



Arundel Strategic Plan 2022-23

“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)

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ARUNDEL - THE TOWN INSPIRED BY HERITAGE AND NATURE

1. Introduction

1.1. How our planning has evolved, 2019-22

Prior to 2019 Arundel Town Council did not have specific objectives. However, in 2019 more than 300 people participated in the town-wide “*Love Arundel*” consultation which identified the wishes and priorities of residents and businesses. This consultation and the Neighbourhood Plan were inputs to the objectives adopted by the Council in 2020. We then introduced working groups to enable us to tackle these objectives.

In 2021 we took another step forward with the help of a consultant, David Hopper (<https://www.h2partners.net>), when we decided that we would benefit from framing our objectives within the context of a wider plan that addressed:

- 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?

1.2. Our Plan 2022-23

Organisations do not change their Strategic Plans each year. They evolve them to meet new opportunities or challenges that have emerged. Consequently, in most respects our 2022/23 strategic plan is a continuation of the plans that we have evolved since 2020. We are going in the right direction. Our task is to complete the journey.

2. Purpose

Our specific objectives derive from our answer to the questions:

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

Since 2019 we have identified that purpose as being:

“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		
our HERITAGE	our NATURE	our PEOPLE
<p>The history and heritage of the town, reflected in its iconic buildings and the character of the conservation area</p> <p>This needs to be protected and enhanced.</p> <p><i>Examples of protection and enhancement:</i></p> <p><i>the work of the Planning Committee, the protection of our cast iron lamp columns, restoration work on the Priory ruins, the extension of the conservation area, the maintenance of Council ceremonial.</i></p>	<p>The natural beauty and value of the River Arun and the South Downs National Park, extended into the heart of the town</p> <p>This needs to be protected and enhanced</p> <p><i>Examples of protection and enhancement:</i></p> <p><i>the work of the tree wardens, the Lime Tree sponsorship, the Bee Project, the “Greening of Arundel” group.</i></p>	<p>Our “human capital,” the people of Arundel, so many of whom are inspired to make positive things happen in the community</p> <p>This needs to be supported and encouraged.</p> <p><i>Examples of support and encouragement:</i></p> <p><i>the work of Link Councillors, the Community Awards, the continuous engagement with the schools in town activities, the grants we award.</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**

David Hopper’s Notes on the Essence Statement

- (i) *“Heritage” and “nature” are mentioned specifically. The “people” are implicit in the notion of the “town inspired,” i.e. the “town” refers to the people of the town.*
- (ii) *“The” is preferable to “a.” “The” suggests the uniqueness of Arundel, whereas “a” suggests that there are a number of other towns like ours.*

- (iii) *“Nature,” specifically refers to our positioning in the South Downs National Park, and also has another subtle aspect, in referring to our “human nature.” It is in the nature of the people of Arundel to be inspired to do things.*
- (iv) *“Inspired” embraces past, present, and future. Our town as we know it today is the result of inspiration in the past, but it continues to be inspired-by its heritage, its natural surroundings, and its essential tendency to do inspirational things e.g., the Covid-19 volunteer programme.*

4. Our Values

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 respect each other.</p> <p>By our actions, we build trust between our Council and the people of Arundel.</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 which is compatible with the essence of Arundel.</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 are not insular. We connect with organisations outside of Arundel to benefit our residents.</p>	<p>We help people to create new activities new events, new groups, new initiatives in the town, e.g. <i>Elevenses</i> and the Bee Project, and we create new initiatives ourselves</p> <p>We are open to new ideas, new ways of working, in new alliances.</p>

5. Strategy

5.1. Challenges

Our powers are limited. We have only a small team of Officers in the Town Hall. Although we have an income of almost £300,000 our discretionary spend is limited, and most of our income goes on salaries and the running of our building.

Our task is to be smart and find strategies to deliver results for Arundel despite these limitations. In the last two years we have identified how this can be done.

5.2. “Human Capital”

At the core of our strategy is the high level of “human capital” in the town. In Arundel, there is unusually high proportion of residents whose interests, skills, experience and enthusiasm enable them to make a significant contribution in different areas of 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 the Bee Project and *Elevenes*.
- 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 and Flood Advisors.
- We can bring 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, 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 have brought about the creation of a Steering Group composed of members of West Sussex County Council, Arun District Council and National Highways, and encouraged them to jointly fund WSP consultancy to work on the project.

- We can ask other Statutory Bodies to give us **approval** for things that Arundel wants to do. For example we are currently seeking WSCC Highways’ approval for the Farmers Market anchors, the Traffic Regulation Order for Mill Road and the safety measures at Arundel Church of England Primary School.
- We can seek external **funding**, as we have done with the “Reopening the High Street Safely” and “Welcome Back” government funds channelled through Arun District Council and securing the contribution that Arun District Council made to the Farmers Market gazebos.
- 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 building our reputation as an organisation with whom sound partnerships can be built.
- It also requires us to do **the necessary work**, often in partnership with individuals and organisations in the community. For example, in 2021 the Arundel-Ford pathway was initiated by a detailed report on the project supported by over 50 community leaders. Arundel Town Council had asked for this pathway previously but nothing like this amount of work and effort had been invested in the project.

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>RECOGNISE AND PLAY TO OUR STRENGTHS</p> <p>DON'T FOCUS ON WHAT WE CAN'T DO</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>But this need not constrain us from being enterprising,</p>	<p>BUILD RELATIONSHIPS; ENCOURAGE PARTICIPATION.</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 Arundel Marketing Group which did</p>	<p>COMMUNICATE (INBOUND & OUTBOUND)</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 and inventiveness.</p> <p>We should actively use PR build the</p>	<p>REVIEW PROGRESS – ASSESS, ADJUST, RESET</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</p>

<p>creative and lobbying those who do have the power and the funding</p>	<p>not exist in 2019 is now promoting tourism and we have secured a small grant for them from Arun District Council</p> <p>We should not work in isolation; we should maintain contact with surrounding parishes and with WSALC.</p>	<p>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 to recruit new Advisors, Working Group members and Councillors.</p>	<p>much about celebrating achievements- which we are sometimes too modest to do- as about fixing issues.</p>
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6. Objectives

6.1. Setting the Scene

Many 2021/22 Objectives will continue in the coming year because they are incomplete. Others, such as Clean-up Arundel, are recurrent. Others relate exclusively to this year, e.g. the Queen's Platinum Jubilee celebration.

These 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. Some Working Groups, e.g. the Farmers Market Working Group have met monthly during the last year and this is reflected in the progress that they have made.

6.2. Key Themes

For the 4th and final year of this Council there are two key themes: **Communication** and **Connection**.

Good **Communication** with Arundel residents, with other Statutory Bodies, and between Councillors and Officers is vital to achieving our goals.

Creating more **Connections** is an opportunity. There are numerous good things happening in Arundel and the Council is uniquely placed to connect them. Our initiative to bring all the relevant parties together in the "Greener Arundel" group is one example. More recently the Link Councillor brought Arundel Church of England Primary School and the Tree Wardens together to establish a community tree nursery in the school grounds. These opportunities abound.

6.3. Principal Objectives 2022/23

- **World Events:** facilitate the Town's Response
- **Environment:** reduce the causes of climate change in Arundel
- **Making a Greener Arundel:** sustain and enhance the natural beauty of the town
- **State of the Town:** make Arundel "the jewel in the crown" for West Sussex
- **Traffic and Transport:** improve the transport infrastructure for Arundel
- **Young people:** make Arundel a good place for children and young people
- **Health and Well-Being:** improve the health and well-being of Arundel residents
- **Events:** help Arundel to be a place where something interesting is always going on, particularly during the Queen's Platinum Jubilee Year
- **Economy:** support the development of a thriving economy in Arundel, for the benefit of residents and visitors.
- **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 2022-23	
Organisation	Current Appointee
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)	Councillor Johnstone
Arundel C of E School	Cllr. Wood
Arundel Community Land Trust	Cllr. Rankin
Arundel Community Partnership	Cllr. Ashton-Konig
Arundel Dementia initiative	Deputy Mayor
Arundel Festival	Mayor
Arundel Gardens Association	Cllr. Phillips
Arundel Museum	Cllr. Phillips
Arundel Scouts & Guiding Groups	Cllr. Wood
Arundel Stakeholder Group	Mayor & Cllr. Tu
Agenda 21	Cllr. Kenney
Arun District Association of Local Councils	Cllr. Tu
Bee Project	Cllr. Beaty
Chamber of Commerce	Cllr. Ashton-Konig

Police Liaison	Mayor (ex-officio) & Town Clerk
Rural Market Towns Group	Deputy Mayor
St Philips Catholic Primary School	Cllr. Beaty
South Downs National Park Authority	Cllrs. Tu & Bradley
Victoria Institute	Cllr. Lovell
West Sussex ALC	Cllr. Lovell

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
Finance*	Cllr. Tu	Mayor, Deputy Mayor (both ex-officio), Councillor Bradley (Deputy Chair), Cllr. Lovell, Andy Beams (RFO), Town Clerk
Planning	Cllr. Wood	Mayor, Deputy Mayor (both ex-officio), Cllr. Phillips (Deputy Chair), Cllr. Kenney, Paul Armstrong (Planning Advisor), Town Clerk

*includes responsibility for Financial Regulations

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.

GROUP	CHAIR	MEMBERS
A27 Bypass Consultation	Mayor	Deputy Mayor, Cllr. Kenney, Cllr. Ashton-Konig, Communications Officer
Arundel-Ford Safe Pathway	Mayor	Andy Batty, Town Clerk.
Campervans	Cllr. Kenney	Mayor, Cllr. Lovell.
Cleaner Arundel	Deputy Mayor	Mayor, Town Clerk, Town Events Manager
Standing Orders/Ways of Working	Deputy Mayor	Town Clerk
Community Events (including Jubilee)	Mayor	Mayor, Deputy Mayor, Cllr. Tu, Cllr. Wood, Town Clerk, Town Events Manager <i>Plus, for Jubilee Activity:</i> Cllr. Kenney, Sharon Blaikie, Alastair Deighton.
Local Cycling & Walking	James Stewart	Cllr. Bradley, Christopher Brooks, David Houghton, Nigel Searle, Kay Wagland.

Infrastructure Plans (LCWIP)		
Emergency Plan	Cllr. Wood	Mayor, Deputy Mayor, Karin Moorhouse, Town Clerk
Environment	Cllr. Rankin	Cllr. Bradley, Cllr. Tu, Mayor, Rita Godfrey
Conservation Area	Cllr. Phillips	Deputy Mayor, Cllr. Lovell, Paul Armstrong, Adge Roberts, David Shilston.
Farmers Market	Cllr. Tu	Cllr. Bradley, Town Events Manager, Sue Roderick, Louise Crush (Market Manager), Sharon Blaikie.
Human Resources	Mayor	Deputy Mayor (ex-officio) Cllr. Tu, Town Clerk, Linda Evans (HR Consultant)
IT	Cllr. Tu	Cllr. Lovell, Cllr. Rankin, Town Events Manager
Town Hall Events (formerly "FMT")	Cllr. Tu	Mayor, Town Hall Events Manager, Cllr. Ashton-Konig, Town Clerk
Town Hall Roof	Cllr. Lovell	Mayor, Deputy Mayor, Cllr. Tu, Cllr. Kenney, Town Clerk, Town Hall Events Manager
Traffic & Access	Cllr. Johnstone	Mayor, Deputy Mayor, Cllr. Lovell, Cllr. Rankin, Cllr. Tu, Cllr. Wood
Website & Communications	Mayor	Town Clerk, Communications Officer, Town Events Manager
Youth Council & Junior Town Crier	Deputy Mayor	Mayor, Cllr. Wood, Karin Moorhouse, Town Clerk

8. Objectives in Detail

2021/22 TOWN COUNCIL OBJECTIVES
-allocated to Link Councillors, Working Groups and Committees

Objective 1:		
FACILITATE THE TOWN'S RESPONSE TO WORLD EVENTS		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
1. Remain alert to any resurgence of the Covid-19 pandemic	Respond to circumstances working with other community groups.	Mayor, Town Clerk, Full Council
2. Support the Town as it recovers from the pandemic	a) Plant a Covid Memorial Tree b) Plant a tree to celebrate the great work of the NHS did during the pandemic	Mayor, Town Events Manager, Tree Warden Group, Town Clerk.
3. Support Arundel residents and organisations who are contributing to the people of Ukraine.	a) Support fundraising by Disaster Emergency Committee charities collecting in Arundel for Ukraine. b) Provide any appropriate support for residents taking in refugees.	Mayor, Town Clerk, Full Council

Objective 2:		
ENVIRONMENT: to reduce the causes of climate change in Arundel		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
4. Take local initiatives to tackle climate change	a) Through local initiatives such as Ending Climate Change Day and a Climate Change Award scheme, raise awareness of the climate change emergency and ways in which we can contribute to reducing climate change.	Environment Working Group

	<ul style="list-style-type: none"> b) Work with community groups to look at ways in which Arundel can contribute to tackling climate change and investigate how Arundel can reduce its waste (including disposable coffee cups) c) Lobby ADC to have green recycling bins located in Arundel. d) Develop initiatives to minimise the carbon footprint of the Council. e) Consider the effect on climate change of all proposals that come before the Town Council f) Establish with District Council a programme for electrical car charging in Arundel. 	
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Objective 3: MAKING A GREENER ARUNDEL: sustaining and enhancing the natural beauty of Arundel		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
5. Develop our relationship with the South Downs National Park	<ul style="list-style-type: none"> a) Promote awareness that Arundel lies within the South Downs National Park, as part of the attraction of the town for visitors. b) Secure SDNP support and financing for initiatives in Arundel 	Michael Tu and John Bradley
6. Establish Arundel as the UK's leading "Bee Friendly" ecological town whilst enhancing the attractiveness of Arundel	<ul style="list-style-type: none"> a) Activate the "Greener Arundel" group to co-ordinate green space and planting initiatives across the town b) Focus on improving the three main approaches to Arundel-the Ford Road and Causeway roundabouts and the station approach c) Progress the planter scheme 	Mayor, Town Clerk and Town Events Manager (with the members of the Greener Arundel Group)

7. Promote tree planting in Arundel	a) In consultation with residents, develop and implement a programme to plant trees in Canada Road in autumn 2022	Mayor, Mark Phillips, Town Clerk and the Tree Wardens.
	b) Explore the development of a planting programme and community tree nursery at ACE	Mayor, Les Wood, Tree Wardens.
	c) Maintain the lime tree colonnade on Mill Road	Mayor, Town Clerk, Tree Wardens

Objective 4: STATE OF THE TOWN: make Arundel the “Jewel in the Crown” for West Sussex		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
8. Protect the character of Arundel, particularly in the conservation area	a) Challenge any planning applications that are contrary to the Village Design Statement and the Arun Local Plan	Planning Committee
	b) Seek to build a better alignment with the Arun District Council on planning issues.	Planning Committee
	c) Review and update the Arundel conservation area to protect Arundel from inappropriate development.	Conservation Working Group
	d) Ensure that the character of the heritage street lighting in the conservation area is maintained	Mayor, Town Clerk
9. Engage the whole Arundel community in “Be Proud of Arundel” cleaning and tidying days in the town.	a) Schedule Spring and Autumn “Be Proud of Arundel” days involving as many organisations in Arundel as possible.	Cleaner Arundel Working Group
10. If funding can be found, hold a consultation on the public realm in Arundel, including the	a) Establish a group with clear terms of reference for the project.	To be determined

possibilities for shared spaces and partial pedestrianisation	<ul style="list-style-type: none"> b) Identify the professional support that will be required to run a town-wide consultation. c) Identify the costs, sources of funding, process and timeline 	
11. Promote the history and heritage of the town both for residents and visitors	a) Create opportunities to bring alive the history and heritage of Arundel (a project that eventually could engage the whole community), including the restored Mill Road ruins	Mark Phillips, Mayor (with museum)
12. Deal with the campervan issue	a) Campaign for a TRO to prevent overnight parking of campervans and caravans on Mill Rd.	Campervan Working Group

Objective 5: TRAFFIC AND TRANSPORT: improve the transport infrastructure for Arundel		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
13. Continue the campaign for a bypass throughout the process	a) Monitor progress and maintain visible community support for the bypass throughout the process.	A27 Bypass Working Group
14. Campaign to secure a safe cycle path/footpath between Ford Station and Arundel.	<ul style="list-style-type: none"> a) Secure evidence of support from all stakeholders for the revised route design, business case and strategic case developed by WSP, so that WSCC and National Highways are confident that this project is widely supported. b) Maintain high levels of visibility in the community through PR activity. c) Submit the application for National Highways Designated Funds by mid-year. d) Develop the funding plan with contributions from WSCC, Arun District Council, National Highways and Arundel Town Council with a view to initiating 	Arundel-Ford Safe Pathway Working Group

	detailed design work in 2022/23, followed by building in 2023/24.	
15. Develop a strategy for improving parking, for residents and visitors in Arundel spaces and partial pedestrianisation	<p>a) Develop a whole town parking strategy that considers every public space in the town, the parking time permitted and the costs for parking, and electrical charging points.</p> <p>b) Deal with the “conopolis”-the issue of unofficial cone placement to reserve parking spaces.</p>	Traffic & Access Working Group
16. Deter rat running and speeding through the town.	To be determined	Traffic & Access Working Group

Objective 6: YOUNG PEOPLE: make Arundel a good place for children and young people		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
17. Engage with, support and encourage both Arundel’s primary schools.	<p>a) Maintain contact with both schools, integrating them in all relevant community activities and supporting their work.</p> <p>b) Engage with WSCC to find ways to make the ACE cul-de-sac safer for children as they arrive and leave school</p> <p>c) Support an investigation into the possibility of a school being provided in Arundel for students over 11 years.</p>	<p>Link Councillors (Les Wood for ACE, Mayor St. Philip’s)</p> <p>Les Wood, Mayor</p> <p>Les Wood</p>
18. Establish the Youth Council.	a) Establish a youth Council with budget for developing activities and programmes in town.	Youth Council and Junior Town Crier Working Group
19. Ensure that the needs and interests of children and young people are catered for in the	b) Identify and report those programmes that are specifically relevant for young people	Town Hall Events and Town Events

events programme in the Town Hall and in the Community		Managers and Working Groups
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Objective 7: HEALTH AND WELL-BEING: improve the health and well-being of Arundel residents		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
20. Contribute to making Arundel a dementia-friendly town, in partnership with relevant charities, community groups and medical professionals	a) Encourage and support Eleveses and the creation of a community group to help people living with dementia and their carers.	Mayor, Deputy Mayor
21. Promote cycling and walking routes in and around Arundel	a) Develop a Local Cycling & Walking Infrastructure Plan for Arundel, and have it adopted by WSCC and ADC. b) Establish and promote informal walking and cycling events, possibly linked to Arundel Charities. c) Encourage the Visit Arundel and Love Arundel websites to add more routes. d) 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.	Cycling & Walking Working Group
22. Ensure that everyone in need in Arundel is supported	a) With the increased cost of living, identify and action any need for an Arundel Community Appeal to support any residents in need	Community Events Working Group

Objective 8:

EVENTS: help Arundel be the place where something interesting is always going on, particularly in the Jubilee Year

<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
23. Make the Queen's Platinum Jubilee Year a great celebration in Arundel	<ul style="list-style-type: none"> a) Organise some key events for children, families and older residents at the Jubilee bank holiday in June. b) Make the beacon lighting spectacular. c) Provide a Jubilee "umbrella" under which other organisations can organise their own Jubilee events and publish a regularly updated diary of all Jubilee events on our website and Love Arundel. d) Provide Jubilee grants of (normally) up to £500 to support organisations which are arranging their own Jubilee events (under the published criteria) e) Provide a link to the ADC website showing the rules for arranging street parties etc and provide an advisory service for people/groups organising events. f) Where it adds value, make each of the events in the Arundel Calendar a Jubilee event-e.g. the 2022 Jubilee Community Awards. 	Community Events Working Group (enlarged for the Jubilee)
24. Support the development of the Arundel Festival	<ul style="list-style-type: none"> a) Seek to support the Festival in establishing a Board of Directors. b) Work with the Festival organisers to find sustainable funding for a paid Festival Coordinator, based on the role of the Town in Arun tourism. c) Work towards there being Spring, Summer and Christmas Festivals in Arundel. 	Mayor, Town Clerk, Town Events Manager

25. Make full use of the Town Hall as a community asset	a) 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.	Town Hall Events Working Group
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<p style="text-align: center;">Objective 9:</p> <p style="text-align: center;">ECONOMY: support the development of a thriving economy in Arundel, for the benefit of residents and visitors</p>		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
26. Develop the Farmers Market	<ul style="list-style-type: none"> a) Enhance the reputation of the market as a benefit to residents in and around Arundel, who want to shop locally. b) Increase the number of traders and range of goods provided at the Farmers Market. c) Explore the possibility of additional, complementary “specialist” markets d) Resolve the logistic issues of storage, road signs and weights. e) Locate anchors and wall plates where we control the locations or have permission to do so from WSCC/ADC. f) Develop a successful programme for hiring out gazebos, ensuring that they are insured for this purpose. g) Build and install the sign in the field at the top of the Causeway. 	Farmers Market Working Group
27. Support the Chamber of Commerce and Arundel Marketing Group in their efforts to improve the health of Arundel’s	<ul style="list-style-type: none"> a) Attend meetings and participate in activities. b) Seek to take over pavement licencing responsibilities for Arundel from ADC, so that we 	Oscar Ashton-Konig, Mayor, Town Clerk.

retail sector and Attractions.	can evolve a “café culture” in the Town. c) Lobby for support/approval from ADC/WSCC when necessary.	
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Objective 10:		
THE COUNCIL: make it work more effectively for the Arundel Community		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
28. Evolve the HR programme	a) Review and where necessary modify and improve: <ul style="list-style-type: none"> • Job descriptions • Roles and responsibilities • Processes for objective-setting, 90-day reviews and appraisals. b) Review working methods and ways in which productivity can be increased. c) Establish training and development needs and opportunities for Officers and Councillors. d) Recruit a voluntary Insurance Advisor	Mayor, Town Clerk, HR Working Group
29. Town Hall	a) Identify and implement the best solution to the work required on the roofs of the Atherley and Holmes Chambers and the Terrace. b) Carry out the work with the least possible impact on the Town Hall revenue from weddings & events. c) Develop a “fixture card” of events in the Town Hall with a blend of profit-generating events and break-even/subsidized community events d) Develop and annual calendar for cleaning and maintenance	Town Hall Roof Working Group Town Hall Roof Working Group and Town Hall Events Manager Town Hall Events Working Group Town Clerk, Facilities Manager

	<ul style="list-style-type: none"> e) Make the most of the Holmes Chamber through affordable refurbishment. f) Make the Town Hall a more welcoming building, showcasing what the Council is doing in the community. g) Undertake a complete clear out of the Town Hall, where necessary utilising outside storage or archiving facilities to improve efficiency and the working environment. 	<p>Town Hall Events Working Group</p> <p>Town Hall Events Working Group</p> <p>Town Clerk and Officers</p>
30. Provide appropriate infrastructure, services and support to enable the Council's Objectives to be effectively and efficiently delivered.	<ul style="list-style-type: none"> a) Enhance provision for remote working b) Establish ways in which the Council can service more value from its investment in Microsoft Teams. c) Develop on-line methods for tracking projects and work programmes 	IT Working Group
31. Communications	<ul style="list-style-type: none"> a) Maintain a strong PR programme through all communication channels, as a way of keeping residents aware of what we are doing, building positive reputation with other stakeholders and funders and attracting new Councillors. b) Improve the content and navigability of the Town Council website 	Website & Communications Working Group
32. Finance	<ul style="list-style-type: none"> a) Develop a deep understanding of all the sources of grants and funding that may support projects in Arundel. b) Establish banking arrangements that will protect Council funds under the Financial Services Compensation Scheme c) Develop a mentoring programme which will enable the Town Clerk 	Finance Committee

	to assume RFO responsibilities in 2023/24.	
33. Emergency Plan	<ul style="list-style-type: none"> a) Have the Emergency Plan fully operational by the end-September 2021, including having the Emergency Response Group in place. b) Create town-wide awareness of the Emergency Plan c) Monitor the Flood Risk to the Town and ensure that the Environment Agency and WSCC take all necessary steps to protect Arundel. 	<p>Emergency Plan Working Group</p> <p>Mayor, Flood Advisor</p>
34. Create solid foundations for the Council that will take office in May 2023	<ul style="list-style-type: none"> a) Establish an outline time plan for the review of the Neighbourhood Plan b) Work with the Arundel Community Partnership their plans for an update of the “Love Arundel” consultation. 	Town Clerk, Council

9. The Home Straight

The Government now recognises what Andrew Griffith told us last year- that Parish and Town Councils matter and can make a difference locally:

“Local leaders will be empowered to direct funding towards their own, locally identified priorities, whether that be promoting new outdoor markets, reducing litter, graffiti and anti-social behaviour, reviving high streets, supporting local businesses or skills provision....”

(HM Government White Paper, “Levelling Up”, February 2022)

We are entering our fourth and final year together. A new council will be elected in May 2023. Already we have achieved more than ever seemed likely when the Covid-19 pandemic struck in March 2020. Now, as we enter the home straight, we have a great opportunity to make decisive progress in achieving our objectives, so that the 2023-27 Council is working from the outset on the firm foundations that we have laid.

Let’s go for it!