



# Arundel Four Year Strategic Plan 2023-27

2024 Update

*“Parish Councils, with the right people in place, can be incredibly effective”*

(Andrew Simpson, Headteacher Arundel Church of England Primary School, quoted in the Financial Times, 14th March 2022)

## Contents

1. Introduction .....	3
1.1. Why have a Strategic Plan?.....	3
1.2. Our Plan 2023-27 .....	3
2. Purpose .....	4
3. Assets & Essence .....	4
3.1. Assets .....	4
3.2. Essence of Arundel.....	5
5.1. Challenges .....	6
5.2. “Human Capital” .....	6
5.3. Statutory Bodies.....	7
5.4. Our Strategy .....	8
6. Objectives.....	9
6.1. Setting the Scene .....	9
6.2. Principal Objectives 2024/25 .....	9
7. Link Councillors, Committees and Working Groups .....	10
7.1. Link Councillors .....	10
7.2. Committees.....	11
7.2.1. Finance .....	11
7.2.2. Planning.....	11
7.2.3. How Committees Work.....	11
7.3. Working Groups .....	12
8. Objectives in Detail .....	14

# ARUNDEL - THE TOWN INSPIRED BY HERITAGE AND NATURE

## 1. Introduction

### 1.1. Why have a Strategic Plan?

We have discovered that having a written Strategic Plan has enabled the Council to get more done on behalf of our residents. We have also realised that many things take a long time to complete, so we should begin with a plan for the 4-year life of this Council which will be update annually.

### 1.2. Our Plan 2023-27

Organisations do not often change their Strategic Plans dramatically. They evolve them to meet new opportunities or challenges that have emerged. Consequently, in many respects our 2023-27 plan is a continuation of the journey that we have been on since 2020.

During 2024 we will have the input from the update of the Neighbourhood Plan (some of the initial thinking is already incorporated in the objectives) and from character assessment of the conservation area. We also envisage undertaking one or more town wide consultations covering the public realm, shared spaces and the festival and events, which may cause us to fine tune the plan during the course of the year as well as providing input for the 2025 update.

Our plan comprises the following sections:

- our overall **purpose**: what is the role of the Town Council?
- the **essence** of Arundel: what is the distinctive character and quality of the town?
- our **values** as a Council: how will we behave and work together and how we will interact with our community?
- our **strategy**: how we can attempt to achieve our objectives and overcome having limited powers and resources?
- our **objectives**: what do we wish to achieve, and how can our Link Councillors, Committees and Working Groups contribute?

## 2. Purpose

“Why does the Town Council exist? What specific role do we play in the life of Arundel?”

Since 2020 we have identified purpose as:

“Working closely and creatively with the community, and with all its stakeholders, to make Arundel a thriving place in which to live and work, and a great place to visit”

This **purpose** is unique to the Town Council. Other organisations make valuable contributions to specific areas of life in Arundel, but the Town Council has an overall responsibility for **the well-being of our community**.

Our **purpose** links together all the activities and objectives of the Council. Every action or objective, our response to every telephone call or email received in the Town Hall, should contribute, directly or indirectly to this purpose. Being clear about our purpose enables us to move forward with confidence knowing that the decisions that we make are in the best interests of our community.

## 3. Assets & Essence

### 3.1. Assets

In 2021 we identified three assets that Arundel enjoyed that it seemed important to nurture: our town’s **heritage, natural environment** and “**human capital**” (or “**people**”). We believe that it is the combination of these three assets which gives Arundel its unique character.

ARUNDEL ASSETS		
HERITAGE	NATURE AROUND US	PEOPLE
<p>The history and heritage of the town, reflected in its iconic buildings and the character of the conservation area</p> <p><i>Protected and enhanced by such activities as: the work of the Planning Committee, the protection of our cast iron lamp columns, restoration work on the Priory ruins, the Neighbourhood Plan, the extension of the conservation area, the maintenance of Council ceremonial.</i></p>	<p>The natural beauty and biodiversity of the River Arun and the South Downs National Park, extended into the heart of the town</p> <p><i>Protected and enhanced by such activities as: the work of the Greening of Arundel Team and the tree wardens, tree planting, the work of the Environment Working Group, Arundel Green Living, the Repair Café, the Community Orchard, the Pollinator’s Garden.</i></p>	<p>The people of Arundel, so many of whom are inspired to volunteer, to undertake unpaid work, and make positive things happen in every aspect of the community.</p> <p><i>Supported and encouraged by activities such as: the work of Link Councillors, the Community Awards, the continuous engagement with the schools in town activities, Council grants (unfortunately not available in 2024/25 for economic reasons).</i></p>

### 3.2. Essence of Arundel

Together these assets, make up the distinctive quality and character of the town, which we encapsulated into a single statement describing the essence of Arundel:

**ARUNDEL-  
THE TOWN INSPIRED BY HERITAGE AND NATURE**

The Town-which means the community - is inspired by its Heritage, what has gone before and what previous generations have done, and by Nature, which refers to both our beautiful surroundings and also to our human nature - it is in the nature of the people of Arundel to be inspired to do things, e.g. running the guides for 23 years, volunteering at the Wetlands, swimming 2,500 lengths for charity.

## 4. Our Values & Our Culture

Our values describe how we want to behave and work together, how we relate to each other as Councillors and Officers, and how we interact with our community.

Our collective behaviour creates the culture of the Town Council. What kind of organisation is this Council to work in, or to interact with? These values are not just “nice words.” They set the tone for the way in which we work. They determine what we are and what we can achieve.

In 2021 we identified four ways in which we believed that we behave at our best, and how we want always to behave: Trusting, Sustaining, Connecting and Creative.

ARUNDEL THE TOWN INSPIRED BY HERITAGE AND NATURE			
VALUES			
TRUSTING	SUSTAINING	CONNECTING	CREATIVE
<p>We trust in each other, rely on each other, and hold each other accountable for doing what we undertook to do. We value our diversity.</p> <p>Implicit in that is that we <b>respect</b> each other.</p>	<p>We take responsibility for sustaining our inheritance: the heritage, traditions, and natural environment of our town.</p> <p>But we don't allow that to become a barrier to change and development</p>	<p>We connect with the people of Arundel; we actively engage with voluntary groups, schools, churches, and other organisations. We build bridges and help them to connect with each other.</p>	<p>We help people to create new activities, new events, new groups, new initiatives in the town, e.g. Elevesens and the Bee Project, and we create new initiatives ourselves e.g. The Young Person's Award for Sporting Excellence.</p>

By our actions, we build trust between our Council and the people of Arundel.	which is compatible with the essence of Arundel.	We are not insular. We connect with organisations outside of Arundel to benefit our residents.	We are open to new ideas, new ways of working, in new alliances.
---	--	--	--

Key Questions:

“Can you trust me to do what I say I will do?”

“Will you consider my ideas, even when you disagree with them?”

“If I get something wrong, will you do what you can to help me recover the situation?”

“Will you treat me with respect?”

## 5. Strategy

### 5.1. Challenges

Our powers are limited. There are only a dozen Councillors and a small team of Officers. Although we have an income of £300,000 our discretionary spend is limited, and most of our income goes on salaries and the running of our building. We are particularly constrained by economic circumstances in 2024.

In the last three years we have developed strategies to deliver results despite these limitations.

### 5.2. “Human Capital”

At the core of our strategy is recognising the high level of “human capital” in the town. In Arundel, there are many residents whose interests, skills, previous career experience, or enthusiasm enable them to make a significant contribution in different areas of our town life. Because we are the level of democratic government which is closest to the community we are ideally placed to recognise and draw on this capital in many ways:

- We can nurture a **culture** in which residents are helped, supported and sometimes funded to undertake projects which they initiate, such as Elevenses and the Green Team.
- We can invite and welcome people to participate in events, as we have done with the **volunteers** for the Farmers Market. We can attempt to take volunteering to a new level by creating “**Team Arundel.**”
- We can recruit and appoint voluntary **advisors** to support the Council in specific areas, as we have done with our Tree Wardens and our Planning, Flood and Contract Advisors.
- We can invite residents into Town Council **Working Groups** enabling them to contribute to different areas of our community life without the obligations entailed with becoming a Councillor (or possibly as a steppingstone towards becoming a Councillor). We can establish Working Groups which are chaired by and largely composed of residents, e.g. the Cycling & Walking Working Group.

- We can **engage with organisations** in the Town-the schools, the churches, the Chamber of Commerce, the Festival Committee, the Scouts & Guides, with whom we can work to deliver events and programmes in the Town.
- Through the value we place on “**Connecting**” we can make the Town Council approachable so that individual residents and businesses who have skills and resources that we need are willing to provide them.

### 5.3. Statutory Bodies

In dealing with other tiers of government we have the advantage of being closest to the electorate. This gives us considerable influence if we use it well.

- We have **great, previously under-utilised, scope to lobby**, formally and informally, on behalf of our community. This is particularly powerful when we can demonstrate that we are acting on behalf of our community e.g. the Arundel-Ford Pathway project, in which we brought about the creation of a Steering Group composed of members of West Sussex County Council, Arun District Council and National Highways, and persuaded WSCC to fund WSP consultancy to work on the project. Our MP, Andrew Griffith also actively engaged with the project. The LCWIP project is following a similar path.
- We can ask other Statutory Bodies to give us **approval** for things that Arundel wants to do, e.g. the Community Highway Scheme for Mill Road which we have requested from WSCC.
- We can seek external **funding**, as we did with the “Welcome Back” government funds and in securing the contribution that Arun District Council made to the Farmers Market gazebos. We have supported the Greening Arundel team in securing grants for their work in the town.
- This requires investing time into cultivating **key relationships** and working constructively with people at all levels in the organisations which are key to us. They are potential allies in delivering results for Arundel. We need to work with third parties, show public appreciation for what they do for Arundel, invite them to our community events and build our reputation as an organisation with whom sound partnerships can be built.

## 5.4. Our Strategy

ARUNDEL - THE TOWN INSPIRED BY HERITAGE AND NATURE <i>TRUSTING, SUSTAINING, CONNECTING, CREATIVE</i>			
Strategy – How we deliver results			
Leverage	Connection	Communication	Evaluation
<p><b>RECOGNISE AND PLAY TO OUR STRENGTHS</b></p> <p><b>DON'T FOCUS ON WHAT WE CAN'T DO</b></p> <p>As a responsible Council, we must comply with statutory guidelines and regulations.</p> <p>As a Town Council we have few direct powers and limited resources.</p> <p><b>But this need not constrain us from being enterprising, creative and lobbying those who do have the power and the funding</b></p>	<p><b>BUILD RELATIONSHIPS; ENCOURAGE PARTICIPATION.</b></p> <p>The town is rich in talent and abilities. We should do everything we can to derive maximum benefit from this human capital.</p> <p>We should recognize that some objectives are best undertaken by other groups in the community-e.g. the Green Team. We should not work in isolation; we should maintain contact with surrounding parishes and with WSALC.</p>	<p><b>COMMUNICATE (INBOUND &amp; OUTBOUND)</b></p> <p>Achieving good two-way communications with residents, other stakeholders and other Statutory Bodies is key. We need to explain to our audiences what we are doing, and, in turn, benefit from their feedback, insights, inventiveness, and participation. We should actively use PR build the Council's reputation for doing positive things in the community. This can help us to secure funding, help us to get support from other Statutory Bodies and help us to recruit new Advisors, Working Group members and Councillors.</p>	<p><b>REVIEW PROGRESS – ASSESS, ADJUST, RESET</b></p> <p>As in any organization, we should measure progress.</p> <p>We should try to encourage those responsible on the Council and working groups to keep everyone abreast of what is being done to date. We need to get a "measure" of progress being made, objective-by-objective. This is as much about celebrating achievements- which we are sometimes slow to do- as about fixing issues.</p>



## 6. Objectives

### 6.1. Setting the Scene

- Some 23/24 Objectives roll forward into 2023-27 because they are incomplete or recurrent.
- The 2024 update of our objectives will also form the basis on which the personal objectives and KPIs of our Council Officers will be set for the coming year.
- The work that is done **between** Council Meetings by Link Councillors, Working Groups and Committees is key. There appears to be a degree of correlation between the frequency with which groups meet and the progress they have made, e.g. the Farmers Market and Environment Working Groups.

### 6.2. Principal Objectives 2024/25

- **National or World Events:** facilitate the Town's collective response
- **Environment:** reduce and reverse the causes of climate change in Arundel
- **Greener Arundel:** sustain and enhance the green places of the town
- **State of the Town:** maintain Arundel as "the jewel in the crown" for West Sussex
- **Traffic and Access:** improve cycle and pedestrian routes, parking and reduce the impact of cars on the town.
- **Young people:** make Arundel a good place for children and young people to grow up
- **Health and Well-Being:** support the health and well-being of Arundel residents
- **Events:** help Arundel to be a place where something interesting is always going on
- **Economy:** support the development of a thriving economy in Arundel
- **The Council:** work ever more effectively for the community

## 7. Link Councillors, Committees and Working Groups

### 7.1. Link Councillors

The principal role of the Link Councillor is to act as a two-way channel of communication between the Council and a group or organisation, keeping both parties abreast of developments and potential opportunities. Appointments are made or renewed annually and are subject to the Link Councillor Terms of Reference which are reviewed each year.

LINK COUNCILLORS & APPOINTMENTS TO OUTSIDE BODIES 2023-24	
Organisation	Current Appointee
Armed Forces Champion	Deputy Mayor
Arun District Council Liaison Meetings	Mayor, Deputy Mayor, Chair of planning Committee, Chair of Finance Committee (all ex-officio) & Town Clerk
Arundel & Downland Community Leisure Trust (Lido)	Mayor
Arundel C of E School	Cllr Wood
Arundel Community Land Trust	Cllr Lovell
Arundel Community Partnership	Mayor
Elevenses/Arundel Dementia initiative	Deputy Mayor
Arundel Festival	Cllr Hole
Arundel Gardens Association	Cllr Phillips
Arundel Museum	Cllr Phillips
Arundel Scouts & Guiding Groups	Cllr Wood
Arundel Stakeholder Group	Cllr Tu
Arundel Surgery & ACSA	Cllr Beaty
Agenda 21	Cllr Beaty
Arun District Association of Local Councils	Cllr Tu
Greening of Arundel	Cllr Beaty
Chamber of Commerce	Cllr Ashton-Konig

Police Liaison	Mayor (ex-officio) & Town Clerk
St Philips Catholic Primary School	Cllr Beaty
South Downs National Park Authority	Cllr Tu
Victoria Institute	Cllr Ashton-Konig
West Sussex ALC	Deputy Mayor

## 7.2. Committees

### 7.2.1. Finance

The role of the Finance Committee is to:

- Ensure that the Town Council maintains an effective and efficient financial system
- Develop and propose to the Council the annual budget in a process which enables all Councillors to participate in decision-making
- Monitor Income and Expenditure across the year, identify any deviations and where necessary propose remedial action to the Council.
- Identify the need for capital investment and the optimum sources of funding.

### 7.2.2. Planning

The role of the Planning Committee is to:

- Make representations to Arun District Council or the South Downs National Park Authority on planning applications for the town, seeking to protect the character of Arundel from inappropriate development proposals.
- Consider major planning projects and recommend a response to the Council

### 7.2.3. How Committees Work

Committee members are appointed annually. The annual schedule of committee meeting dates, agendas and minutes are published and all meetings are open to the public who may ask questions or raise issues. The minutes of meetings are reported to the Full Council for approval.

All Councillors may attend meetings and take part in the discussions, as may the RFO and Planning Advisor, but only Councillors who are members of the relevant committee may vote. Committees may appoint working groups to address specific issues.

COMMITTEE	CHAIR	MEMBERS
<b>Finance*</b>	Cllr Tu	Cllr Parker (Deputy Chair), Mayor, Deputy Mayor (both ex-officio), Cllr Lovell, Cllr Wood, Town Clerk, Roisin O'Neill, Andy Beams (RFO).
<b>Planning **</b>	Cllr. Wood	Cllr Kenney (Deputy Chair), Mayor, Deputy Mayor (both ex-officio), Cllr Hole, Cllr Phillips, Town Clerk, Paul Armstrong (Planning Advisor).

\*includes responsibility for Financial Regulations \*\*includes Neighbourhood Plan

### 7.3. Working Groups

The role of working groups is to act on behalf of the Council by focusing on specific issues in detail. They are comprised of Councillors, Officers and other members of the community. Their meetings are not public but their Terms of Reference require them to follow the Council's code of conduct. Working groups normally have no delegated powers and need Council approval for expenditure.

WORKING GROUP	MEMBERS	CHAIRPERSON	
<b>Arundel-Ford Safe Pathway</b>	Andy Batty Town Clerk	Mayor	
<b>Community Events</b>	Cllr Tu Cllr Wood Deputy Mayor Town Clerk Town Events Manager	Mayor	
<b>Emergency Plan</b>	Mayor Deputy Mayor Town Clerk	Cllr Wood	
<b>Environment</b>	Mayor Cllr Tu Cllr Hole Rita Godfrey Pip Young Katrina Murray Claude Paradis David Shilston Felicity Chadwick	Cllr Beaty	
<b>Website &amp; Communications</b>	Administration Officer Town Events Manager Town Clerk	Mayor	
<b>Farmers Market</b>	Cllr Tu Cllr Parker Town Events Manager Seb St Clair Patrick Baker Louise Crush (Market Manager) Sharon Blaikie	Cllr Lovell	

<b>Standing Orders</b>	Town Clerk	Deputy Mayor	
<b>Town Hall Events</b>	Clr Tu Mayor Town Clerk Town Hall Events Manager	Clr Ashton-Konig	
<b>Human Resources</b>	Deputy Mayor Clr Ashton-Konig Town Clerk Linda Evans (HR Consultant)	Mayor	
<b>Local Cycling and Walking Infrastructure Plans (LCWIP)</b>	Clr Kenney Christopher Brooks Kay Wagland Nigel Searle	James Stewart	
<b>Town Hall Roof</b>	Clr Kenney Clr Tu Deputy Mayor Mayor Town Clerk Town Hall Events Manager	Clr Lovell	
<b>Traffic &amp; Access (including Campervans)</b>	Mayor Deputy Mayor Clr Parker Clr Kenney Clr Tu Clr Hole Kay Wagland Nigel Searle John Morrisson Sam Cumming	Clr Parker	
<b>Neighbourhood Plan Steering Group</b>	Mayor Neil Homer Paul Armstrong Andrew Scrimgeour Hilary Knight Kay Wagland Tom Gray Victoria Holland Officer	Clr Kenney	
<b>Youth Council</b>		Mayor	

## 8. Objectives in Detail

<p><b>Objectives in Detail</b></p> <p><b>2023-27 COUNCIL OBJECTIVES (2024 Update)</b></p> <p>-allocated to Link Councillors, Working Groups and Committees</p>
--

Objective 1:		
FACILITATE THE TOWN'S RESPONSE TO NATIONAL & WORLD EVENTS		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
<p><b>1.A</b></p> <p>Respond to relevant world and national events when they happen</p>	<p>i) Designate the Town Hall as a collection point for Disaster Emergency Committee appeals point in UK or International crises</p>	<p>Mayor, Town Clerk, Full Council</p>
<p><b>1.B</b></p> <p>Within the Council's scope, declare our commitment to the United Nations Sustainable Development Goals.</p>	<p>i) As with the declaration of the climate emergency, this provides criteria against which to test our decisions.</p> <p>ii) Where practicable, adopt a policy of using Fair Trade consumable products in the Town Hall</p>	<p>Mayor, Town Clerk, Full Council</p> <p>Town Clerk</p>
<p><b>1.C</b></p> <p>Support humanitarian organisations which are contributing to people who are suffering through war or natural disasters</p>	<p>i) Provide moral, and where appropriate, practical support for the Red Cross and comparable organisations.</p> <p>ii) Provide any appropriate support for residents taking in refugees.</p>	<p>Mayor, Town Clerk, Full Council</p>

Objective 2: <b>ENVIRONMENT:</b> to reduce and reverse the causes of climate change in Arundel		
<b>Specific Objective</b>	<b>Actions</b>	<b>Who</b>
2.A. Take local initiatives to:  -tackle climate change, and  -promote the sustainable use and re-use of resources	<ul style="list-style-type: none"> <li>i) <b>Arundel Green Living:</b> through initiatives such as our Climate Change Award scheme, raise awareness of the ways in which we can all contribute to sustainability and reversing the causes of climate change.</li> <li>ii) <b>Climate Change workshop:</b> arrange a series of meetings (organisations, schools, general residents) to celebrate progress and exchange ideas on how everyone can contribute to sustainability in the town.</li> <li>iii) <b>Chemical spraying:</b> Encourage residential gardeners, allotment holders, landowners and public bodies to substitute safer alternatives for chemical spraying.</li> <li>iv) <b>Take the Juniper initiative composting of coffee grounds as a model</b> to identify and support specific, achievable projects to avoid things going to incinerators or landfill.</li> <li>v) <b>Food waste:</b> Explore how Arundel can reduce its food waste and avoid food going to landfill.</li> <li>vi) <b>Recycling bins:</b> progress the location of recycling bins in public areas in Arundel.</li> <li>vii) <b>Green Hub:</b> develop the Green Hub as a basis for recycling things that cannot go in the Biffa kerbside recycling bins' and establish 'closed group collections' in schools, churches and other community groups.</li> </ul>	<p><b>Environment Working Group, except where shown</b></p> <p>Workshop sub-group</p>

	<ul style="list-style-type: none"> <li>viii) <b>Wombles:</b> register for an Arundel Wombles Licence to be used by all relevant groups in the town.</li> <li>ix) <b>Repair Café and Sustainable market:</b> support and develop.</li> <li>x) <b>Renewable Energy:</b> support the project to explore the generation of electricity from the River Arun.</li> <li>xi) <b>Council Actions:</b> Explore initiatives to reduce the carbon footprint of the Council and ensure that all Council proposals are evaluated for their climate effect.</li> </ul>	<p>Town Events Manager</p>     <p>Town Clerk, Town Hall Manager</p>
<p>2.B</p> <p>Conserve and create habitats that will increase our biodiversity</p>	<ul style="list-style-type: none"> <li>i) Encourage groups and individuals to see every green space as a potential opportunity for creatures to thrive e.g. Hedgehog Club, Bee Project</li> </ul>	<p>Environment Working Group</p>
<p>2.C</p> <p>Clean up the River Arun</p>	<ul style="list-style-type: none"> <li>i) Continue to monitor and draw attention to the storm overflows and sewage discharges into the River Arun</li> </ul>	<p>Flood Advisor</p>



Objective 3: MAKING A GREENER ARUNDEL: sustain and enhance the green places of the town		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
3.A Develop our relationship with the South Downs National Park Authority.	<ul style="list-style-type: none"> <li>i) Promote awareness that Arundel lies within the South Downs National Park, as part of the attraction of the town for visitors.</li> <li>ii) Secure SDNPA support and financing for initiatives in Arundel</li> </ul>	<p>Website &amp; Communications Working Group</p> <p>Cllr Tu (Link Councillor)</p>
3.B Support, encourage and facilitate the work plan of the Arundel Green Team.	<ul style="list-style-type: none"> <li>i) <b>Responsibilities:</b> Establish the roles and responsibilities of WSCC, ADC, Tivoli and the Green Team for different green areas</li> <li>ii) <b>Planting:</b> As far as possible, take control of the planting and green areas of the town to provide a consistent and sustainable approach to creating a beautiful and ecologically sound space for flora and fauna to thrive.</li> <li>iii) <b>Verges &amp; Roundabouts:</b> Determine and publish the plan for maintaining the roundabouts and verges, taking account of safety, wildlife and appearance.</li> <li>iv) <b>Planters:</b> Continue to progress the planter scheme</li> <li>v) <b>Arundel Station:</b> undertake the next stage of making a green and positive first impression on visitors arriving by train.</li> <li>vi) <b>Wildlife Corridor:</b> establish a wildlife corridor from the railway station to the Southdowns, with loops that include the South and West side of the A27</li> <li>vii) <b>Canada Gardens:</b> re-open with ADC the question of the future of</li> </ul>	<p>Cllr Beaty (Link Councillor), Town Clerk</p> <p>Cllr Beaty (Link Councillor)</p> <p>Town Clerk, Cllr Beaty (Link Councillor)</p> <p>Cllr Beaty (Link Councillor)</p> <p>Cllr Beaty (Link Councillor)</p> <p>Cllr Beaty (Link Councillor)</p> <p>Mayor, Town Clerk</p>

	Canada Gardens in the light of the postponement of the A27 bypass	
3.C Continue to promote tree planting in Arundel	a) <b>Planting:</b> work with the tree wardens to develop and implement a programme to plant more trees in Arundel	Mayor, Town Clerk and the Tree Wardens

<b>Objective 4:</b>		
<b>STATE OF THE TOWN:</b>		
maintain Arundel as the “Jewel in the Crown” for West Sussex		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
4.A Neighbourhood Plan V3	i) Complete the Neighbourhood Plan V3 and steer it through the process of being made.	Cllr Kenney and NP Steering Group
4.B Protect the character of Arundel, particularly in the conservation area	i) Challenge any planning applications that are contrary to the current Village Design Statement and the Arun Local Plan  ii) Seek to build a better alignment with the Arun District Council on planning issues.  iii) Undertake a character assessment of the Conservation Area to provide a Design Code which may include Special Character Areas outside of the conservation area.  iv) Utilise this assessment to provide evidence for the possible extension of the conservation area and to identify additional Buildings of Character to be added to the current list.	Planning Committee  Planning Committee  Cllr Kenney, NP Steering Group, Cllr Mark Phillips  Cllr Kenney, NP Steering Group, Cllr Phillips

	<p>v) Consider how we find a balance between conservation and climate change</p> <p>vi) Ensure that the character of the heritage street lighting in the conservation area is maintained</p>	<p>Cllr Kenney, NP Steering Group, Planning Committee</p> <p>Mayor, Cllr Kenney</p>
<p>4.C</p> <p>Engage the whole Arundel community in “ cleaning and tidying days in the town.</p>	<p>i) Schedule Spring and Autumn clean-up days involving as many organisations in Arundel as possible.</p> <p>ii) Use these days as an opportunity to focus attention on our individual responsibility for the state of our town.</p>	<p>Deputy Mayor, Town Clerk, Town Events Manager</p>
<p>4.D</p> <p>Hold a consultation on the public realm in Arundel, including the possibilities the High Street and Tarrant Street becoming ‘shared space’ for vehicles and pedestrians.</p>	<p>i) Develop the project.</p> <p>The consultation could cover three areas of Arundel life:</p> <ul style="list-style-type: none"> <li>• The public realm</li> <li>• Shared spaces, partial pedestrianisation, and contraflows</li> <li>• Festival and Events</li> </ul>	<p>Mayor, Cllr Hole, Cllr Kenney and the LCWIP Working Group</p>
<p>4.E</p> <p>Deal with the ‘campervan’ issue (‘campervan to include all vehicles in which people are living on Mill Road).</p>	<p>i) Progress the approved Community Highways Scheme with WSCC.</p>	<p>Campervan sub-group of the Traffic &amp; Access Working Group</p>
<p>4.F</p> <p>Engage with Arun District Council and residents to ensure that the future use of the River Road ‘garage’ site is developed to the benefit of residents.</p>	<p>i) Engage with River Road and Cllr Steve McAuliffe to develop an economic plan for the site which includes parking and EV charging.</p>	<p>Mayor</p>

<b>Objective 5: TRAFFIC &amp; ACCESS: improve cycle and pedestrian routes, parking and reduce the impact of cars on the town.</b>		
<b>Specific Objective</b>	<b>Actions</b>	<b>Who</b>
<p>5.A</p> <p>Ensure that there are sufficient EV charging points in Arundel.</p>	<p>i) Maintain communication with ADC (Crown Yard), the Lido and the Castle (Mill Road car park) over the progress of their EV charging plans.</p> <p>ii) Ensure that the policy for allowing charging cables to run across pavements which is developed by WSCC is appropriate to Arundel.</p>	<p>Traffic &amp; Access Working Group</p>
<p>5.B</p> <p>Monitor developments on the A27 Bypass</p>	<p>i) Maintain contact with National Highways and attend A27 Elected Representatives Meetings.</p>	<p>Mayor, Deputy Mayor, Flood Advisor, Traffic &amp; Access Working Group.</p>
<p>5.C</p> <p>Develop and improve the infrastructure for walking and cycling in and around Arundel</p>	<p>i) Secure the adoption of the Arundel Local Cycling and Walking Infrastructure Plan by WSCC.</p>	<p>LCWIP Working Group</p>
<p>5.D</p> <p>Continue the campaign to secure a safe cycle path/footpath between Ford Station and Arundel.</p>	<p>i) Restore the project to front-of-mind with all stakeholders-including WSCC, ADC, National Highways, Andrew Griffith MP, and residents.</p>	<p>Arundel-Ford Safe Pathway Working Group</p>
<p>5.E</p> <p>Develop a strategy for improving parking, for residents and visitors in Arundel spaces and partial pedestrianisation</p>	<p>i) Develop a whole town data-based parking strategy that considers every public space in the town, the parking time permitted and the costs for parking, and electrical charging points (relates to 4.D and 5.A).</p>	<p>Traffic &amp; Access Working Group</p>

	ii) Review the requirement and opportunity for more cycle racks across the town.	
5.F Deter rat running and speeding through the town.	i) Review and implement the speed gun strategy developed by the previous Council, and develop a plan for the next four years.	Traffic & Access Working Group
5.G Improve safety and ease of movement across town for all including pedestrians, cyclists and horses, particularly the elderly, those with mobility issues and those with young children.	i) Identify specific measures that would improve safety and accessibility and lobby National Highways, WSCC or ADC as appropriate. ii) Pay particular attention to the Ford Road roundabout and the movement of horses across the A27.	Traffic & Access Working Group
5.H Restore safe pedestrian access between Queen's Street and Fitzalan Road	i) Progress issue of the McCarthy & Stone Caen Stone Court pathway closure	Mark Phillips, Town Clerk, Mayor.

<p style="text-align: center;"><b>Objective 6:</b> <b>YOUNG PEOPLE:</b> make Arundel a good place for children and young people to grow up</p>		
<i><b>Specific Objective</b></i>	<i><b>Actions</b></i>	<i><b>Who</b></i>
<p>6.A</p> <p>Engage with, support and encourage both Arundel’s primary schools and the Scout &amp; Guide organisations.</p>	<p>i) Maintain contact with schools, Scouts and Guides, integrating them in all relevant community activities and supporting their work.</p>	<p><i>Link Councillors:</i></p> <p>Cllr Wood for ACE, Scouts and Guides</p> <p>Cllr Beaty for St. Philip’s</p>
<p>6.B</p> <p>Ensure that the needs and interests of children and young people are catered for in the events programme in the Town Hall and in the Community</p>	<p>i) Encourage groups and organisations (including the Town Council working groups) to offer ‘taster programmes’ or the opportunity to participate to young people in the town</p> <p>ii) Explore the re-opening of a youth club in Arundel</p> <p>iii) Find sponsorship to repeat and extend the Young Person’s Award for Sporting Excellence after 2024</p>	<p>Town Events Manager and Working Group</p> <p>Town Events Manager and Working Group</p> <p>Mayor, Town Events Manager</p>
<p>6.C.</p> <p>Give young people in Arundel a voice in the community</p>	<p>i) Explore the opportunity to develop a Youth Council</p>	<p>Mayor, Town Clerk Youth Council working group</p>

Objective 7: HEALTH AND WELL-BEING: Support the health and well-being of Arundel residents		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
7.A Contribute to making Arundel a dementia-friendly town, in partnership with relevant charities, community groups and medical professionals	<ul style="list-style-type: none"> <li>i) Encourage and support Elevenes and explore ways in which the community can help people living with dementia and their carers.</li> <li>ii) Secure recognition as 'Dementia Friendly' town for Arundel.</li> </ul>	Mayor, Deputy Mayor
7.B Promote cycling and walking routes in and around Arundel	<ul style="list-style-type: none"> <li>i) Complete the Local Cycling &amp; Walking Infrastructure Plan for Arundel, and have it adopted by WSCC and ADC.</li> <li>ii) Establish and promote informal walking, running and cycling events, possibly linked to Arundel Charities.</li> <li>iii) With riparian owners and SDNPA, review the condition of key pathways in and around Arundel, and how they can be made more suitable for year-round use.</li> </ul>	LCWIP Working Group
7.C Identify those residents who have specific needs and where possible seek ways to help and support them.	<ul style="list-style-type: none"> <li>i) Working with community groups, identify those facing problems and provide help and support where possible.</li> </ul>	Town Clerk, Mayor, Cllr Phillips
7.D. Support the development of the Parkrun in Arundel	<ul style="list-style-type: none"> <li>i) Support the Parkrun group in securing grants from external bodies and obtaining permissions for identified routes</li> </ul>	Mayor, Cllr Tu
7.E Ensure that the provision of pharmacy and other medical services in the town meets the needs of residents	<ul style="list-style-type: none"> <li>i) Support the High Street Pharmacy application for an NHS prescription-dispensing licence, and monitor the performance of the Green Close pharmacy. Seek the support of Andrew Griffith MP where appropriate.</li> </ul>	Mayor, Link Cllr. Beaty.

<p>7.F Establish a Men’s Shed in Arundel</p>	<p>i) Facilitate the setting up of a Men’s Shed group at the Arundel Castle Cricket ground and the formation of a group to run the Shed on an ongoing basis</p>	<p>Cllr Tu</p>
--	---	----------------

<p align="center"><b>Objective 8: EVENTS: help Arundel be the place where something interesting is always going on</b></p>		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
<p>8.A Support the development of the Arundel Festival and the year-round events programme in the town.</p>	<p>i) In consultation with community organisations and ADC, undertake a town-wide consultation on what residents, businesses and attractions would like to see as the annual programme of events in the town, and what kind of Festival the town should have in the future.  This will relate to objective 4.D</p> <p>ii) Support the evolution of the 2023 Literary Day at the Vic into a Literary Festival</p> <p>iii) Work with Love Arundel and The Bell to establish and publish a diary of forthcoming events in Arundel to avoid conflicting dates and identify the gaps</p>	<p>Town Events Working Group</p> <p>Mayor, Cllr Beaty</p> <p>Town Events Working Group</p>
<p>8.B. Deliver the Annual Civic Events programme to the benefit of the community and efficiently within budget</p>	<p>i) Annual programme comprises Mayor’s Service, Remembrance Day &amp; Sunday, Community Awards and Tree lighting, with DD a specific 2024 addition.</p>	<p>Town Events Working Group</p>



<p style="text-align: center;"><b>Objective 9:</b></p> <p style="text-align: center;"><b>ECONOMY:</b></p> <p style="text-align: center;"><b>support the development of a thriving economy in Arundel</b></p>		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
<p>9.A Develop the Farmers Market</p>	<ul style="list-style-type: none"> <li>i) Enhance the reputation of the market as a benefit to residents in and around Arundel, who want to shop locally.</li> <li>ii) Optimise the number of traders and range of goods provided at the Farmers Market.</li> <li>iii) Explore the possibility of additional, complementary “specialist” markets</li> <li>iv) Resolve all the outstanding issues relating to logistic issues, Ford volunteers, market management, storage, road signs and weights.</li> <li>v) Clarify roles and responsibilities, including the membership of the working group</li> <li>vi) Develop a successful programme for hiring out gazebos, ensuring that they are insured for this purpose.</li> <li>vii) Establish the long-term strategy for the market</li> </ul>	<p>Farmers Market Working Group</p>
<p>9.B Support the Chamber of Commerce, Tarrant Street Independents, High Street Traders Association and Arundel Marketing Group in their efforts to improve the health of Arundel’s retail sector and Attractions.</p>	<ul style="list-style-type: none"> <li>i) Attend meetings and participate in activities.</li> <li>ii) Lobby for support/approval from ADC/WSCC when necessary.</li> </ul>	<p>CLlr Ashton-Konig, Mayor.</p>
<p>9.C. Tourism</p>	<ul style="list-style-type: none"> <li>i) Encourage increased provision for heritage tourism and for</li> </ul>	<p>Town Events Working Group (with Arundel</p>

	<p>visitors to enjoy Arundel’s history and heritage</p> <p>ii) Support the development events which relate to Arundel’s heritage, working with community organisations to develop a programme.</p>	Museum and Visit Arundel)
--	--	---------------------------

<p style="text-align: center;"><b>Objective 10:</b></p> <p style="text-align: center;"><b>THE COUNCIL:</b></p> <p style="text-align: center;"><b>work ever more effectively for the Arundel Community</b></p>		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
<p>10.A</p> <p>Develop the capability and effectiveness of the team (Councillors, Officers and Advisors)</p>	<p>i) Review and where necessary modify and improve:</p> <ul style="list-style-type: none"> <li>• Job descriptions</li> <li>• Roles and responsibilities</li> <li>• Processes for objective-setting, 90-day reviews and appraisals.</li> </ul> <p>ii) Review working methods and ways in which productivity can be increased.</p> <p>iii) Establish training and development needs and opportunities for Officers and Councillors.</p> <p>iv) Appoint additional Advisors (Finance/Marketing PR).</p>	HR Working Group
<p>10.B</p> <p>Address the issues of anti-social behaviour in the town</p>	<p>i) Develop a more effective working relationship with Sussex Police and the Antisocial Behaviour team at ADC.</p>	Mayor and Town Clerk
<p>10.C</p> <p>Town Hall: make the most of the asset</p>	<p>i) Renovate the Terrace and the Holmes Chamber Roof with a programme that has minimal impact on the wedding and event income.</p>	Town Hall Roof Working Group

	<ul style="list-style-type: none"> <li>ii) Optimise the financial contribution that the Town Hall generates</li> <li>iii) To the extent that the wedding and maintenance programme permits, develop a fixture card of events that make full use of the Town Hall as a community asset, with a blend of profit-generating events and subsidized community events.</li> <li>iv) Develop an annual calendar for cleaning and maintenance</li> <li>v) Make the most of the Holmes Chamber through affordable refurbishment.</li> <li>vi) Make the Town Hall a welcoming building, showcasing what the Council is doing in the community.</li> <li>vii) Undertake a complete clear out of the Town Hall, where necessary utilising outside storage or archiving facilities to improve efficiency and the working environment.</li> </ul>	<p>Town Hall Events Working Group</p> <p>Town Hall Events Working Group</p> <p>Town Hall Manager, Deputy Manager, and Town Clerk</p> <p>Town Hall Events Manager and Working Group</p> <p>Town Hall Events and Town Events Managers</p> <p>Town Clerk and Officers</p>
<p>10.D</p> <p>Provide appropriate infrastructure, services and support to enable the Council's Objectives to be effectively and efficiently delivered.</p>	<ul style="list-style-type: none"> <li>i) Establish ways in which the Council can service more value from its investment in Microsoft Teams and other IT systems</li> </ul>	<p>All Officers</p> <p>Finance and IT Working Group</p>
<p>10.E</p> <p>Communicate effectively with residents and other stakeholders</p>	<ul style="list-style-type: none"> <li>i) Maintain a strong PR programme through all communication channels, as a way of keeping residents aware of what we are doing, which will enable us to build a positive reputation with</li> </ul>	<p>Website &amp; Communications Working Group</p>

	<p>other stakeholders and funders and to attract volunteers, new Councillors and staff.</p> <p>ii) Improve the content and navigability of the Town Council website</p>	
<p>10.F Finance: manage the Council's finances effectively and efficiently</p>	<p>i) Develop a deep understanding of all the sources of grants and funding that may support projects in Arundel.</p> <p>ii) Manage the CIL receipts efficiently and in compliance with the ADC guidelines, securing approval in advance for the deployment of the funds.</p> <p>iii) Establish banking arrangements that will protect Council funds under the Financial Services Compensation Scheme</p> <p>iv) Develop a training programme which will enable the RFO role to be brought in-house in 2024.</p> <p>v) Develop a Three Year Plan for income and expenditure</p>	<p>Finance Committee</p>
<p>10.G Plan for Emergencies, particularly floods</p>	<p>i) Establish the Town Hall as a Rest (evacuation) Centre and have staff and councillors trained.</p> <p>ii) Create town-wide awareness of the Emergency Plan.</p> <p>iii) Monitor the Flood Risk to the Town and ensure that the Environment Agency, WSCC, SDNPA and landowners take all necessary steps to protect Arundel.</p>	<p>Emergency Plan Working Group</p> <p>Town Clerk</p> <p>Mayor, Flood Advisor</p>
<p>10.H Encourage the provision of affordable housing</p>	<p>i) Support the work of the CLT in finding opportunities for affordable housing in Arundel</p>	<p>Cllr Lovell (Link Councillor), Mayor</p>
<p>10.I Explore the possibility of appointing a Town Manager</p>	<p>i) Identify what this role could contribute to Arundel and what possibilities (if any) exist for filling it in the economic situation.</p>	<p>Mayor</p>