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
I4	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
I5	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
I6	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
I7	Develop crisis and emergency communications procedures	Town Clerk and Communications and Civic Officer	Q2 2027	Communications protocol adopted	Procedure implemented and tested	Progress
I8	Maintain accessibility standards across all communications	Communications and Civic Officer	Annual review	Accessibility audit results	No significant accessibility issues	Provision
I9	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: Town Centre Strategy	Ongoing	Reach achieved	Awareness increases annually	Place
P18	Support collaborative campaigns with businesses and stakeholders	Project Officer: 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
Inform	Website performance, accessibility, information provision, awareness of Council services and activities, enquiry performance, social media, and newsletters.
Align	Brand compliance, communications planning, internal communications, staff awareness, and consistency of communications activity.
Engage	Audience growth, consultation participation, community engagement activity, participation in Council activities and engagement with priority audiences.
Promote	Place promotion, Visit Littlehampton performance, media coverage, campaign effectiveness, participation and attendance levels, and awareness of Council services, facilities, and opportunities.
Improve	KPI performance, resident satisfaction and sentiment, communications audits, benchmarking activity, and improvement actions.

Annual Reporting Requirements

Report Element	Purpose
Communications Action Plan Progress	Monitor delivery of agreed actions and milestones.
KPI Dashboard	Measure performance against agreed targets.
Resident and Audience Insight	Understand feedback, engagement, and sentiment.
Improvement Actions	Track actions arising from audits, surveys, and reviews.
Forward Priorities	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