action Group Action Plan updates. Progress with these workstreams is set out in reports elsewhere on this agenda.

#### **4. Financial Implications**

- 4.1. The budget set in January 2026 sought flexibility within the 2026 to 2027 and future budgets to deliver the Council's aspirations to improve the town and the quality of life.
- 4.2. Resources to deliver the goals and objectives are set out in the Action Plan for 2026 to 2027, and some may need to be further defined and/or reviewed.

Laura Chrysostomou

**Town Clerk**

## Business Plan Action Plan - In Progress

### Appendix 1

MC - Museum Curator  
EM - Events Manager

TCSP0 - Town Centre Strategy Project Officer  
CEM - Community Engagement Manager  
FCM - Facilities and Contracts Manager  
PSO - Project Support Officer  
OM - Office Manager

| #    | Category                                | Goals                                                      | Objectives 2026 to 2027                                                                                                         | Quarter 1 Updates                                                                                                                                                                                                                          | Quarter 2 Updates                                                                                                                                                                              | Committee | Officer | Finance                                                              | Supporting information                                                                                                                                                                                                                                                                                                                                                                                                              |
|------|-----------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4    | Communications                          | Review Communications Strategy                             | Develop a strategy that aligns with the council's ambitions and current communications standards                                | New Communications and Civic Officer has begun reviewing                                                                                                                                                                                   | Draft included as a report to September Policy and Finance                                                                                                                                     | P&F       | HCED    |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 14.1 | High Street Regeneration                | Open Progress Point the High Street Hub                    | 1. Secure tenancy                                                                                                               | Heads of Terms negotiated. To go to P&P committee for recommendation of approval by full council.<br><br>Tender process for fit out completed successfully. Design process planned for June. Fit out on track for completion by end of Q2. | Lease being negotiated and currently sits with solicitors.<br><br>Planning application has been submitted to ADC.                                                                              | P&F       | PSO     |                                                                      | The development of the hub forms a key element of the Council's wider ambition to strengthen community infrastructure and connections, improve access to services, and create a visible and approachable presence in the town centre. The hub is intended to serve as an inclusive, multi-functional space that supports community activity, partnership working, and meaningful engagement between residents and the Town Council. |
| 14.2 | High Street Regeneration                | Open Progress Point the High Street Hub                    | 2. Fit out to required standard                                                                                                 |                                                                                                                                                                                                                                            | Discussions on final design have progressed well with final design sign off expected imminently.<br><br>Fit Out now expected in Q3 due to delays to expected landlord works prior to handover. | P&F       | FCM     |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 14.3 | High Street Regeneration                | Open Progress Point the High Street Hub                    | 3. Identify partner organisations and agree shared use of space                                                                 |                                                                                                                                                                                                                                            | Local groups and service providers have been contacted for their input into how Progress Point could be used to benefit residents.                                                             | P&F       | CEM     |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 14.4 | High Street Regeneration                | Open Progress Point the High Street Hub                    | 4. Recruit and train staff                                                                                                      | Job description being created                                                                                                                                                                                                              | Job description & PS drafted                                                                                                                                                                   | P&F       | OM      |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 18.3 | Information Management                  | Digitisation                                               | 3. Trial and report on using ICT to support agenda and minute production.                                                       |                                                                                                                                                                                                                                            |                                                                                                                                                                                                | P&F       | HCSG    |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 18.5 | Information Management                  | Digitisation                                               | 5. Transfer inventory assets to new software system.                                                                            |                                                                                                                                                                                                                                            |                                                                                                                                                                                                | P&F       | HFSD    |                                                                      | Financial assets completed, inventory assets prioritised this year.                                                                                                                                                                                                                                                                                                                                                                 |
| 23   | Policy and Performance: Business Change | Prepare for Devolution and Local Government Reorganisation | TBC on confirmation of option selected by central government. Reorientate structures, policies and procedures to enable growth. |                                                                                                                                                                                                                                            |                                                                                                                                                                                                | P&F       | TC      |                                                                      | Work in collaboration with other local authorities and sector associations in relation to devolution and local government reorganisation ensuring the Town Council is positioned appropriately to respond to changes.                                                                                                                                                                                                               |
| 25.1 | Town Centre Management                  | To deliver the Town Centre Strategy and Action Plan        | 1. Ensure the Town Centre and its facilities are clean and inviting                                                             | Recent reports from Business Forum representatives to Arun District Council have highlighted some areas that need more frequent cleaning                                                                                                   | LTC and ADC Officers seeking extended pavement washing beyond peak footfall hours. Relevant issues, including blocked drains, have been reported to West Sussex Highways and Highways Rangers. | P&F       | TCSP0   | Town Centre Initiatives budget is £10,000 per year. £43,149 reserves | The Town Centre Action Group (TCAG) which comprises representatives of key stakeholders and authorities has a remit to work in partnership to deliver the objectives and goals in the Action Plan. Links to UKSPF Research outcomes.                                                                                                                                                                                                |
| 25.2 | Town Centre Management                  | To deliver the Town Centre Strategy and Action Plan        | 2. Promote culture, fitness and arts in Littlehampton                                                                           | Supported the Littlehampton Business Forum with their Arts and Crafts events by providing event management guidance and a grant from the Event Support Funding. Plans for four events on the High Street during the summer are underway.   | Pre and post high street event business surveys have been issued, responses will be analysed in due course.                                                                                    | P&F       | TCSP0   |                                                                      | Links to the Events Strategy.                                                                                                                                                                                                                                                                                                                                                                                                       |

| #    | Category               | Goals                                               | Objectives 2026 to 2027                                                                                                                                                       | Quarter 1 Updates                                                                                                                                                                           | Quarter 2 Updates                                                                                                                 | Committee | Officer | Finance | Supporting information        |
|------|------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------|---------|---------|-------------------------------|
| 25.3 | Town Centre Management | To deliver the Town Centre Strategy and Action Plan | 3. Identify opportunities to improve existing marketing efforts and work in collaboration with key partners to develop new ways to engage residents, visitors and businesses. | Discussions underway with Littlehampton Business Forum to develop a branding kit for their own events. Continuing with promoting the free listings on Visit and Love Littlehampton websites | Visit and Love Littlehampton Website listing promotion continues through business leaflet drops, newsletters and LBF ambassadors. | P&F       | TCSP0   |         |                               |
| 25.4 | Town Centre Management | To deliver the Town Centre Strategy and Action Plan | 4. Provide incentives to bring people into the town centre                                                                                                                    | Littlehampton Business Forum meeting on 26 May to discuss ideas                                                                                                                             | Initial discussions have taken place with a provider on a potential specialist market next year, with further meetings scheduled. | P&F       | TCSP0   |         | Links to the Events Strategy. |
| 25.5 | Town Centre Management | To deliver the Town Centre Strategy and Action Plan | 5. Support the businesses in the town centre and encourage new investors wanting to start a business in the town.                                                             | Arun District Council grants regularly promoted to businesses                                                                                                                               | A welcome pack has been produced for new businesses.                                                                              | P&F       | TCSP0   |         |                               |
| 25.6 | Town Centre Management | To deliver the Town Centre Strategy and Action Plan | 6. Transport and linking the Town Centre                                                                                                                                      | Exploring ideas to further encourage movement of visitors between town centre and waterfront                                                                                                | The Signage Strategy has been reviewed and updated, with actions progressed in partnership with local authorities.                | P&F       | TCSP0   |         |                               |
| 25.7 | Town Centre Management | To deliver the Town Centre Strategy and Action Plan | 7. Work with local authorities to ensure the Town Centre is a welcoming and safe place                                                                                        | Business Crime Reduction Partnership work is ongoing. Regularly promote reporting methods and encourage active reporting                                                                    | A multi-agency meeting on anti-social behaviour was held, with LBF exploring a warden-style scheme                                | P&F       | TCSP0   |         |                               |

## **Littlehampton Town Council**

### **Non-Confidential**

### **Committee: Policy and Finance**

**Date:** 21 September 2026

**Report by:** Town Clerk

**Subject:** Committee Budget Monitor

#### **1. Summary**

- 1.1. The report includes accounts for 2026 to 2027 and highlights any significant variances from budget in Income and Expenditure for the second quarter of 2026 to 2027. The figures reported on are those relating to the Policy and Finance Committee budget.
- 1.2. The areas of budget responsibility and budget codes that sit within this committee have been outlined in a table in Appendix 1. Appendix 2 is a detailed income and expenditure report for Council functions showing (from left to right) the current annual budget for 2026 to 2027, the actual year to date net spend for 2026 to 2027; any commitments to date, and the actual balance remaining.
- 1.3. Variances that have been subject to individual periodic reports are not reported on.

#### **2. Recommendations**

The committee is recommended to note the contents of the report.

#### **3. Budget Monitor 2026 to 2027**

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.

##### **3.1. Central Admin & Support Services**

- 3.1.1. Expenditure is in line with expectations.
- 3.1.2. Equipment costs are higher year to date due to items required for new employees.

### **3.2. Democratic Representation and Management**

3.2.1. Expenditure is in line with expectations.

3.2.2. Subscriptions are overspent due to a three-year payment covering 2026 to 2028 support for communication and compliance services particularly in relation to data protection. This multiyear subscription takes advantage of a significant multiyear purchase discount and includes a prepayment for year two and three.

### **3.3. Town Centre Management**

3.3.1. Expenditure is in line with expectations and budget.

### **3.4. Grants and Partnership Initiatives**

3.4.1. The Merit Awards are £61.75 overspent due to increased costs for trophies.

### **3.5. Corporate Management**

3.5.1. Expenditure is in line with expectations.

3.5.2. The Council's bank reconciliations have been checked and signed by the Chair, up to 31 July 2026 and the total balance of both current accounts was £1,481,776.83.

3.5.3. The Council received £31,853.40 interest to 31 July 2026 against an annual budget of £40,000.

### **3.6. High Street Hub**

2.6.1 Expenditure has been minimal as expected due to the delay in acquiring the premises as explained in a separate report on this agenda.

2.6.2 Any underspends will be utilised towards implementation costs.

## **4. Community Infrastructure Levy (CIL) Funding**

4.1. No CIL funding has been received from Arun District Council year to date.

4.2. Any funding will continue to be earmarked separately to ensure monitoring of payments and expenditure for reporting purposes. CIL monies must be spent within five years from the date of receipt.

Laura Chrysostomou

**Town Clerk**

The areas of budget responsibility that sit within this Committee have been outlined in the table below for ease of reference:

| <b>Cost Centre</b>                                                                                                                                                            | <b>Budget Code</b>                                        | <b>Budget description</b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------|
| 101 Central Admin and Support Services                                                                                                                                        | 7204                                                      | Postage                   |
|                                                                                                                                                                               | 7205                                                      | Telephone                 |
|                                                                                                                                                                               | 7207                                                      | Printing                  |
|                                                                                                                                                                               | 7208                                                      | Stationery                |
|                                                                                                                                                                               | 7210                                                      | Publications              |
|                                                                                                                                                                               | 7211                                                      | Furniture and equipment   |
|                                                                                                                                                                               | 7214                                                      | Equipment maintenance     |
|                                                                                                                                                                               | 7216                                                      | Internet                  |
|                                                                                                                                                                               | 7217                                                      | Equipment rental          |
|                                                                                                                                                                               | 7291                                                      | Licences                  |
|                                                                                                                                                                               | 7299                                                      | Office supplies           |
|                                                                                                                                                                               | 7305                                                      | Insurance                 |
|                                                                                                                                                                               | 7499                                                      | Other overheads           |
| 102 Democratic Representation and Management                                                                                                                                  | All budget lines except salaries.                         |                           |
| 103 Town Centre Management                                                                                                                                                    | All budget lines except salaries, memorial maintenance    |                           |
| 104 Grants and Partnership Initiatives<br>This cost centre report is not provided and instead the relevant budgets are reported on within the committee budget monitor report | 6211                                                      | Merit Awards              |
|                                                                                                                                                                               | 6213                                                      | Mayors Discretionary Fund |
| 109 Corporate Management                                                                                                                                                      | All budget lines except salaries and pension contribution |                           |

# Financial Budget Comparison

## for Central Admin and Support Services

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                                 |                                     |       | 2026/27 | Reserve | Actual Net  | Balance      |
|-------------------------------------------------|-------------------------------------|-------|---------|---------|-------------|--------------|
| <b>INCOME</b>                                   |                                     |       |         |         |             |              |
| <b>Central Admin and Support Services</b>       |                                     |       |         |         |             |              |
| 3001                                            | Precept Received                    | ##### |         | £0.00   | £864,534.55 | -£864,534.45 |
| 4000                                            | Debtor                              |       | £0.00   | £0.00   | £0.00       | £0.00        |
| 4050                                            | Photocopying                        |       | £0.00   | £0.00   | £0.00       | £0.00        |
| 4900                                            | TEST-Miscellaneous Income           |       | £0.00   | £0.00   | £0.00       | £0.00        |
| 4905                                            | Refundable Deposits-Room Hire       |       | £0.00   | £0.00   | £503.10     | £503.10      |
| 4906                                            | Recharge-Boklok                     |       | £0.00   | £0.00   | £0.00       | £0.00        |
| 4907                                            | Refundable Deposits-Allotments      |       | £0.00   | £0.00   | -£250.00    | -£250.00     |
| 4908                                            | Refundable Deposits-Equipment/Cones |       | £0.00   | £0.00   | -£400.00    | -£400.00     |
| <b>Total Central Admin and Support Services</b> |                                     |       | #####   | £0.00   | £864,387.65 | -£864,681.35 |

# Financial Budget Comparison

## for Central Admin and Support Services

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                           |                        | 2026/27    | Reserve   | Actual Net | Balance    |
|-------------------------------------------|------------------------|------------|-----------|------------|------------|
| <b>EXPENDITURE</b>                        |                        |            |           |            |            |
| <b>Central Admin and Support Services</b> |                        |            |           |            |            |
| 7100                                      | First Aid              | £800.00    | £0.00     | £263.00    | £537.00    |
| 7104                                      | Training               | £8,150.00  | £1,768.00 | £4,425.70  | £5,492.30  |
| 7105                                      | Travel and Subsistence | £2,000.00  | £0.00     | £531.15    | £1,468.85  |
| 7109                                      | Recruitment            | £3,000.00  | £0.00     | £2,795.00  | £205.00    |
| 7204                                      | Postage                | £525.00    | £0.00     | £53.80     | £471.20    |
| 7205                                      | Telephone              | £3,745.00  | £0.00     | £1,386.23  | £2,358.77  |
| 7207                                      | Printing               | £900.00    | £0.00     | £369.18    | £530.82    |
| 7208                                      | Stationery             | £2,289.00  | £0.00     | £719.76    | £1,569.24  |
| 7210                                      | Publications           | £200.00    | £0.00     | £0.00      | £200.00    |
| 7211                                      | Equipment              | £2,000.00  | £0.00     | £1,310.45  | £689.55    |
| 7214                                      | Equipment Maintenance  | £780.00    | £0.00     | £0.00      | £780.00    |
| 7216                                      | Internet               | £1,326.00  | £0.00     | £1,142.60  | £183.40    |
| 7217                                      | Equipment Rental       | £1,428.00  | £0.00     | £74.12     | £1,353.88  |
| 7291                                      | Licences               | £55.00     | £0.00     | £73.00     | -£18.00    |
| 7298                                      | IT                     | £55,520.00 | £0.00     | £26,114.26 | £29,405.74 |
| 7299                                      | Supplies               | £750.00    | £0.00     | £404.94    | £345.06    |
| 7305                                      | Insurance              | £12,730.00 | £0.00     | £0.00      | £12,730.00 |
| 7312                                      | Health and Safety      | £1,000.00  | £0.00     | £1,156.23  | -£156.23   |
| 7351                                      | Waste Disposal         | £3,705.00  | £0.00     | £1,433.69  | £2,271.31  |
| 7499                                      | Other Overheads        | £250.00    | £0.00     | £0.00      | £250.00    |

# Financial Budget Comparison

## for Central Admin and Support Services

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                                 |                        | <b>2026/27</b>       | <b>Reserve</b> | <b>Actual Net</b>  | <b>Balance</b> |
|-------------------------------------------------|------------------------|----------------------|----------------|--------------------|----------------|
| 8001                                            | Recharge out C A & S S | -£246,116.00         | £0.00          | £0.00              | -£246,116.00   |
| 8002                                            | Recharge in MH         | £52,858.00           | £0.00          | £0.00              | £52,858.00     |
| 7102101                                         | Salaries               | £92,130.00           | £0.00          | £94,924.02         | -£2,794.02     |
| <b>Total Central Admin and Support Services</b> |                        | £25.00               | £1,768.00      | £137,177.13        | -£135,384.13   |
| Total Central Admin and Suppor                  | #####                  |                      | £0.00          | £864,387.65        | -£864,681.35   |
| Total Central Admin and Suppor                  |                        | £25.00               | £1,768.00      | £137,177.13        | -£135,384.13   |
| <b>Total Net Balance</b>                        |                        | <b>£1,729,044.00</b> |                | <b>£727,210.52</b> |                |

# Financial Budget Comparison

## for Democratic Representation and Management

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                                       |                             | 2026/27 | Reserve | Actual Net | Balance |
|-------------------------------------------------------|-----------------------------|---------|---------|------------|---------|
| <b>INCOME</b>                                         |                             |         |         |            |         |
| <b>Democratic Representation and Management</b>       |                             |         |         |            |         |
| 3010                                                  | Mayors Charity-Cllr Butcher | £0.00   | £0.00   | £31.86     | £31.86  |
| 4904                                                  | Recharge-Wreath             | £0.00   | £0.00   | £0.00      | £0.00   |
| <b>Total Democratic Representation and Management</b> |                             | £0.00   | £0.00   | £31.86     | £31.86  |

# Financial Budget Comparison

## for Democratic Representation and Management

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                                 |                                      | 2026/27    | Reserve | Actual Net | Balance    |
|-------------------------------------------------|--------------------------------------|------------|---------|------------|------------|
| <b>EXPENDITURE</b>                              |                                      |            |         |            |            |
| <b>Democratic Representation and Management</b> |                                      |            |         |            |            |
| 6904                                            | Recharge-Wreath                      | £0.00      | £0.00   | £0.00      | £0.00      |
| 7113                                            | Conference Expenses - Staff          | £1,000.00  | £0.00   | £200.00    | £800.00    |
| 7203                                            | Binding                              | £500.00    | £0.00   | £0.00      | £500.00    |
| 7204                                            | Postage                              | £500.00    | £0.00   | £0.00      | £500.00    |
| 7206                                            | Advertising                          | £200.00    | £0.00   | £101.10    | £98.90     |
| 7208                                            | Stationery                           | £320.00    | £0.00   | £0.00      | £320.00    |
| 7213                                            | Subscriptions                        | £8,248.00  | £0.00   | £9,604.40  | -£1,356.40 |
| 7298                                            | Councillors IT and Licences          | £1,938.00  | £0.00   | £378.55    | £1,559.45  |
| 7404                                            | Election Expenses                    | £15,000.00 | £0.00   | £0.00      | £15,000.00 |
| 7406                                            | Mayors Allowance                     | £3,500.00  | £0.00   | £1,497.45  | £2,002.55  |
| 7408                                            | Hospitality                          | £200.00    | £0.00   | £0.00      | £200.00    |
| 7410                                            | Members Conferences & Training       | £500.00    | £0.00   | £135.00    | £365.00    |
| 7412                                            | Members Travel and Subsistence       | £200.00    | £0.00   | £0.00      | £200.00    |
| 7413                                            | Members Expenses                     | £200.00    | £0.00   | £0.00      | £200.00    |
| 7414                                            | Members Allowances (inc D Mayor)     | £10,906.00 | £0.00   | £4,440.00  | £6,466.00  |
| 7499                                            | Other Overheads                      | £900.00    | £0.00   | £517.20    | £382.80    |
| 8000                                            | Recharge in Central Support Services | £49,427.00 | £0.00   | £0.00      | £49,427.00 |
| 8002                                            | Recharge in Manor House              | £31,715.00 | £0.00   | £0.00      | £31,715.00 |

# Financial Budget Comparison

## for Democratic Representation and Management

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                                       | <b>2026/27</b>      | <b>Reserve</b> | <b>Actual Net</b>  | <b>Balance</b> |
|-------------------------------------------------------|---------------------|----------------|--------------------|----------------|
| 7102102 Salaries                                      | £163,845.00         | £0.00          | £58,094.59         | £105,750.41    |
| <b>Total Democratic Representation and Management</b> | £289,099.00         | £0.00          | £74,968.29         | £214,130.71    |
| Total Democratic Representatio                        | £0.00               | £0.00          | £31.86             | £31.86         |
| Total Democratic Representatio                        | £289,099.00         | £0.00          | £74,968.29         | £214,130.71    |
| <b>Total Net Balance</b>                              | <b>-£289,099.00</b> |                | <b>-£74,936.43</b> |                |

## Financial Budget Comparison for Town Centre Management

Comparison between 01/04/26 and 15/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                     |                                      | 2026/27             | Reserve | Actual Net         | Balance    |
|-------------------------------------|--------------------------------------|---------------------|---------|--------------------|------------|
| <b>EXPENDITURE</b>                  |                                      |                     |         |                    |            |
| <b>Town Centre Management</b>       |                                      |                     |         |                    |            |
| 6351                                | Memorial maintenance                 | £3,800.00           | £0.00   | £0.00              | £3,800.00  |
| 6361                                | Notice boards                        | £2,500.00           | £0.00   | £0.00              | £2,500.00  |
| 6366                                | Town Maintenance (incl mem,clock)    | £650.00             | £0.00   | £25.00             | £625.00    |
| 6401                                | TC Strategy Initiatives              | £10,000.00          | £0.00   | £1,654.85          | £8,345.15  |
| 6404                                | Business Crime Reduction Partnership | £12,000.00          | £0.00   | £12,000.00         | £0.00      |
| 6405                                | Marketing                            | £5,000.00           | £0.00   | £409.32            | £4,590.68  |
| 7304                                | Electricity                          | £375.00             | £0.00   | £54.19             | £320.81    |
| 8000                                | Recharge in Central Support Services | £14,139.00          | £0.00   | £0.00              | £14,139.00 |
| 8003                                | Recharge in A Team                   | £21,973.00          | £0.00   | £0.00              | £21,973.00 |
| 7102103                             | Salaries                             | £46,870.00          | £0.00   | £24,232.33         | £22,637.67 |
| <b>Total Town Centre Management</b> |                                      | £117,307.00         | £0.00   | £38,375.69         | £78,931.31 |
| Total Town Centre Management        |                                      | £0.00               | £0.00   | £0.00              | £0.00      |
| Total Town Centre Management        |                                      | £117,307.00         | £0.00   | £38,375.69         | £78,931.31 |
| <b>Total Net Balance</b>            |                                      | <b>-£117,307.00</b> |         | <b>-£38,375.69</b> |            |

# Financial Budget Comparison

## for Grants and Partnerships Initiatives

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.  
Excludes transactions with an invoice date prior to 01/04/26

|        | 2026/27 | Reserve | Actual Net | Balance |
|--------|---------|---------|------------|---------|
| INCOME |         |         |            |         |

# Financial Budget Comparison

## for Grants and Partnerships Initiatives

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                            |                                      | 2026/27    | Reserve | Actual Net | Balance    |
|--------------------------------------------|--------------------------------------|------------|---------|------------|------------|
| <b>EXPENDITURE</b>                         |                                      |            |         |            |            |
| <b>Grants and Partnerships Initiatives</b> |                                      |            |         |            |            |
| 6200                                       | Home Start Arun                      | £3,000.00  | £0.00   | £3,000.00  | £0.00      |
| 6202                                       | Citizens Advice Bureau               | £3,000.00  | £0.00   | £3,000.00  | £0.00      |
| 6203                                       | VAAC                                 | £3,000.00  | £0.00   | £3,000.00  | £0.00      |
| 6205                                       | Arun Community Transport             | £5,000.00  | £0.00   | £5,000.00  | £0.00      |
| 6207                                       | Fair Divide - Community Fridge       | £5,000.00  | £0.00   | £5,000.00  | £0.00      |
| 6209                                       | Shop Mobility                        | £3,500.00  | £0.00   | £3,500.00  | £0.00      |
| 6210                                       | General Grants                       | £25,000.00 | £0.00   | £23,832.30 | £1,167.70  |
| 6211                                       | Merit Awards                         | £140.00    | £0.00   | £201.75    | -£61.75    |
| 6212                                       | Littlehampton District Lions Club    | £500.00    | £0.00   | £500.00    | £0.00      |
| 6213                                       | Mayors Discretionary Fund            | £1,500.00  | £0.00   | £0.00      | £1,500.00  |
| 6214                                       | Littlehampton & District Food Bank   | £5,000.00  | £0.00   | £5,000.00  | £0.00      |
| 6310                                       | Freedom Freedom Out and About        | £5,000.00  | £0.00   | £0.00      | £5,000.00  |
| 6408                                       | Wick Initiatives                     | £0.00      | £0.00   | £0.00      | £0.00      |
| 6410                                       | Littlehampton Sportsfield            | £3,000.00  | £0.00   | £3,000.00  | £0.00      |
| 6412                                       | Sports Forum Awards                  | £500.00    | £0.00   | £439.63    | £60.37     |
| 6413                                       | Sports Grant Funding                 | £4,000.00  | £0.00   | £0.00      | £4,000.00  |
| 6706                                       | Arun Youth Projects                  | £60,000.00 | £0.00   | £27,500.00 | £32,500.00 |
| 8000                                       | Recharge in Central Support Services | £2,852.00  | £0.00   | £0.00      | £2,852.00  |
| 7102104                                    | Salaries                             | £18,540.00 | £0.00   | £2,974.47  | £15,565.53 |

# Financial Budget Comparison

## for Grants and Partnerships Initiatives

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                                  | <b>2026/27</b>      | <b>Reserve</b> | <b>Actual Net</b>  | <b>Balance</b> |
|--------------------------------------------------|---------------------|----------------|--------------------|----------------|
| <b>Total Grants and Partnerships Initiatives</b> | £148,532.00         | £0.00          | £85,948.15         | £62,583.85     |
| Total Grants and Partnerships In                 | £0.00               | £0.00          | £0.00              | £0.00          |
| Total Grants and Partnerships In                 | £148,532.00         | £0.00          | £85,948.15         | £62,583.85     |
| <b>Total Net Balance</b>                         | <b>-£148,532.00</b> |                | <b>-£85,948.15</b> |                |

# Financial Budget Comparison

## for Corporate Management

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                   |                                            | 2026/27    | Reserve | Actual Net | Balance     |
|-----------------------------------|--------------------------------------------|------------|---------|------------|-------------|
| <b>INCOME</b>                     |                                            |            |         |            |             |
| <b>Corporate Management</b>       |                                            |            |         |            |             |
| 4800                              | Bank Interest                              | £40,000.00 | £0.00   | £17,730.18 | -£22,269.82 |
| 4801                              | Lloyds 95 day Inv interest                 | £0.00      | £0.00   | £15,082.16 | £15,082.16  |
| 4802                              | PSDF The Public Sector<br>Deposit Fund SC4 | £0.00      | £0.00   | £3,870.57  | £3,870.57   |
| <b>Total Corporate Management</b> |                                            | £40,000.00 | £0.00   | £36,682.91 | -£3,317.09  |

# Financial Budget Comparison

## for Corporate Management

Comparison between 01/04/26 and 09/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                   |                                      | 2026/27             | Reserve | Actual Net          | Balance      |
|-----------------------------------|--------------------------------------|---------------------|---------|---------------------|--------------|
| <b>EXPENDITURE</b>                |                                      |                     |         |                     |              |
| <b>Corporate Management</b>       |                                      |                     |         |                     |              |
| 6407                              | Corporate Communications             | £2,652.00           | £0.00   | £0.00               | £2,652.00    |
| 7111                              | Superannuation                       | £0.00               | £0.00   | £51,512.11          | -£51,512.11  |
| 7112                              | Pension Contribution                 | £4,303.00           | £0.00   | £592.58             | £3,710.42    |
| 7401                              | Audit Fees                           | £3,606.00           | £0.00   | £272.45             | £3,333.55    |
| 7402                              | Legal & Valuation Fees               | £4,000.00           | £452.13 | £452.13             | £4,000.00    |
| 7403                              | Bank Charges (Charge card)           | £1,200.00           | £0.00   | £831.16             | £368.84      |
| 7405                              | Publicity                            | £2,400.00           | £0.00   | £512.50             | £1,887.50    |
| 8000                              | Recharge in Central Support Services | £65,711.00          | £0.00   | £0.00               | £65,711.00   |
| 8002                              | Recharge in Manor House              | £52,858.00          | £0.00   | £0.00               | £52,858.00   |
| 7102109                           | Salaries                             | £217,825.00         | £0.00   | £368,211.34         | -£150,386.34 |
| <b>Total Corporate Management</b> |                                      | £354,555.00         | £452.13 | £422,384.27         | -£67,377.14  |
| Total Corporate Management In     |                                      | £40,000.00          | £0.00   | £36,682.91          | -£3,317.09   |
| Total Corporate Management Ex     |                                      | £354,555.00         | £452.13 | £422,384.27         | -£67,377.14  |
| <b>Total Net Balance</b>          |                                      | <b>-£314,555.00</b> |         | <b>-£385,701.36</b> |              |

## Financial Budget Comparison for Progress Point

Comparison between 01/04/26 and 14/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                       | 2026/27                 | Reserve    | Actual Net | Balance    |
|-----------------------|-------------------------|------------|------------|------------|
| <b>EXPENDITURE</b>    |                         |            |            |            |
| <b>Progress Point</b> |                         |            |            |            |
| 7114                  | Protective clothing     | £190.00    | £0.00      | £190.00    |
| 7204                  | Postage                 | £15.00     | £0.00      | £15.00     |
| 7205                  | Telephone               | £90.00     | £0.00      | £90.00     |
| 7207                  | Printing                | £50.00     | £0.00      | £50.00     |
| 7211                  | Furniture and equipment | £100.00    | £0.00      | £100.00    |
| 7214                  | Equipment maintenance   | £460.00    | £0.00      | £460.00    |
| 7216                  | Internet                | £500.00    | £0.00      | £500.00    |
| 7298                  | IT                      | £500.00    | £0.00      | £500.00    |
| 7300                  | Rent                    | £36,500.00 | £0.00      | £36,500.00 |
| 7301                  | Rates                   | £6,245.00  | £0.00      | £6,245.00  |
| 7302                  | Water                   | £1,278.00  | £0.00      | £1,278.00  |
| 7303                  | Gas                     | £4,000.00  | £0.00      | £4,000.00  |
| 7304                  | Electricity             | £4,000.00  | £0.00      | £4,000.00  |
| 7306                  | Cleaning                | £635.00    | £0.00      | £635.00    |
| 7307                  | Building maintenance    | £2,000.00  | £0.00      | £2,000.00  |
| 7308                  | Security                | £3,183.00  | £0.00      | £3,183.00  |
| 7310                  | Fit out-Progress Point  | £0.00      | £90.00     | £90.00     |
| 7311                  | Contract cleaning       | £1,342.00  | £0.00      | £1,342.00  |
| 7312                  | Health and safety       | £200.00    | £0.00      | £200.00    |
| 7499                  | Other overheads         | £100.00    | £0.00      | £100.00    |

## Financial Budget Comparison

### for Progress Point

Comparison between 01/04/26 and 14/09/26 inclusive. Includes due and unpaid transactions.

Excludes transactions with an invoice date prior to 01/04/26

|                                 | 2026/27             | Reserve       | Actual Net     | Balance            |
|---------------------------------|---------------------|---------------|----------------|--------------------|
| 8000 Recharge in CASS           | £8,036.00           | £0.00         | £0.00          | £8,036.00          |
| 8003 Recharge in A Team         | £10,987.00          | £0.00         | £0.00          | £10,987.00         |
| 7102305 Salaries                | £73,200.00          | £0.00         | £0.00          | £73,200.00         |
| <b>Total Progress Point</b>     | <b>£153,611.00</b>  | <b>£90.00</b> | <b>£90.00</b>  | <b>£153,611.00</b> |
| Total Progress Point Income     | £0.00               | £0.00         | £0.00          | £0.00              |
| Total Progress Point Expenditur | £153,611.00         | £90.00        | £90.00         | £153,611.00        |
| <b>Total Net Balance</b>        | <b>-£153,611.00</b> |               | <b>-£90.00</b> |                    |

# **Littlehampton Town Council**

## **Non-Confidential**

### **Committee: Policy and Finance**

**Date:** 21 September 2026

**Report by:** Town Clerk and Responsible Financial Officer

**Subject:** Debtors Review Update

#### **1. Summary**

- 1.1. The report highlights bad debt figures as of September 2026 and gives an overview of work completed since last reporting to the Policy and Finance Committee.

#### **2. Recommendations**

The Committee is recommended to note the report.

#### **3. Bad Debt Review Update**

- 3.1. The finance team continue to review the bad debt and have targeted certain debts owed to try and reduce the outstanding balance. Efforts continue to be directed to long standing debts over 90 days old. A breakdown of the debtors outstanding is attached as Appendix 1 for information.
- 3.2. The current figure of outstanding balances stands at £29,230.74. This figure includes one individual payment totalling £13,405, which to date, the Council has received £2,336.55 of this total with a further £2,203.80 expected, totalling a third of this long-term debt retrieved.
- 3.3. Appendix 1 shows that the new one month in advance invoicing process has improved bad debt totals with only £191.38 still outstanding in the up to 90 days bracket.

Laura Chrysostomou  
**Town Clerk**

Jon Short  
**Responsible Financial Officer**

## Appendix 1

### Aged Debtors

Start of year 01/04/26

| Tn no  | Gross      | Vat     | Net        | Inv. date Invoice no Days Customer |
|--------|------------|---------|------------|------------------------------------|
| Total  | £29,432.50 | £207.74 | £29,224.76 |                                    |
| 0.17%  | £50.01     | £0.00   | £50.01     | < 30 days                          |
| 0.61%  | £178.65    | £10.38  | £168.27    | >= 30 days and < 60 days           |
| -0.09% | £26.90     | £0.00   | £26.90     | >=60 days and < 90 days            |
| 99.31% | £29,230.74 | £197.36 | £29,033.38 | >= 90 days                         |

