



# Arundel Strategic Plan 2023-27

*“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. 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. Our task is to continue-and where possible complete-the journey.

In 2023 we will have the input from both the Neighbourhood Plan (some of the initial thinking is already incorporated in the objectives) and from the town wide consultation that we envisage doing this year ('Love Arundel Version 2').

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</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</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,</i></p>

<i>maintenance of Council ceremonial.</i>	<i>Orchard, the Pollinator's Garden.</i>	
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### 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
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.	We take responsibility for sustaining our inheritance: the heritage, traditions, and natural environment of our town.	We connect with the people of Arundel; we actively engage with voluntary groups, schools, churches, and other organisations. We build bridges and	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

<p>Implicit in that is that we <b>respect</b> each other.</p> <p>By our actions, we build trust between our Council and the people of Arundel.</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>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>initiatives ourselves e.g. The Young Person's Award for Sporting Excellence.</p> <p>We are open to new ideas, new ways of working, in new alliances.</p>
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### 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.

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 *Elevenes* 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 and Flood 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 have 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.
- We can ask other Statutory Bodies to give us **approval** for things that Arundel wants to do. For example we are currently seeking the Traffic Regulation Order for Mill Road from WSCC.
- We can seek external **funding**, as we have did with the “Welcome Back” government funds and in securing the contribution that Arun District Council made to the Farmers Market gazebos. We are currently seeking ADC funding for Arundel Festival Ltd.
- 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><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>
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## 6. Objectives

### 6.1. Setting the Scene

- Some 2022/23 Objectives will roll forward into 2023-27 because they are incomplete or recurrent.
- The 2023-27 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 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 2023/24

- **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.

When the 2 additional Councillors are co-opted, we will be able to review Link Councillor responsibilities in the light of their interests and experience.

LINK COUNCILLORS & APPOINTMENTS TO OUTSIDE BODIES 2023-24	
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)	Cllr Stirling
Arundel C of E School	Cllr Wood
Arundel Community Land Trust	Cllr Lovell
Arundel Community Partnership	Mayor
Elevenes/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
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 Stirling & Cllr Tu
Victoria Institute	Cllr Ashton-Konig
West Sussex ALC	Deputy Mayor

### Note

At present, there does not appear to be a need for a Link Councillor for the Rural Towns Market Group.

The Bee Project has been replaced with the 'Greening of Arundel' project, which includes the Bee Project.

## 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	Mayor, Deputy Mayor (both ex-officio), Cllr Lovell, Andy Beams (RFO), Town Clerk
<b>Planning</b>	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.

WORKING GROUP	MEMBERS	CHAIRPERSON
<b>Arundel-Ford Safe Pathway</b>	Andy Batty Town Clerk	Mayor
<b>Campervans</b>	Cllr Lovell Mayor Cllr Stirling	Cllr Kenney
<b>Community Events (including Jubilee)</b>	Cllr Tu Cllr Wood Deputy Mayor Town Clerk Town Events Manager  For the organisation of Jubilee events: Sharon Blaikie Cllr Kenney Alastair Deighton Polly Mutch Lisa Taylor	Mayor

<b>Emergency Plan</b>	Mayor Deputy Mayor Town Clerk Cllr Stirling	Cllr Wood
<b>Environment</b>	Cllr Tu Mayor Rita Godfrey	Cllr Beaty
<b>Website &amp; Communications</b>	Administration Officer Town Events Manager Town Clerk	Mayor
<b>Farmers Market</b>	Town Events Manager Sue Roderick Louise Crush (Market Manager) Sharon Blaikie	Cllr Tu
<b>Standing Orders/Ways Of Working</b>	Town Clerk	Deputy Mayor
<b>Town Hall Events</b>	Cllr Tu Mayor Town Clerk Town Hall Events Manager	Cllr Ashton-Konig
<b>Human Resources</b>	Deputy Mayor Cllr Ashton-Konig Town Clerk Linda Evans (HR Consultant)	Mayor
<b>Local Cycling and Walking Infrastructure Plans (LCWIP)</b>	Christopher Brooks David Houghton Kay Wagland Nigel Searle Cllr Kenney	James Stewart
<b>Town Hall Roof</b>	Cllr Kenney Cllr Tu Deputy Mayor Mayor Town Clerk Town Hall Events Manager	Cllr Lovell
<b>Traffic &amp; Access</b>	Mayor Deputy Mayor Cllr Lovell Cllr Tu Cllr Wood Peter Down	Cllr Stirling

## 8. Objectives in Detail

<p><b>Objectives in Detail</b></p> <p><b>2023-27COUNCIL OBJECTIVES</b></p> <p>-allocated to Link Councillors, Working Groups and Committees</p>
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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>Ukraine: Continue to support Arundel residents and organisations who are contributing to the people of Ukraine.</p>	<ul style="list-style-type: none"> <li>i) Support fundraising by Disaster Emergency Committee charities collecting in Arundel for Ukraine.</li> <li>ii) Provide any appropriate support for residents taking in refugees.</li> <li>iii) Respond to any changes in the situation</li> <li>iv) Regularly continue to fly the Ukraine flag</li> </ul>	<p>Mayor, Town Clerk, Full Council</p>
<p><b>1.B</b></p> <p>Other: Respond to events if and when they happen</p>		

Objective 2: ENVIRONMENT: to reduce and reverse the causes of climate change in Arundel		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
<p><b>2.A.</b></p>	<ul style="list-style-type: none"> <li>i) <b>Arundel Green Living:</b> through initiatives such as our Climate Change Award scheme, raise</li> </ul>	<p>Environment Working Group</p>

<p>Take local initiatives to:</p> <ul style="list-style-type: none"> <li>-tackle climate change, and</li> <li>-promote the sustainable use and re-use of resources</li> </ul>	<p>awareness of the ways in which we can all contribute to reversing the causes of climate change.</p> <ul style="list-style-type: none"> <li>ii) <b>Biodiversity:</b> encourage individuals and organisations to conserve and create habitats that will increase our biodiversity</li> <li>iii) <b>Chemical spraying:</b> investigate the use of chemical spraying in public areas of the town, and lobby for safer alternatives where necessary.</li> <li>iv) <b>Competition Winners:</b> support the winners of the Climate Change competition in developing their schemes.</li> <li>v) <b>Take the Juniper initiative as a model:</b> work with community groups to identify and support specific, achievable projects to avoid things going to incinerators or landfill, e.g. the Juniper-led composting of coffee grounds.</li> <li>vi) <b>Food waste:</b> Explore how Arundel can reduce its food waste and avoid food going to landfill.</li> <li>vii) <b>Recycling bins:</b> progress the location of recycling bins in public areas in Arundel.</li> <li>viii) <b>'Wombles':</b> build the Green Hub as a basis for recycling things that cannot go in the Biffa kerbside recycling bins</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> <li>xii) <b>EV Charging:</b> work with the District Council, the Lido and the Castle to</li> </ul>	<p>Mayor, Town Clerk</p> <p>Traffic &amp; Access Working Group/</p>
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	<p>establish sufficient charging points in Arundel for residents and visitors</p> <p>xiii) <b>Neighbourhood:</b> explore a policy for Zero Carbon buildings</p>	Neighbourhood Plan
<p>2.B</p> <p>Conserve and create habitats that will increase our biodiversity</p>	<p>i) Encourage groups and individuals to see every green space as a potential opportunity for creatures to thrive.</p>	
<p>2.C</p> <p>Clean up the River Arun</p>	<p>i) Through the work of the Flood Defence Advisor, continue to monitor and draw attention to storm overflows and other sewage discharges into the River Arun and the risk to health that results.</p>	

<p style="text-align: center;"><b>Objective 3:</b></p> <p style="text-align: center;"><b>MAKING A GREENER ARUNDEL:</b></p> <p style="text-align: center;">sustain and enhance the green places of the town</p>		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
<p>3.A</p> <p>Develop our relationship with the South Downs National Park Authority.</p>	<p>i) Promote awareness that Arundel lies within the South Downs National Park, as part of the attraction of the town for visitors.</p> <p>ii) Secure SDNPA support and financing for initiatives in Arundel</p>	<p>Link Cllrs. Iain Stirling &amp; Michael Tu</p>
<p>3.B</p> <p>Support, encourage and facilitate the work plan of the Arundel Green Team.</p>	<p>i) Establish the roles and responsibilities of WSCC, ADC, Tivoli and the Green Team for different green areas.</p> <p>ii) As far as possible, take control of the planting and green areas of the town to provide a consistent and sustainable approach to</p>	<p>Link Councillor Carole Beaty, Town Clerk</p>



	<p>creating a beautiful and ecologically sound space for flora and fauna to thrive.</p> <p>iii) In particular, determine the plan for maintaining the roundabouts and verges.</p> <p>iv) Progress the planter scheme</p> <p>v) Re-open with ADC the question of the future of Canada Gardens in the light of the postponement of the A27 bypass</p>	<p>Link Cllr. Carole Beaty</p> <p>Town Clerk, Mayor</p>
<p>3.C</p> <p>Continue to promote tree planting in Arundel</p>	<p>a) Work with the tree wardens to develop and implement a programme to plant more trees in Arundel</p>	<p>Mayor, Town Clerk and the Tree Wardens.</p>

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

	<p>Character Areas outside of the conservation area.</p> <p>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.</p> <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>vii) Seek to achieve listed status for the street lighting</p> <p>viii) Oppose the ADC Airbnb proposal for River Road and seek its retention for resident parking and EV charging</p>	<p>Plan, Cllr. Mark Phillips.</p> <p>Neighbourhood Plan, Cllr. Mark Phillips.</p> <p>Neighbourhood Plan</p> <p>Mayor, Cllr. Carolyn Kenney</p> <p>Cllr. Mark Phillips</p> <p>Mayor</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>If funding can be found, hold a consultation on the public realm in Arundel, including the possibilities for shared spaces and partial pedestrianisation</p>	<p>i) As an initial step, Include this topic in the 2023 ‘Love Arundel’ town consultation. Establish a group with clear terms of reference for the project.</p> <p>ii) Identify the professional support that will be required to run a town-wide consultation.</p> <p>iii) Identify the costs, sources of funding, process and timeline</p>	<p>Mayor, LCWIP Working Group, Love Arundel group.</p>

4.E Find a way to deal with the campervan issue on Mill Road	<ul style="list-style-type: none"> <li>i) Meet with WSCC to discuss all the possible options</li> <li>ii) If necessary, undertake a townwide referendum on the WSCC proposal for time-limited parking on the road</li> </ul>	Campervan Working Group
4.F Conclude the bollard situation on King's Arms Hill	<ul style="list-style-type: none"> <li>i) Galvanize WSCC to doing the agreed work to replace the bollards</li> </ul>	Cllr. Mark Phillips

<b>Objective 5: TRAFFIC &amp; ACCESS: improve cycle and pedestrian routes, parking and reduce the impact of cars on the town.</b>		
<b><i>Specific Objective</i></b>	<b><i>Actions</i></b>	<b><i>Who</i></b>
5.A Monitor developments on the A27 Bypass	<ul style="list-style-type: none"> <li>i) Maintain contact with National Highways and attend A27 Elected Representatives Meetings</li> </ul>	Mayor, Deputy Mayor
5.B Support the finalisation of the Arundel LCWIP	<ul style="list-style-type: none"> <li>i) LCWIP should be completed by summer 2023.</li> </ul>	LCWIP Working Group (Link Councillor/or Working Group Councillor required)
5.C Continue the campaign to secure a safe cycle path/footpath between Ford Station and Arundel.	<ul style="list-style-type: none"> <li>i) Keep the project front-of-mind with all stakeholders-including WSCC, ADC, NH and Andrew Griffith, and residents.</li> </ul>	Arundel-Ford Safe Pathway Working Group
5.D Develop a strategy for improving parking, for	<ul style="list-style-type: none"> <li>i) Develop a whole town parking strategy that considers every public space in the town, the parking time permitted and the</li> </ul>	Traffic & Access Working Group

residents and visitors in Arundel spaces and partial pedestrianisation	costs for parking, and electrical charging points. ii) Review the requirement and opportunity for more cycle racks across the town.	
5.E Deter rat running and speeding through the town.	i) Review the speed gun strategy developed by the previous Council, and develop a strategy for the next four years.	Traffic & Access Working Group

*NB. There are members of the LCWIP working group who have expressed interest in working on the parking strategy for Arundel and have professional experience in this area. We need a Councillor to join the LCWIP group now that Cllr. Bradley has left.*

<b>Objective 6:</b> <b>YOUNG PEOPLE:</b> <b>make Arundel a good place for children and young people to grow up</b>		
<b>Specific Objective</b>	<b>Actions</b>	<b>Who</b>
6.A Engage with, support and encourage both Arundel's primary schools and the Scout & Guide organisations.	i) Maintain contact with schools, Scouts and Guides, integrating them in all relevant community activities and supporting their work.  ii) Support the school in finding ways to make the ACE cul-de-sac safer for children as they arrive and leave school	Link Councillors: Cllr. Les Wood for ACE, Scouts and Guides  Cllr. Robin Lovell for St. Philip's  Les Wood, Mayor
6.B 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	i) Encourage groups and organisations in the town to offer 'taster programmes' to young people in the town.  ii) Explore the re-opening of a youth club in Arundel	Town Events Manager and Working Group  Town Events Manager and Working Group

	iii) Find sponsorship to repeat and extend the Young Person's Award for Sporting Excellence.	Mayor, Town Events Manager
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<b>Objective 7:</b> <b>HEALTH AND WELL-BEING:</b> <b>Support the health and well-being of Arundel residents</b>		
<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	i) Encourage and support Elevenses and explore ways in which the community can help people living with dementia and their carers.  ii) Secure recognition as 'Dementia Friendly' town for Arundel.	Mayor, Deputy Mayor
7.B  Promote cycling and walking routes in and around Arundel	i) Complete the Local Cycling & Walking Infrastructure Plan for Arundel, and have it adopted by WSCC and ADC.  ii) Establish and promote informal walking, running and cycling events, possibly linked to Arundel Charities.  iii) Encourage the Visit Arundel and Love Arundel websites to add more walking and cycling routes.  iv) 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.	LCWIP Working Group
7.C  Be conscious of those in Arundel who have specific needs and where possible seek ways to help and support them.	i) Working with community groups, identify those facing problems and provide help and support where possible.	Town Clerk, Mayor, Cllr. Phillips

<p>7.D</p> <p>Ensure that the provision of pharmacy and other medical services in the town meets the needs of residents</p>	<p>i) Monitor the situation and liaise with Andrew Griffith MP if there is need for intervention.</p>	<p>Mayor, Link Cllr. Beaty.</p>
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<p style="text-align: center;"><b>Objective 8:</b></p> <p style="text-align: center;"><b>EVENTS:</b></p> <p style="text-align: center;">help Arundel be the place where something interesting is always going on</p>		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
<p>8.A</p> <p>Support the development of the Arundel Festival and related events</p>	<p>i) Secure short-term funding for a part-time Festival Manager and Festival Director from Arun District Council.</p> <p>ii) Seek long-term funding streams that will make the Festival less dependent on last minute fundraisers.</p> <p>iii) Support the Festival in finding patronage and a building a Trustee Board.</p> <p>iv) Conduct an in-depth review of the Festival and its component parts as background to these developments.</p> <p>v) Work towards there being Spring, Summer and Christmas Festivals in Arundel.</p> <p>vi) Support the evolution of the 2022 Literary Day at the Vic into a Literary Festival</p>	<p>Mayor, Town Clerk, Town Events Manager</p>
<p>8.B</p>	<p>i) To the extent that the wedding and maintenance programme permits, develop a fixture card of events that make full use of the</p>	<p>Town Hall Events Working Group</p>

Make full use of the Town Hall as a community asset	Town Hall as a community asset, with a blend of profit-generating events and subsidized community events.	
8.C Work with Love Arundel and The Bell to establish a complete diary of forthcoming events in Arundel to avoid conflicting dates and to spot the gaps	a) Agree methodology	Mayor

<b>Objective 9:</b> <b>ECONOMY:</b> support the development of a thriving economy in Arundel		
<i>Specific Objective</i>	<i>Actions</i>	<i>Who</i>
9.A Develop the Farmers Market	i) Enhance the reputation of the market as a benefit to residents in and around Arundel, who want to shop locally. ii) Optimise the number of traders and range of goods provided at the Farmers Market. iii) Explore the possibility of additional, complementary “specialist” markets iv) Resolve all the outstanding issues relating to logistic issues, market management, storage, road signs and weights. v) Develop a successful programme for hiring out gazebos, ensuring that they are insured for this purpose.	Farmers Market Working Group
9.B	i) Attend meetings and participate in activities.	Oscar Ashton-Konig, Mayor.

Support the Chamber of Commerce and Arundel Marketing Group in their efforts to improve the health of Arundel’s retail sector and Attractions.	ii) Seek to take over pavement licencing responsibilities for Arundel from ADC, so that we can evolve a “café culture” in the Town.	Mayor, Town Events Manager
	iii) Lobby for support/approval from ADC/WSCC when necessary.	Mayor

<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>
10.A Evolve the HR programme	i) Review and where necessary modify and improve: <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> ii) Review working methods and ways in which productivity can be increased. iii) Establish training and development needs and opportunities for Officers and Councillors.	Mayor, Town Clerk, HR Working Group
10.B Town Hall: make the most of the asset	i) Renovate the Terrace with a programme that has minimal impact on the wedding and event income. ii) Optimise the financial contribution that the Town Hall generates iii) Develop an annual calendar for cleaning and maintenance	Town Hall Roof Working Group  Town Hall Events Manager and Working Group  Town Hall Events Manager and Working Group



	<ul style="list-style-type: none"> <li>iv) Make the most of the Holmes Chamber through affordable refurbishment.</li> <li>v) Make the Town Hall a welcoming building, showcasing what the Council is doing in the community.</li> <li>vi) 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 Manager and Working Group</p> <p>Town Hall Events and Town Events Managers</p> <p>Town Clerk and Officers</p>
<p>10.C</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) Enhance provision for remote working</li> <li>ii) Establish ways in which the Council can service more value from its investment in Microsoft Teams.</li> </ul>	<p>Officers</p> <p>Finance and IT Working Group</p>
<p>10. D</p> <p>Communicate</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 other stakeholders and funders and to attract volunteers, new Councillors and staff.</li> <li>ii) Improve the content and navigability of the Town Council website</li> <li>iii) Maintain the standard of The Bell, whilst keeping it editorially independent of the Town Council</li> </ul>	<p>Website &amp; Communications Working Group</p> <p>Mayor</p>
<p>10. D</p>	<ul style="list-style-type: none"> <li>i) Develop a deep understanding of all the sources of grants and funding that may support projects in Arundel.</li> </ul>	<p>Finance Committee</p>

Finance: manage the Council's finances effectively and efficiently	<ul style="list-style-type: none"> <li>ii) Establish banking arrangements that will protect Council funds under the Financial Services Compensation Scheme</li> <li>iii) Develop a mentoring programme which will enable the RFO role to be brought in-house in 2024.</li> <li>iv) Develop a Three Year Plan for income and expenditure</li> </ul>	
10.E Plan for Emergencies, particularly floods	<ul style="list-style-type: none"> <li>i) Have the Emergency Plan fully operational by the end-October 2023.</li> <li>ii) Create town-wide awareness of the Emergency Plan</li> <li>iii) Monitor the Flood Risk to the Town and ensure that the Environment Agency and WSCC take all necessary steps to protect Arundel.</li> </ul>	Emergency Plan Working Group  Mayor, Flood Advisor
10.F Encourage the provision of affordable housing in Arundel	<ul style="list-style-type: none"> <li>i) Support the work of the CLT in finding opportunities for affordable housing in Arundel</li> </ul>	Link Cllr. Iain Stirling
10.G Create solid foundations for the Council's work programme in 2024-27	<ul style="list-style-type: none"> <li>i) With residents, undertake a town-wide Love Arundel consultation process to identify residents' aspirations and priorities for the development of the town in the next 4 years.</li> <li>ii) Specifically explore the optimum use of the land gifted to the Council at Arundel Gate.</li> <li>iii) Amend the Council's objectives in the light of the consultation.</li> </ul>	Town Clerk, Council





