Lowestoft Town Council

For the attention of all Councillors

You are summoned to attend a **Events and Communications Committee** meeting of Lowestoft Town Council, which will be held at **Hamilton House, Battery Green Road, Lowestoft, NR32 1DE** at **10:00 AM** on **Wednesday, October 7, 2026**.

The meeting is held in accessible premises and open to the public and press to attend. Those attending shall be informed that the meeting may be reported on (including recording, photographing and filming). This does not apply to confidential items. Comments can also be submitting regarding any item on the agenda in advance of the meeting. Members of the public can join the meeting remotely via Teams. The meeting can also be observed via YouTube.

In providing any comments members of the public accept that, where they are suitable, they may be considered at the meeting and published in our minutes. Any individual submitting the comments should ensure that their name, address and contact details are included in their communication and should note that anonymous submissions will not be accepted. Members of the public accept that their name may be noted and recorded at the meeting. However, their contact details will not be noted and reported publicly.

Councillors must register relevant interests and declare them at a meeting if they have such an interest in a matter to be considered. Under the Localism Act 2011, a councillor with relevant interests in matters on the agenda cannot take part or vote on those matters, unless they have been granted a dispensation. Under the Council's Code of Conduct, a councillor must leave the meeting room if they have such an interest, unless they have been granted a dispensation. There may be other interests or matters in which councillors might be considered to be biased or predetermined in which case they will need to consider whether they should leave the room.

The Council has a duty to pay due regard to preventing crime and disorder and to conserve biodiversity as part of relevant decisions.

S. L. Foote

……

Sarah Foote, Town Clerk
30 September 2026

Lowestoft Town Council

Events and Communications Committee

Hamilton House, Battery Green Road, Lowestoft, NR32 1DE
10:00 AM on Wednesday, October 7, 2026

AGENDA

69 Welcome
To explain the fire evacuation procedure, welcome the meeting, and remind councillors and members of the public of the right to report.

70 To receive and consider approval of apologies for absence

71 Declarations of Interests and dispensations

71.1 To receive declarations of Disclosable Pecuniary, Other Registerable and Non-Registerable interests from councillors on items on the agenda

71.2 To consider written requests for dispensations for interests and note dispensations granted

72 To consider the draft minutes of the meeting on 5 August 2026

73 Public forum
An opportunity for the public to make comments on any matters on this agenda, and to consider any advance comments from the public.

74 Finance
To monitor expenditure by the sub-committee from its delegated budget.

75 To consider implementation of the objectives of the Business Plan pertinent to this Committee

76 Communications

76.1 To receive feedback from Town Council community engagement at the Sports and Wellness Festival and consider further engagement opportunities and resource

77 Events

77.1 To note attendance at events of the Mayor/Deputy Mayor

77.2 To consider any applications for events on Town Council owned land.

77.3 To receive a report of permissions granted for events on Town Council owned land and/or events the Town Council has financially assisted

77.4 To review and consider the following timetable of events:

Date	Item
11-20 September 2026	Heritage Open Days 2026
October 2026	Black History Month
3 October 2026	Royal Naval Patrol Service Association Commemorative Event
8 November 2026	Remembrance Sunday
11 November 2026	Armistice Day
17 November 2026	Benjamin Britten Day
6 December 2026	Christmas in the Park
27 January 2027	Holocaust Memorial Day
10 July 2027	Lowestoft Pride
2027	Civic Event

77.5 To agree the following for 2027/28:

1. Summer Activity Programme
2. 2027 Sporting Events Programme, including consideration of Lowestoft Youth Council comments
3. 2027/28 Civic and Community Events

77.6 To consider arrangements for the awarding of the Freedom of the Town (confidential)

78 To receive an update on the information board for Gunton Cliff featuring Vera Brittain

79 Date of next meeting and reports

Wednesday 4 November 2026 10:00am

80 Items for the next agenda and close

Lowestoft Town Council

Events and Communications Committee

Hamilton House, Battery Green Road, Lowestoft, NR32 1DE
10:00 AM on Wednesday, October 7, 2026

81 Admissions to Meetings

To resolve under the Public Bodies (Admission to Meetings) Act 1960, the public be excluded from the meeting on the grounds that publicity would be prejudicial to public interest by reason of the confidential nature of the business to be transacted, namely any legal and employment issues relating to the matters on this agenda.

Lowestoft Town Council

Events and Communications Committee

Hamilton House, Battery Green Road, Lowestoft, NR32 1DE; Meeting Booker
Wednesday 05 August 2026 AT 10:00 AM

MINUTES

Present: Cllrs Sonia Barker, Dom Taylor (arrived at 10:04), Andy Pearce, Wendy Brooks and Bernie Rappensberger

In attendance: Sarah Foote (Town Clerk) and Michael Winter (Communications and IT Officer)

44 Welcome

The meeting was welcomed and the fire evacuation procedure and public rights to report were read out.

Cllr Taylor arrived at 10:04

45 To receive and consider approval of apologies for absence

Apologies with reasons were provided by Cllr Foster. Cllr Pearce proposed acceptance of the apologies, seconded by Cllr Rappensberger, all in favour.

46 Declarations of interests and dispensations

46.1 To receive declarations of disclosable pecuniary, other registerable and non-registerable interests from councillors on items on the agenda

None were declared.

46.2 To consider written requests for dispensations for interests and note dispensations granted

None were received.

47 To consider the draft minutes and confidential note of the meeting on 8 July 2026

Cllr Rappensberger commented that, at item 38.1, she would like it clarified that she would send any contacts on that the Communications and IT Officer could not find contacts for.

Cllr Pearce proposed to accept the minutes, including the amendment from Cllr Rappensberger, seconded by Cllr Rappensberger, all in favour.

48 Public Forum

There were no comments submitted in advance.

49 Finance

The budget was displayed and noted.

Cllr Barker raised a query about the final balance for Pride. The Town Clerk commented that one final invoice was pending but a positive was that all of the stallholders on the day paid their pitch fees.

50 Communications

50.1 To review the Communications Plan

The Communications and IT Officer commented that the Communications Plan was at the end of the Business Plan and that a review was needed to ensure that the aims were being met and that the audience timeline was being adhered to.

Cllr Brooks commented that she would like to see public consultations added and that she had a problem with the phrases in italics under each of the aims.

Cllr Pearce commented that the Town Council's role in emergency communications needed to be considered. Cllr Pearce also commented that he would like to consider the use of external publications.

The Town Clerk commented that there were occasional crises on our land so a communications plan or guidance could be created to address these.

Cllr Brooks commented that links should be maintained with other relevant authorities for larger emergencies, whilst maintaining a framework for smaller emergencies that the Town Council has a direct link to.

Cllr Taylor commented that it was good to see that there is some baseline data that can be used to tracking growth and engagement online and asked if it was possible to capture the wider numbers of engagement and awareness with the public.

Cllr Brooks proposed for an edited version of Councillor Update should be published for the public as a community newsletter, posted on the Town Council's website and social media once a month. This was seconded by Cllr Pearce, all in favour.

It was also suggested that a limited paper version could be circulated to community centres, libraries, doctors surgeries and other similar places.

51 Events

51.1 To note attendance at events of the Mayor/Deputy Mayor

As no report had been created for this, it was agreed that this would be rolled over to the next meeting

51.2 To consider any applications for events on Town Council owned land.

No applications needed consideration.

51.3 To receive a report of permissions granted for events on Town Council owned land and/or events the Town Council has financially assisted

It was noted that permission had been granted for a Bands of Hope and Glory Charity Event in Sparrows Nest Gardens on Sunday 23rd August.

51.4 To review and consider the following timetable of events:

Date	Item
11 July 2026	**Lowestoft Pride**
A report had been circulated that included feedback from stallholders and entertainers. Cllr Brooks commented that she thought the event was excellent with great music and atmosphere. The Town Clerk reported that she was pleased how the event was handled operationally and with the high amount of positive feedback that had been received. The Town Clerk commented that a suggested date of 10th July 2027 was in the report for next year's event which would need committee approval so that promotion could start early. Cllr Rappensberger proposed to endorse the suggested date of 10th July 2027 for Lowestoft Pride, seconded by Cllr Pearce, all in favour. Cllr Taylor commented that he would like to see how we could quantify how good the Town Council's events are. The Town Clerk asked if there were any ideas on how attendance could be worked out.	
July - August 2026	**Summer Activities**
The Communications and IT Officer reported that positive feedback online thanking the Town Council for the full and varied programme of events. A full review could be undertaken in September following the conclusion of all the activities. Cllr Brooks proposed thanks to the Sports Development Officer and the Communications and IT Officer for their work in putting this all together, seconded by Cllr Pearce, all in favour.	
30 August 2026	**Sports and Wellness Festival (including Town Council presence and cover arrangements)**
Cllr Pearce proposed for the Town Council to have a stand at the event, seconded by Cllr Brooks, all in favour. Cllr Barker commented that the stand should have information on the facilities the Town Council provides, and could ask people what they would like to see in our parks. Cllr Brooks commented that there should be a photo display highlighting the importance of parks. Cllr Pearce suggested that a video could be displayed on the day.	

Cllr Pearce proposed to delegate to officers to create the content for the stall using the suggested ideas as guidance, seconded by Cllr Barker, all in favour.

Cllr Pearce proposed a maximum budget of £500 for the giveaway items alongside endorsing the giveaway of the pickleball equipment with a delegation to officers to organise the activity, seconded by Cllr Rappensberger, all in favour.

11-20 September 2026	**Heritage Open Days 2026**

The Town Clerk commented that there were lots of discussions going on in the background and that an agenda item was going on Finance and Governance Committee to offer support.

October 2026	**Black History Month**

A paper had been circulated outlining how the competition and grant funding would work.

Cllr Pearce commented that he would like to have a listing in a local arts and culture magazine.

Cllr Brooks commented that she agreed with the grant funding proposal and with the format for the competition but would like to see the competition expanded to include adults. The Communications and IT Officer commented that he could rename the categories to add the ages as well as year groups.

Cllr Taylor commented that he would like to see the venue rotated in order to make the event more appealing and fun for the children invited. Cllr Brooks commented that the Hotel Victoria, which had been used for the past two years, was a suitable venue as other places were either not accessible or not big enough. Cllr Taylor suggested other venues could be Marina Theatre, Players Theatre, Lowestoft Library, East Point Pavilion and Water Lane Leisure Centre.

Cllr Brooks proposed to endorse the paper alongside opening up the age categories, seconded by Cllr Pearce. Four voted in favour with one abstention.

Cllr Barker suggested that any ideas for speakers or entertainment on the day should be emailed into officers.

3 October 2026	**Royal Naval Patrol Service Association Commemorative Event**

Cllr Pearce reported that the Town Council had agreed to sponsor an outdoor PA and white anchor. It was also noted that Commander Titmus had been coming to the event for the past 40 years and that the Town Council should look to acknowledge this achievement in some way.

Cllr Brooks suggested that a plaque with the civic crest could be offered to recognise this achievement.

Cllr Pearce proposed a maximum budget of £300 on top of the existing budget for this event to purchase a commemorative gift with delegation to staff to work with the RNPSA to arrange the gift, seconded by Cllr Rappensberger, all in favour. It was agreed that the other events on this list would be deferred.	
8 November 2026	**Remembrance Sunday**
11 November 2026	**Armistice Day**
17 November 2026	**Benjamin Britten Day**
The Communications and IT Officer reported that a couple of schools were still being waited on to confirm attendance but it is likely that these sessions would be fully booked.	
13 December 2026	**Santa Dash**
27 January 2027	**Holocaust Memorial Day**
2027	**Civic Event**

52 Date of next meeting and reports

Wednesday 2 September 2026 10:00am

53 Items for the next agenda and close

Cllr Barker asked for an update on the Vera Britten board.

54 ADMISSIONS TO MEETINGS

To resolve under the Public Bodies (Admission to Meetings) Act 1960, the public be excluded from the meeting on the grounds that publicity would be prejudicial to public interest by reason of the confidential nature of the business to be transacted, namely any legal and employment issues relating to the matters on this agenda.

Meeting closed 11:35

Signed:
2 September 2026

LOWESTOFT TOWN COUNCIL

BUSINESS PLAN

OCTOBER 2025 – MARCH 2029

Lowestoft Town Council

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Introduction

This plan has been developed to provide a high level, comprehensive overview of the work of Lowestoft Town Council (LTC). It sets out:

- The Council's strategic objectives
- Presents the activities and services to deliver these objectives
- The roles and responsibilities of staff
- The income and expenditure associated with delivery
- The oversight and governance role of the Council and councillors.

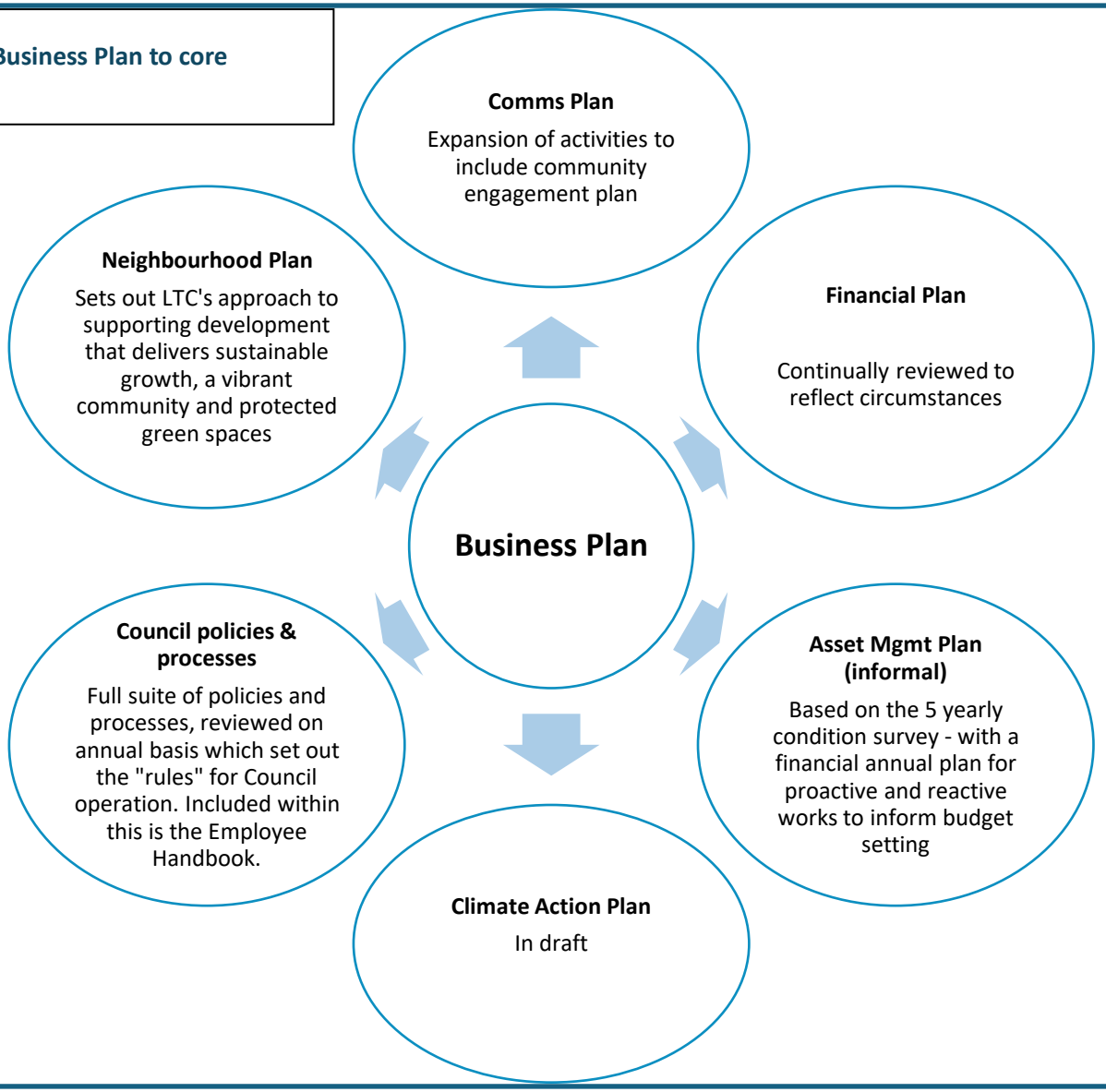
The plan was commissioned in May 2025 and has been prepared by OPR Consulting Ltd. The initial proposal for the preparation of the plan is included in Annex A. Engagement with staff and councillors has taken place through the plan development including both staff and councillor workshops (held June 2025), updates to the Finance and Governance Committee (July & August 2025) and to Personnel Committee (June 2025). Additional input was received from some councillors following a request from the Town Clerk (August 2025).

The business plan is a living document which must be regularly reviewed and updated to reflect changing circumstances and priorities. The Plan should be reviewed at Full Council meetings to monitor progress and consider amendments to actions, budget forecasts and reporting as required.

The Plan covers the period October 2025 through April 2029. This is a time of major transition for the Council as it moves its base from rented premises at Hamilton House into the Council owned and managed, restored and refurbished historic Town Hall located in the heart of the town centre.

Figure 1 sets out the relationship of the Business Plan to other core documents of the Council. Some of these documents already exist (Neighbourhood Plan, council policies), some are in draft and included in this plan as annexes (Communications Plan, Climate Action Pathways) and some require further consideration and development (Financial Plan, Asset Management Plan).

Figure 1 - Relationship of Business Plan to core Council documents



Overview of Lowestoft Town Council area

Figure 2 shows the outline of the Lowestoft Town Council geographic area, stretching from Pakefield in the south, to Gunton in the north and eastwards to meet the boundary of Oulton Broad parish council.

Figure 2 - LTC Area Overview

Total population of Lowestoft Town Council area is 47,879 **making it the 20th largest town council in England by population**

Easterly most town in the UK - key economic sectors include energy, visitor economy & cultural sector, port and maritime.

Significant investment in the town in recent years (Towns Fund, Gull Wing Bridge, ABP Lowestoft Eastern Energy Facility)

A higher proportion of u15 and 65+ than Suffolk as a whole, resulting in a smaller proportion of working age residents than Suffolk as whole

Lower life expectancy for both males and females than the district average

The town has undergone a period of significant change in recent years, with a large number of new homes delivered in the wider Lowestoft area, significant investment in its anchor institutions (CEFAS, East Coast College, Riverside office development for East Suffolk and Suffolk County councils) and an extensive programme of digital connectivity. However, challenges remain in terms of the lower level of educational attainment than the rest of Suffolk, a higher level of deprivation, a lower income level and a loss of large retail stores in the town centre. The Lowestoft Town Investment Plan, prepared by ESC, also found that residents felt the town suffered from a lack of pride.

The role of town councils in England – now and in the future

At a purely statutory level, the Government sets out the role of parish, community and town councils[1] as follows:

> *Operating at a level below district and borough councils and in some cases, unitary authorities. They're elected and can help on a number of local issues, like providing:*
>
> - *Allotments*
> - *Public clocks*
> - *Bus shelters*
> - *Community centres*
> - *Play areas and play equipment*
> - *Grants to help local organisations*
> - *Consultation on neighbourhood planning*

This description of the role omits the core community engagement, advocacy and representation role that parish and town councils have – ensuring the local voice is heard. With the devolution proposals for Suffolk (and Norfolk) and the creation of a strategic authority securing powers and funding from central government, coupled with the local government reform (LGR) that will see the abolition of county and district authorities in Suffolk and the creation of unitary council(s), this is a critical time for Lowestoft Town Council to clearly set out its aims and ambitions for the future and make sure the local community is engaged in delivering for the future.

The Minister for Local Government and English Devolution noted in February 2025 in a letter to the Chair of NALC – that government *will also rewire the relationship between town and parish councils and principal Local Authorities, strengthening expectations on engagement and community voice*.[2]

NALC has subsequently called for *a stronger role for parish and town councils in local government reorganisation*[3]stating that parish and town councils and county associations *must be involved from the very start of the process to create new unitary authorities*. Lowestoft, as the second largest town in Suffolk, after Ipswich, has a key role in ensuring new unitary authority (ies) understand the work of town councils, their community engagement expertise and the outcomes they deliver. This business plan provides the town council with a single, high level document that brings together their objectives, activities and services, and how these will be managed and governed.

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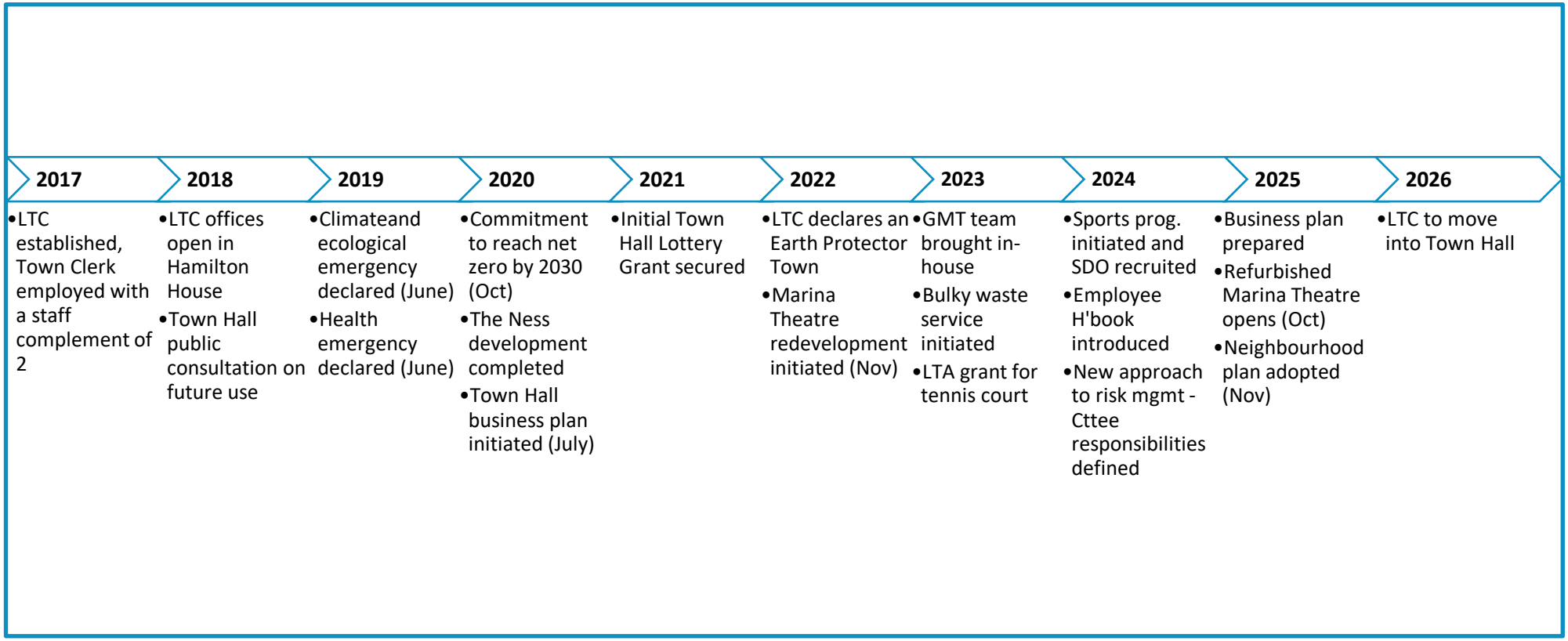
[1] https://www.gov.uk/understand-how-your-council-works
[2] https://www.nalc.gov.uk/resource/nalc-welcomes-government-clarification-over-parish-and-town-council-involvement-in-reorganisation-proposals.html
[3] https://www.nalc.gov.uk/resource/nalc-calls-for-a-stronger-role-for-parish-and-town-councils-in-local-government-reorganisation.html

Lowestoft Town Council timeline

Since its inception in 2017 LTC has grown from a staff complement of two, providing support to the newly established Council to set up processes and governance procedures, to a staff of c.30. These staff are now responsible for a full programme of annual activities, major capital restoration programmes, an asset improvement and investment calendar and supporting councillors to implement strong and robust governance procedures for decision making. Figure 3 summarises the major developments that have taken place within Lowestoft Town Council since its inception.

Figure 3 – LTC Milestones



Council objectives

Ideally, objectives should be clear, outcome focused (identifying the change or impact to be achieved) with specific services and activities identified to ensure delivery of these objectives. These objectives must be monitored on an ongoing basis, with progress against intended outcomes tracked, and if required, changes to service and activity delivery made to ensure the objective remains on track.

Over the past few years there have been various iterations of Council commitments, aims and objectives. The most recent published commitments, taken from the 2025 Council tax leaflet are:

i. Maintaining and improving our assets and services including play areas, parks and open spaces and public conveniences
ii. Delivering free to access sports classes for all ages and abilities whilst also providing free use of our leisure facilities including tennis, cricket and bowls
iii. Helping address the climate, biodiversity and health emergencies
iv. Supporting community events and organising commemorations including Remembrance Sunday and Holocaust Memorial Day services
v. Awarding grants to groups benefitting local people

While the above commitments state **what** the Town Council will do, as currently presented they are not as clear as they could be, on defining **why** the Council is doing these things – what is the outcome that will be delivered, and **who** will benefit?

During the preparation of the business plan workshops were held with staff and councillors to consider these commitments and fine-tune them into a small number of objectives, capturing both the **what** and the **why**, and then using these objectives as the framework to structure **all** Council activities.

Based on feedback from the workshops and OPR's experience of developing strategic plans for local authorities and services, the following three objectives are proposed (to cover the period of this Business Plan October 2025 – March 2029). These are:

- To maintain and improve all our assets and deliver our services in an environmentally sustainable manner, in keeping with our declared climate and ecological emergency, for the benefit of current and future generations
- To support Lowestoft residents through events, activities and grants programmes aimed at building community cohesion; improving social wellbeing and civic pride; and addressing our declared health emergency
- To ensure Lowestoft Town Council is well managed and governed, delivering value for money for local residents and communities

By having clear objectives, with aligned actions and service delivery, both staff and councillors are clear on what is to be delivered, how the work of Lowestoft Town Council is making a difference, and where change might be needed if things are not going to plan. Delivery of these actions and services are underpinned by a suite of policies and procedures which guide staff and councillors – see Annex 2 for a full list of LTC policies and procedures.

Tables 1, 2 and 3 present each of the objectives and the key actions / activities to be delivered. The middle column in the table notes the staff role in delivering and managing the work, while the third column sets out the focus Council should have in monitoring performance.

Table 1 - Objective 1 – key actions and outcomes

To maintain and improve all our assets and deliver our services in an environmentally sustainable manner, in keeping with our declared climate and ecological emergency, for the benefit of current and future generations

Key projects and activities	**Staff activities**	**Council focus (performance measures and reports required)**
Major capital projects - Town Hall - Marina Theatre	***Town Hall***: a £12.5m restoration of the Town Hall including space for Council offices and Chamber, event, wedding, reception and café spaces, a heritage hall, gallery space and community focused area, the Suffolk Registrar's Office and accessible access throughout. The project is managed by an external project manager with significant input from both the Town Clerk and Facilities Manager to capital works remains on track and in progressing plans for relocation. Current focus is on the Town Hall Manager recruitment following appointment of both a Heritage Officer and Heritage Apprentice. ***Marina***: £3.5m project to improve accessibility through the creation of an improved link between theatre and café with a lift; a refresh and new layout for auditorium seating, new toilets and a new box office. This project is supported by an external project manager with significant input from the Town Clerk.	Move in date for Town Hall achieved (target Dec. 2026) Successful relocation of staff and office infrastructure (computers / servers etc) Marina Theatre project delivered on time and budget, with 2025 panto season achieved Marina Theatre to provide annual updates on numbers and forward programme
Maintain and refurbish assets as required	Annual programme of asset maintenance, refurbishment and improvements to ensure all assets are well maintained against budgetary allocations. Develop a rolling annual programme based on condition surveys with the aim of minimising reactive expenditure year on year. Ensure the Council's vehicle fleet is well maintained and managed Ensure all LTC owned public conveniences are well maintained and cleaned.	Monitoring of asset maintenance log on a quarterly basis and prioritised planning of future expenditure on asset maintenance, expansion and improvements

Table 1 - Objective 1 – key actions and outcomes		
To maintain and improve all our assets and deliver our services in an environmentally sustainable manner, in keeping with our declared climate and ecological emergency, for the benefit of current and future generations		
Key projects and activities	**Staff activities**	**Council focus (performance measures and reports required)**
Play area inspections and refurbishment programme	Rolling programme of play area inspections (to ROSPA standards) to maintain accreditation and refurbishment programme – current years' activity – Thirlmere Walk. Preparation of funding applications to secure external monies where relevant including CIL bids.	Annual number of inspections completed on time and compliant with existing standards Annual expenditure reported on play area refurbishments – delivery of refurbishments against time and budget
Parks and open spaces maintenance and improvements	Rolling programme of maintenance and improvements at all Council parks and open spaces including: - Maintaining Bowling greens, cricket wickets, putting green - General grass cutting in parks and public areas owned and managed by LTC to promote civic pride, reduce litter, manage dog waste - Thinning out woodland areas to improve tree growth and biodiversity - Planting wildflower meadows - Managing grassed areas to improve biodiversity - Improvements to improve physical accessibility (particularly for wheeled access – wheelchairs, pushchairs etc). This includes ramps, replacing previous stepped access - GMT looking into new rainwater collection, storage and pumping solutions to reduce reliance on mains water. This will be used initially at Denes Oval and Sparrows Nest - Regular tree surveys to assess works needed and plan delivery timeline	Delivery of Town Council maintenance plan for parks and open spaces – aiming for a reduction in reactive maintenance spend due to improved maintenance planning Oversee a 3 year plan to demonstrate commitment to tree growth and biodiversity with agreed targets
Provide allotments to LDAA	Manage the leasing of allotments to the LDAA – currently 13 sites, 12 LTC owned and one leased from SCC.	Annual allotment report from Association
Bulky waste contract	Manage the bulky waste contract and consider expansion or retraction as required.	Receive annual report on the contract, spend against target and waste reduction figures.

Table 2 - Objective 2 – key actions and outcomes		
To support Lowestoft residents through events, activities and grants programmes aimed at building community cohesion; improving social wellbeing and civic pride; and addressing our declared health emergency		
Key projects and activities	**Staff activities**	**Council focus (performance measures and reports required)**
Deliver free to access sports classes and fitness activities	Management of tennis court bookings, delivery of tennis and pickleball sessions and delivery of indoor and outdoor fitness and exercise sessions Manage relationships with hosted clubs (tennis, cricket and bowls) that use LTC facilities and develop relationships with wider stakeholders to expand sports and activity provision. Delivery of major annual events, e.g. the Lowestoft 10k (May 2025)	Regular reports on activity delivered and numbers participating Engagement with health, education and social partners to understand impact of free sessions on overall health of residents
Secure funding and delivery partners as required to expand sport and fitness programme	Installation of BoxUp lockers at LTC parks Secure Grass Pitch Maintenance funding for Normanston Park Work with the LTC Asset team to improve facilities and refurbish assets as needed	Regular reports via the Asset Mgmt Plan on works completed
To provide an annual programme of events – both those led by the Town Council and those led by third-party partners	Develop and deliver an annual programme of events such as: - Heritage open days - Holocaust Memorial events - Black History Month - Pride - Remembrance events - International Women's Day	Forward programme of events agreed at least 6 months in advance Timely delivery of events, with quarterly reports on attendance and outcomes (civic pride / community cohesion)
To deliver a regular programme of markets	Establish a regular Council run market at Triangle Market, with additional one-off markets (e.g. Christmas, heritage themed)	Number of markets per annum
To provide grants and sponsorship to community groups	*(note: grants are awarded under S.137 powers, with expenditure capped at a per head sum. Spend and outcomes must be reported. Grants must only be awarded after scrutiny of a transparent application process).* Develop a robust and resilient grants application and assessment programme to award grants on a quarterly cycle. Deliver and monitor the food and social relief budget. Monitor grant | sponsorship award and spend against allocated activity Develop and implement robust comms programme to promote outputs achieved through grants programme **and match these to Council objectives**	Annual allocation of grants / spend against allocation Ensure outcomes proposed are achieved as a result of grants made Ensure award process is robust, transparent and consistent and delivers against stated objectives

Promote civic pride by ensuring the Mayor attends relevant events and openings	Liaise with partners and stakeholders on civic events (c.80 – 100 per annum), respond to invitations and prepare remarks.	Number of Mayoral events attended per annum

Table 3 - Objective 3 – key actions and outcomes		
To ensure Lowestoft Town Council is well managed and governed, delivering value for money for local residents and communities		
Key projects and activities	**Staff activities**	**Council focus (performance measures and reports required)**
Staff management including training and development	Day to day staff management executed by line managers Monthly staff meetings held with all office based staff and 2x Grounds managers and monthly staff newsletter introduced Annual programme of appraisals implemented with key actions identified and forward training plans developed, including statutory training and professional development programmes.	Full staff complement maintained, with 100% completion of annual PDRs reported. Mayor is currently responsible for conducting Town Clerk's appraisal. Monitoring and reporting of sickness absence on a quarterly basis – Council to review long term or repeated incidences as advised by Town Clerk
Facilitate Council and Committee meetings	Ensure meetings are set up and run in a lawful and procedurally compliant manner Prepare all relevant paperwork (agendas, supporting papers, minutes) and ensure distribution and publication by relevant dates	Forward programme of Council and Committee meetings available at least six months in advance Monitor number of exceptional / extraordinary meetings required and aim to minimise
Elections and councillor training	Develop and implement a rolling programme of councillor training to delivered via both internal and external providers on an annual basis – this includes statutory training, e.g. safeguarding.	Monitor 2027 election to ensure 2/3 elected members to retain General Power of Competence (GPoC) Annual report on training completed by councillor

Table 3 - Objective 3 – key actions and outcomes (continued)		
To ensure Lowestoft Town Council is well managed and governed, delivering value for money for local residents and communities		
Key projects and activities	**Staff activities**	**Council focus (performance measures and reports required)**
Financial management	Preparation of year end accounts, monthly reporting and reconciliation, annual audit Deliver payroll function and ensure timely payment of salaries, overtime and expenses Ensure the timely payment of bills and invoices ensuring LTC retains a strong credit standing (*note: invoices have increased from c.50/month to c. 50/week in recent months and will continue to increase as the Town Hall is integrated into LTC)* Ensure all procurements are undertaken in line with legislation and Council procedures	Agreement of annual budget (by January of each year) Monitor and confirm spending against target
Promote LTC through an effective and efficient communications strategy	Maintain and expand both proactive and reactive communications through various channels (e.g. social media posts, newsletters, press articles and television interviews) Monitor complaints received by the Council and rectification of these	Agree draft communications plan and monitor implementation Regular oversight of complaints and responses
Ensure LTC has an efficient and resilient IT programme	Maintain all LTC hardware and software to ensure operational efficiency and regulatory compliance.	Quarterly report on IT systems, performance and investment needs.
Legal work and compliance	Management of leases and licences for all Council assets Regulatory compliance work to meet legislative requirements, health and safety laws Legal work to ensure all property and asset transactions are undertaken	Regular reports on legal and compliance work
Risk management	Development and maintenance of annual risk register	Review and consideration of the risk register and assigned risks at each committee and Council meetings

Consideration of future actions to be embedded within Council objectives

Tables 1, 2 and 3 set out the actions that are currently undertaken by staff, with oversight provided by councillors. Going forward there are a number of future actions that need to be considered under each objective. These are set out in Table 4.

Table 4 – Future actions	
Objective 1	Integration of Town Hall asset maintenance programme within the wider LTC budget Further development of longer term maintenance and refurbishment programme for all assets to monitor reduction in reactive spend based on improved maintenance Consideration of longer term operation for the Marina Theatre
Objective 2	Expansion on annual sporting events Consideration of an annual Mayor's event to fund raise for LTC grants and | or supported charities
Objective 3	Development and integration of all Town Hall functions into LTC annual financial plan Consideration of disability confident employer status Implementation of a training and development programme for Grounds Maintenance Team (GMT). Preparation and adoption of a Council wide Climate Action Plan

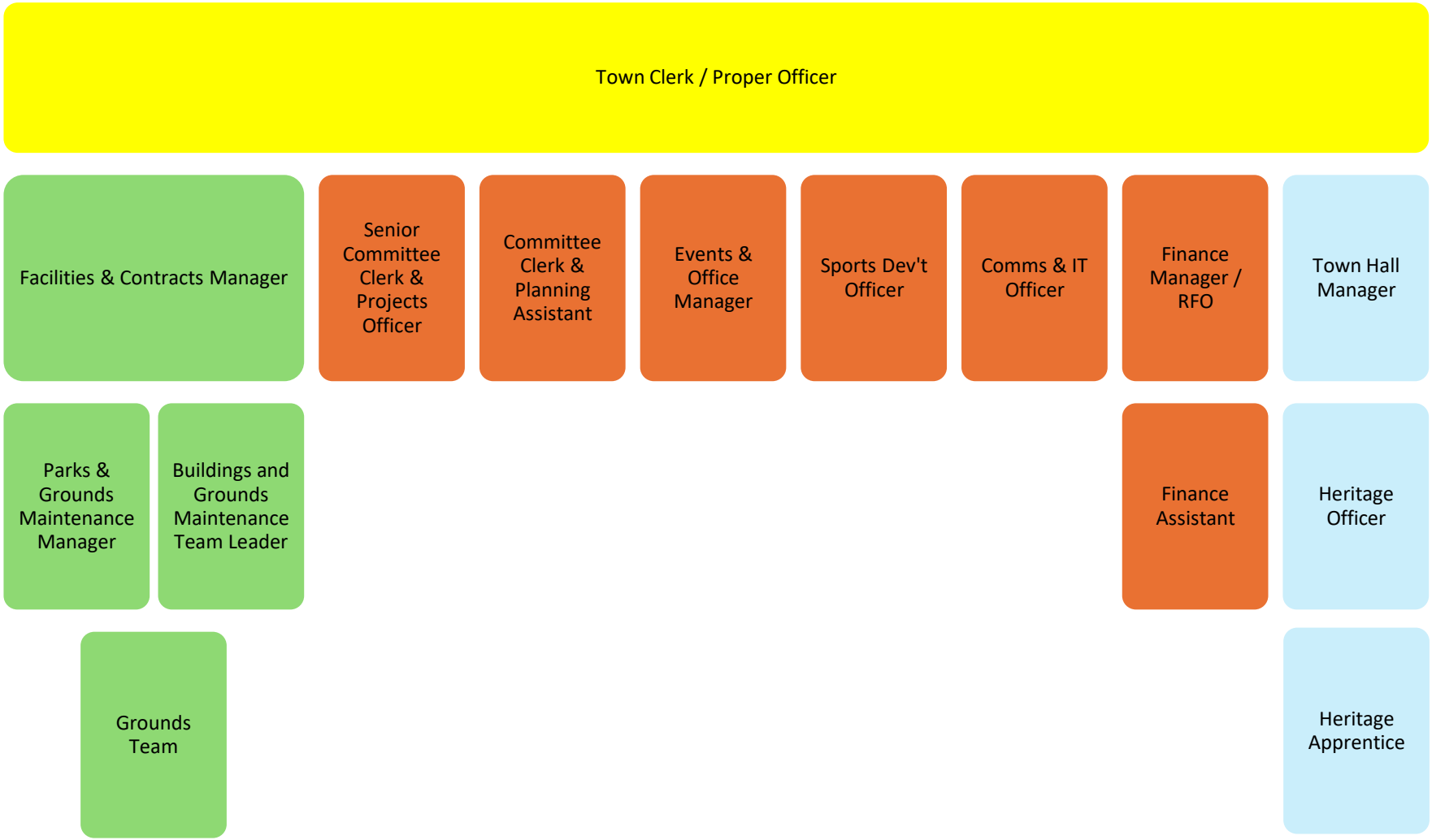
Staffing structure

A summary staffing structure is shown in Figure 4. Key points to note are:

- The staff at Lowestoft Town Council are led by the Town Clerk, who serves as the Proper Officer, responsible for the Council's statutory administrative and operational functions. This includes responsibility for managing all staff, the day to day administration for the Council, line-management responsibility and oversight for the Responsible Financial Officer (RFO) and providing advice and guidance to the Council and individual councillors on legal, procedural and ethical matters to help them make informed decisions.
- Additionally, the Town Clerk is responsible for ensuring decisions are executed efficiently and effectively and maintaining high standards of governance within the Council.
- The Council employs a Finance Manager who is the RFO and leads on all elements of financial administration.
- The Facilities and Contracts Manager was appointed in August 2024 and leads on all elements of asset management, regulatory compliance and Council contracts. The role is responsible for the Grounds Maintenance Team (GMT) overseeing both the Parks and Grounds Maintenance Manager and the Buildings and Grounds Maintenance Team Leader. The GMT has a total staff complement of 14, with the addition of seasonal workers as required (e.g. litter pickers).

- In addition to the Town Clerk, LTC employ a Senior Committee Clerk, who in addition to the clerking role, leads on all internal project work including playground development and management of the Heritage Apprentice, and a Committee Clerk who has recently taken on responsibility for planning work, in addition to the clerking role. Given the volume of Council and Committee work, the three qualified clerks at LTC work as a team to provide comprehensive coverage of all councillor meetings, timely preparation of minutes and meeting reports, and substantial additional project related tasks as required. Given the expanded role of the Town Clerk, the Senior Committee Clerk and Committee Clerk have taken an increased role in supporting councillor governance and decision making.
- The Events and Office Manager is responsible for planning, delivering and evaluating all regular and one-off events supported by LTC. The event calendar has expanded significantly in recent years. A total of 11 major events (excluding markets) were held in 2024, with a total of 13 (excluding markets) programmed for 2025, more than one per month. Events often take place over a series of days (e.g. Black History month, Remembrance) and in multiple locations.
- The Communications and IT Officer is responsible for all elements of proactive and reactive communications and leads on IT systems, software and hardware.
- Starting in July 2024, the Sports Development Officer leads on the development and delivery of a comprehensive programme of sporting activities and events.
- The Heritage Officer was appointed in October 2024 and leads on establishing a full programme of heritage related events and activities to support community cohesion and inclusivity (note: this role is funded by the Lottery for the first 5 years). A Heritage Apprentice has recently been appointed on an 18 month contract, again funded by the Lottery.

Figure 4 - Staffing Structure



Lowestoft Town Council staffing structure has recently been renewed and updated to strengthen organisational resilience. Key features of the approach to staff management are:

- Staff have up to date, comprehensive job descriptions that clearly set out their roles and responsibilities and are reviewed on an annual basis as part of their appraisal.
    - A full review of job descriptions for the roles shown in the staffing structure overleaf (with the exclusion of the Contracts and Facilities Manager, Sports Development Officer and Heritage Officer due to the timing of their appointments) was undertaken in late 2024, with further amendments put through in mid-2025 following a realignment of job roles. (This work has previously been reported to the Personnel Committee). This realignment reflected the departure of the previous Town Clerk, the appointment of the previous Deputy Town Clerk to the Town Clerk position, with the decision not to have a Deputy role agreed, and confirmation of the RFO position to sit with the Finance Manager.
- A comprehensive Employee Handbook has been prepared (Oct 2024) and provides transparency on key procedures, rules and policies for employees at the Council
- An annual programme of staff appraisals is undertaken by line managers, with a summary report outlining appraisal completion, prepared for Personnel Committee in November
- Adoption of a flexible approach to working hours, enabling employees to manage their work-life balance while ensuring staff cover is available during office hours and at events and activities
- Support is available to employees to pursue training and development opportunities, to foster good physical and mental health and to develop their leadership skills
- To enhance agile working, develop a flexible and responsive workforce, provide cover during holiday periods or staff absence and build in succession planning, Council staff adopted a matrix management approach to service delivery in 2024, and employs external project managers, freelance staff and contractors where necessary to deliver – this matrix management approach is set out in the table overleaf.

Table 5 - Lowestoft Town Council – Matrix Management approach to service delivery									
	Obj. 1	Obj. 1	Obj. 1	Obj. 2	Obj. 3	Obj. 3	Obj. 3	Obj. 3	Obj. 3
	Asset management	Major projects (Town Hall / Marina Theatre)	N'hood Plan / planning policy	Service delivery & events	Council Operation	Financial mgmt.	Office management	Comms & Public relations	HR & Legal
Town Clerk	√	√	Lead	√	Lead	√	√	√	Lead
Facilities & Contracts Manager	Lead	Lead				√			√
Parks & Grounds Main. Manager	√ (Parks & grounds)			√					
Buildings & Grounds Main. Team Leader	√ (Buildings)			√					
Finance Manager / RFO	√	√		√		Lead	√		√
Finance Assistant						√			
Senior Committee Clerk & Project Officer	√ (Play parks)	√		√	√				√
Committee Clerk & Planning Assistant		√	√	√	√				
Events & Office Manager				√ (Markets / Events Lead)	√		Lead	√	
Communications & IT Officer			√		√		√ (IT Lead)	√ (Lead)	
Sports Dev't Officer	√ (Sports facilities)			√ (Sports Lead)				√	
Heritage Officer		√						√	
External project managers / advisors (KC, SMK, EB, HS)	√ (KC)	√ (SMK/EB/HS)				√ (KC)			√ (KC)
Town Hall Manager	√	√		√		√	√	√	√

Financial Plan

This section of the Business Plan sets out forecast income and expenditure for the period Financial Year 2024/25 to Financial Year 2028/29, noting the Council is due to move from Hamilton House to the Town Hall in December 2026. For further detail on the financial processes and procedures please see the Financial Regulations for LTC.

Setting the budget

The Budget and Loan sub-committee makes an initial recommendation on the annual budget for Lowestoft Town Council to the Finance and Governance committee. After consideration by F&G, recommendations to Full Council are then put forward. This includes proposing the precept level for the next year to Full Council.

F&G have responsibility for developing the Council's Financial Plan and monitoring the budget against actual expenditure.

Income and expenditure

Note to income and expenditure assumptions: Given the uncertainty over both the exact move date into the Town Hall and the operational costs and income that will be achieved, a number of assumptions have been made to forecast income and expenditure for the Council as a whole. Where relevant these assumptions are detailed in the text.

Income

Income for the Town Council comes from three main sources:

- **The precept**: the primary source of income for the Town Council. Each year the Lowestoft Town Council requests its precept from the District Council (East Suffolk Council), based on projected expenditure, minus forecast income, for the coming year – it is the share of locally collected council tax required by LTC to deliver its services. While there is no limit on the amount of precept a town council can request, there is a recognition that substantial year on year increases must be justifiable against the activities and services delivered.
- **Rentals, leases and income generated:** annual rental income is currently received from three cafes, two community halls and Tingdene caravan park.
- **Town Hall income:** From Q4 2026 onwards income generated by the Town Hall, based on the business plan prepared for the project, has been included at the levels forecast. These figures are shown separately in the income table as the Town Hall Business Plan is currently being updated.
- **Capital grants for major projects**: for the purposes of this Business Plan, capital works for the two main projects (Town Hall and Marina Theatre) have been excluded from the financial plan. It has been assumed that capital works will complete on time (Town Hall scheduled for Dec. 2026) and will be fully funded by the existing grants and loans that have been secured. Note: in the expenditure table forecast repayments for both the PWLB loans taken out by LTC for the Town Hall and Marina Theatre are included.

Table 6 summarises the forecast income for LTC up until end of March 2029 (FY 2028/29).

Table 6 - Income						
	Assumptions	**24/25 budget**	**25/26 budget**	**26/27 budget**	**27/28 budget**	**28/29 budget**
Precept	FY27/28 and FY28/29 shown as balancing figures based on forecast income and expenditure	£2,090,222	£2,413,263	£2,664,909	Tbd	tbd
Leases **Cafes (KG, SN, NP)**	Rental income based on lease agreements	£35,295	£35,295	£35,295	£35,295	£35,295
Community halls	Rental income based on lease agreements	£1,000	£1,000	£1,000	£1,000	£1,000
North Denes rental income	Rental income based on a proportion of pitch fees generated at the Tingdene Caravan Park	£101,212	£104,249	£107,377	£110,444	£113,527
Total LTC Income (ex. Town Hall)		**£2,227,729**	**£2,553,807**	**£2,808,581**		
TOWN HALL						
Town Hall (from Q4 2026/27)	All income is based on assumptions as set out in the Town Hall Business Plan – dated October 2024, v.5.4 (*year one shown as FY27/28 given project slippage - Q4 2026/27 income assumed at 15% of year one as shown in plan)*					
Room hire				£7,589	£50,590	£90,261
Events				£3,120	£20,800	£30,574
Rental income				£15,953	£106,354	£123,230
Merchandise				£1,080	£7,200	£11,200
Catering income (café & bar)				Tbd	Tbd	tbd
Misc. including grants				£9,970	£66,464	£67,401
Town Hall sub-total				£37,711	£251,408	£322,666

Expenditure

LTC expenditure is presented in Table 7 and grouped under the following headings (with the first four headings as set out in the Council's current budget documents and reflecting the current position on future budget assumptions):

- **General:** this budget line covers general expenditure, including payments to reserves, repairs and maintenance budget and the annual climate and ecological emergency budget for the Council
- **Parks:** this covers all expenditure for parks and open spaces improvements, allotments, the costs with running Triangle Market, waterways and ponds and public conveniences.
- **Offices and staffing**: in the current LTC budget office costs and staffing are shown together. Going forward (from Dec 2026), once the Council has moved into the Town Hall, these costs have been separated into two separate lines.
    - Expenditure on staff is the single largest element of expenditure made by LTC. Over the past 18 months substantial progress has been made on ensuring all staff have up to date, comprehensive job descriptions, have undergone an annual appraisal, and, where appropriate, have had a pay review (this last action initiated by Personnel Committee). Recent work has included reports to Personnel Committee on job evaluation and the setting of pay scales and pay bands. It is recommended that Council consider setting salary band levels for each job role within the Council, with annual salary increases reflecting national pay awards and increment payments within a salary band. Movement beyond the existing salary band for a job role should only take place following a comprehensive job evaluation.
- **Civic, events and community engagement**: covers events and civic engagements (except for market events which are included in the Parks budget).
- **Annual loan repayments**: LTC has taken out a PWLB loan for the Marina Theatre and is due to take one out for the Town Hall. Forecast annual repayments are shown in the expenditure table.
- **Town Hall**: split into two rows for presentation purposes, Town Hall expenditure covers operational costs for the building and staffing costs of the Town Hall manager. Additional staffing costs for the Town Hall are currently in development as the Town Hall Business Plan is in being updated and will present all costs and income associated with running the Town Hall as a stand-alone profit centre.

Table 7 - Expenditure						
	Assumptions	**24/25 Actual expenditure**	**25/26 forecast budget**	**26/27 budget**	**27/28**	**28/29**
General	Annual budget to cover payments to reserves, capital works and climate and ecological budget. Post FY 2026/27 it has been assumed that this budget will increase year on year by 10%	£127,366	£373,797	£225,189	*£247,708*	*£272,479*
Parks, Open Spaces, Play Areas and PCs	Annual budget for capital and revenue expenditure to maintain, improve and service all LTC assets, with the exception of office accommodation (see next line) Post FY 2026/27 annual increase of 15% applied to 2026/27 budget	£575,112	-£20,331	£286,278	*£314,906*	*£346,396*
Offices, Buildings, Staff and Operations	Annual budget for office costs, staffing and operations. (Note previous Town Clerk left employment Q1 2025/26, savings of £86k applied to 2025/26 salary costs) For the period Q4 2026/27 onwards it is assumed that LTC has moved into the Town Hall.	£858,030	£1,739,941	See next 2 rows for detail on staffing and office costs post FY2025/26		
Offices and Operations	Office and operations costs from April 2026. Assumes 3Qs of rent and service charge at Hamilton House. Includes Marina mgmt. fee post 2026/27. Excludes HH rent and service charge from Jan. 2027 onwards. Potential payment of £19,437 to be made to ECCH for capital improvements – included in FY2026/27 budget	See above for staff and office costs FY2024/25 and FY2025/26		£905,293	£632,981	£696,279
Staffing	Staff only budget from start of FY26 excluding the Town Hall Manager.			£1,206,000	£1,326,600	£1,459,260
Civic, Events, Community Engagement & Heritage	Annual budget for events, community engagement, festive lights etc. Post FY 2026/27 annual increase of 15% applied	£198,238	£233,856	£239,721	£275,679	£317,031

Table 7 - Expenditure (continued)

	Assumptions	24/25 Actual expenditure	25/26 forecast budget	26/27 budget	27/28	28/29
Annual loan repayments (50 year term)	Town Hall loan - £327k pa annum with year one at £82,683 Marina Theatre loan - £13,500 (current repayment) *Note: these are the current assumed repayments – actual repayments will be confirmed once TH loan is secured with a fixed interest rate for the duration of the loan.*		£96,183	£340,500	£340,500	£340,500
Total		**£1,758,746**	**£2,423,446**	**£3,202,981**	**£3,138,374**	**£3,431,946**
TOWN HALL						
Town Hall overheads & other costs	Q4 FY2026/27 assumed at 25% of year one costs *(taken from LTH Business Plan v.5.4 October 2024)*			£55,055	£220,219	£248,937
Town Hall – staff	Assumes recruitment of Town Hall Manager in post by November 2025. Future staffing costs to be added once TH Business Plan update is available.		£35,000	Tbd	Tbd	Tbd

As the move into the Town Hall gets closer, the Council needs to examine all elements of income and expenditure to ensure that their annual ask via the Precept will be sufficient to cover all eligible costs. The Town Hall business plan is currently being updated to reflect the likelihood that all operations (with the exception of the café) will be brought in-house and managed by a Town Hall manager. Back-office functions will be supported by the existing LTC staff with additional staff to be recruited for Town Hall activities.

To forecast costs and income beyond the next financial year OPR has made assumptions as detailed in the text above. To test these assumptions sensitivity analysis has been run – that is an increase or decrease to the assumption has been applied – with the results shown below:

- The above estimates include assumptions that year on year costs will increase by 10% (general expenditure and staffing) and 15% (parks / open spaces and civic and events). If these increases do not occur, then the Council will realise a savings of:
    - 10% increase in general expenditure does not occur in FY2027/28, savings of £22,000
    - 10% increase in staffing does not occur, savings of £120,600
    - 15% increase in parks budget does not occur, savings of £28,000
    - 15% increase in events budget does not occur, savings of £36,000

Governance

The Council are responsible for setting the objectives for the Council, with staff leading on the management of the activities to deliver against these objectives. It is the role of elected councillors of Lowestoft Town Council to make decisions and allocate funding to contribute to the improvement of Lowestoft as a place to live, work and visit. To support this decision making role Council and its Committees, need accurate, timely and relevant information on the services and activities that have been delivered.

The National Association of Local Councils (NALC) and the Local Government Association (LGA) have set out the following principles of good governance.

- Openness and transparency: information about council operations and decision making should be made publicly available.
- Accountability: ensuring that funding is used efficiently, effectively and economically
- Honesty and integrity: decisions are made with integrity, in the absence of any personal or commercial motive
- Leadership: strong leadership that promotes these principles and secures effective advice from senior officers
- Inclusivity and participation: fair conduct of elections and active participation of residents

The day to day management of staff and service delivery is the responsibility of the Town Clerk (and other line managers), with councillors focused on ensuring results are achieved and communicated to Lowestoft residents – *if you can demonstrate results, you can win public support*[4]

Committee Terms of Reference

As part of the preparation work for this business plan a full review of all Committee Terms of Reference was completed with amendments proposed to staff in May 2025. Where relevant, these amendments have been taken through the Committee structure following the May 2025 Annual General Meeting.

A standard template for Terms of Reference has been developed with all Committee ToR now mapped to the new template and these are available on the LTC website. https://lowestofttowncouncil.gov.uk/committees/

Performance reporting to Council and committees

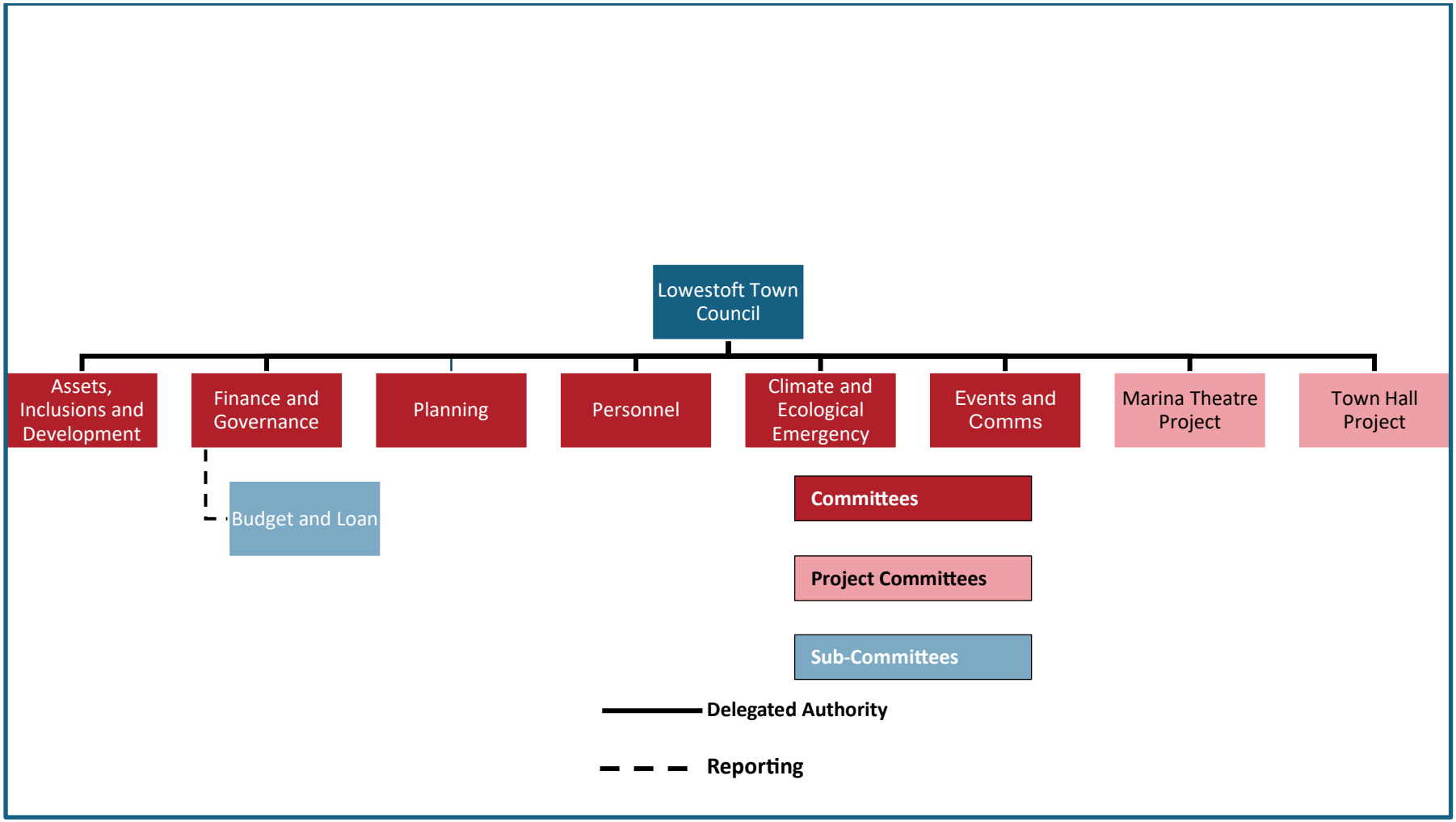
The Council (and committees) are tasked with reviewing performance against objectives and ensuring accountability for spend. To operate efficiently and make effective decisions, Council (and committees) must receive timely, accurate and relevant information on forward spending proposals and anticipated outcomes and financial performance and service delivery outputs on existing activities from town council staff (and external parties where relevant).

If expenditure is proposed by Full Council (rather than by council officers), the same principles apply – proposals should be costed and evaluated **before** a decision to commit funding is made.

[4] From Osborne & Gaebler, Reinventing Government 1992

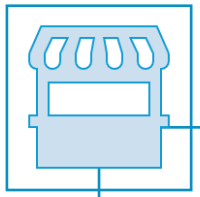
Figure 5 shows the Council and committee structure at LTC. *Note: working groups are not included below as these are set up as needed and for a limited time period.*

Figure 5 - Council and Committee Structure



The role of each Committee is to consider information relevant to the Council objectives for which they are responsible – as shown in Figure 6. All decisions are made by Full Council after consideration at the Committee stage.

Figure 6 – Council objectives and Committee roles



Council committees & sub-committees

- Objective 1 - to maintain and improve all our assets and deliver our services in an environmentally sustainable manner, in keeping with our declared climate and ecological emergency, for the benefit of current and future generations

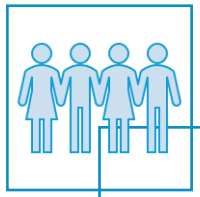
- Assets, Inclusions and Development

- Finance and Governance
- - Budget and Loan

- Marina Theatre Project
- Town Hall Project

- Planning

- Climate and Ecological Emergency



Council committees & sub-committees

- Objective 2 - To support Lowestoft residents through events, activities and grants programmes aimed at building community cohesion, improving social wellbeing and civic pride and addressing our declared health emergency

- Finance and Governance
- - Budget and Loan

- Assets, Inclusions and Development

- Events and Communications

Council committees & sub-committees

- Objective 3 - To ensure Lowestoft Town Council is well managed and governed, delivering value for money for local residents and communities

- Finance and Governance

  - Budget and Loan

- Personnel

Annex 1 – Business plan proposal by OPR Consulting

Introduction and proposed work

Lowestoft Town Council (LTC) has a multi-faceted workload, covering major capital projects (Town Hall, Marina Theatre, provision of community facilities (e.g. allotments, parks, public conveniences), a significant operational programme of grounds maintenance, asset renewal and sports development, and grant awarding powers to support local groups and initiatives.

The LTC officer team has grown from a small initial team, to nearly 30 staff taking account of seasonal and part-time workers. The growth in operations and management responsibility has been rapid and while all staff and the management team continue to deliver beyond expectations, there is a need for a more structured, forward looking approach to planning and delivering future workloads.

Additionally, with the growth in operations and staffing, and with the proposed reorganisation of local government in Suffolk, LTC need to ensure that its work is responsive to local need and underpinned by a robust and coherent governance structure.

OPR is proposing the Council develop and implement a comprehensive business plan, setting out their long term aims and objectives, including a programme of community engagement; with a detailed operational and financial plan for service delivery and staff development.

The plan will set out:

- Council priorities and actions (as outlined in 2025/26 Council Tax Leaflet) and reflecting the core functions of the council
- The programme management approach to Council priorities and aligning these to staff objectives, ensuring staff know where they "fit" within the organisation and how their work contributes to successful outcomes
- A detailed financial plan setting out planned expenditure against priorities and ensuring Council and Committees can readily assess performance reports on spend against budget
- Alignment of these work programmes to Council Committee Structure providing "look ahead" agendas for the next 12 months and ensuring the focus of each Committee maps to Council's priorities
- Full mapping of Council policies and Committee Terms of Reference to ensure transparency, consistency (recent review of a sample has highlighted gaps) and stronger governance processes - which, over time, will enhance the efficiency and effectiveness of the Council's decision making
- This plan will position the Council as a strong operational body that delivers for local people and provide senior management and Council with the structures needed to plan work, deliver to target and ensure robust governance.

Annex 2 – Communications Plan

The Lowestoft Town Council Communications Plan (Comms Plan) is owned by the Council with activity delivered by the Communications and IT Officer. The Plan sets out the high level aims that the Council seeks to achieve through the Comms Plan, the audiences to be addressed and the annual activity programme.

Aims

The Communication Plan has four aims, to:

- Ensure timely, clear, and accurate information to residents and partners
    - *Focus on not just what LTC is doing, but the benefit it brings*
- Increase public engagement with council services, events, and consultations
    - *Focus on improving two-way communication,*
- Improve transparency and report to the public on the work of LTC
    - *Focus on you said, we did approach*
- Maintain an effective crisis and emergency response framework
    - *If there is a crisis, what is the role of LTC and how is this fulfilled?*

Communication channels

There are a range of channels that can be used for communication, each of these is briefly described below.

Council website

Information on the establishment of the Council, Councillors, corporate documents (including Standing Orders, policies and procedures), and information on Council run events and services. The website currently receives an average of 10,000 “hits” per month. A new website has recently been launched with positive feedback received.

Newsletters (via email)

Weekly newsletter for Cllrs includes: works undertaken / upcoming events / correspondence & invitations from stakeholders. Current distribution avg. of 40 reads / week

New quarterly staff newsletter, includes: - employment issues / social activities and events and staff acheivements.

Press releases and local media interviews

Communications & IT Officer drafts press releases for **all** Council led events and distributes these to Lowestoft Journal (Archant), Suffolk News, BBC Look East & Radio Suffolk, ITV Meridian, East Suffolk One Radio.

Local media interviews are scheduled via the Communications & IT Officer and led by either the Mayor, Deputy Mayor or a Council spokesperson

Social media (Facebook, Instagram, YouTube

Council uses social media on a daily basis, with a focus on Facebook and Instagram

Facebook - 4.9K followers, 105.3K views per month (as of Mar 26)

Instagram - 1.2k followers, 1.2K reach per month (as of Mar 26)

YouTube - 235 subscribers, 2.7K views per month (as of Mar 26)

Community noticeboards

Used to post statutory documents such as meeting schedules, AGAR (audit reports), election notices

Also used to promote LTC events and community organisations

Public meetings and consultations

Annual Assembly hosted by the Council in May to hear from community groups and stakeholders

Themed surveys and consultations on specific issues (e.g. bus survey, sports facilities, Town Hall)

Direct mail / leaflets

Council tax leaflet - delivered on an annual basis via Democratic Services at ESC

Advance notice of works, e.g. tree cutting, which may cause a disturbance to residents surrounding the property

Promotion of LTC activities - e.g. sports programme, circulation to be expanded to include health partners, college, job centre and library

Audiences

There are a range of audiences that LTC communicates with. These include:

- Councillors – LTC has 20 councillors who are elected or co-opted to the Council for a four year term. It is important they receive timely and accurate information on:
    - LTC activities, projects, initiatives and events
    - Where and when they should get involved (e.g. reposting something on socials)
    - Key decisions for the Council that need to be taken and the outcomes
- Residents – the total population of Lowestoft Town Council is just under 50,000 residents. To be an effective Town Council, LTC must engage with these residents on a regular basis and represent their views. Residents need information on:
    - LTC activities, projects, initiatives and events
    - Decisions taken by the Council and the outcomes they will deliver
- Community groups and associations
    - LTC activities, projects, initiatives, events and grant funding opportunities
    - Decisions made and impact this might have on them
    - How to get involved in relevant aspects of LTC activity
- Local businesses and employers – there are approximately 2000 businesses *(Lowestoft Town Investment Plan 2021)* within the Lowestoft Town Council area, they need information on:
    - LTC activities, projects, initiatives and events
    - Decisions made by the Council
    - How to get involved, potential sponsorship opportunities
- Public sector partners (health, schools, local government)
    - Shared messaging
    - How to get involved (e.g. getting businesses involved in relevant initiatives, letting ESC know LTC is doing x,y,z or has made a decision)
- Local media need information on:
    - LTC activities
    - Decisions taken by the Council and the outcomes they will deliver

The table below shows the audiences for the plan and the primary communication channels that are used for each.

	Councillors	Residents	Community groups and associations	Local businesses and employers	Public sector partners (health, college, local government)	Local media
Council website	x	x	x	x	x	x
Newsletters (via email)	X (Weekly update)					
Press releases and local media		x		x	x	x
Social media (Facebook, Instagram, Nextdoor)	x	x	x	x		x
Community noticeboards		x	x			
Direct mail / leaflets		x		x	x	
Public meetings and consultations		x		x		x

Communications Activities

The table below sets out the main activities to be delivered in the next three years

Timeframe	Activity	Details
Within 6 months	Communications tools	Review existing tools (e.g. press release templates, digital equipment and social media accounts) and recommend to Council where improvements are needed
Within 6 months	Develop a community engagement action plan	Set out a series of actions that demonstrate the Council's commitment to two-way communication with the community – listening to what the community needs and wants, and responding with where LTC can deliver
Year 1 & ongoing	Policy and protocol updates	Review communications policy and protocols (secure approval via Full Council)
Year 1	Update emergency communications framework	Ensure processes are in place for cascading information both vertically and horizontally, to residents, stakeholders and staff, in time of an emergency – what is LTC's role and which groups need what information? Secure approval via Full Council
Ongoing	Brand identity and awareness	Raise awareness of the role of LTC through public promotion of activities and use of the LTC brand Monitor the use of the LTC logo by external groups (e.g. those awarded grants) and ensure use adheres to policy and protocols
Ongoing	Quarterly Newsletter on website – accessible to all website users and promoted via social media platforms	Highlight key council decisions, services, community news, upcoming events (Consider use of AI to summarise Council key decisions taken)
Ongoing	Council and Committee Meeting Promotion	Live-streaming and uploading documents for transparency.
Year 2	Resident Engagement and Satisfaction Survey	Shape service priorities based on feedback. Promote survey results and planned actions.
Ongoing	Stakeholder, health partner and youth engagement	Initiate a programme of engagement with Lowestoft partners and health organisations to promote LTC activity and event programme, widen access and encourage participation Work with Councillors to establish and run a Youth Council (18 – 25) to foster civic awareness and encourage participation in Council activity
Year 1–3	Community engagement programme	Councillor training to share council messages in hard-to-reach communities.

Annex 3 - Policy overview

In the preparation of this business plan all Lowestoft Town Council policies, protocols, procedures and other guiding documents have been reviewed, with amendments proposed to staff in April 2025.

These amendments were considered and where relevant were taken through the Committee **process following the May 2026 Annual General Meeting. A full** list of all policies, protocols, procedures and other governing documents for Lowestoft Town Council as at 1st September 2025, is given in the table below. Please note the table reads vertically (all core documents, policies, protocols, procedures, other) related to the bold heading, not horizontally).

Core documents	Policies	Protocols	Procedures	Other
Governance documents				
Standing orders	Councillor co-option policy	Public participation protocol	Complaints procedure	FOI publication scheme
	Data protection policy	Representation on outside bodies protocol		
	Data retention policy	Protocol for reporting meetings		
	IT policy	Video meeting protocol		
	Safeguarding policy			
	AI policy			
Financial documents				
Financial regulations	Acquisition and disposal policy			
Corporate risk management policy & register	Grant awarding policy			Infrastructure Investment Plan
	Investment policy & strategy			
	Reserves policy			
	Sponsorship and advertising policy			
Environmental and climate				
	Environmental policy			Cycling pledge
	Mulch policy			Memorial bench application
	Ponds and waterways policy			Memorial planting application
	Tree policy			
	Wild flower meadows policy			
Public engagement				
	Community engagement policy	Noticeboard protocol		
	Media policy	Social media protocol		

Health and safety		
	Councillor mental health and wellbeing policy	
	Health and safety policy	
	Legionella control and water hygiene policy	
	Acquisition, management and use of automated external defibrillators policy	
Civic		
	Arts policy	Conferring the title of Honorary Freemen and Freewomen
	Heritage plaque policy	Post award – Freemen and Freewomen Titles

MEETING PAPER

Subject: Agenda Item 77.5 (1): FREE Summer Sports Programme

Meeting: Events and Communications Committee

Date: 07 October 2026

Author: Sports Development Officer

~~CONFIDENTIAL/~~NON-CONFIDENTIAL~~-~~

Background Information

A meeting paper providing feedback on the FREE Summer Sports Programme 2026 and plans for 2027.

Detail

This years summer sports programme saw 123 hours of free sport offered across football, cricket, boxing, water sports, tennis/pickleball, multi-sports and skateboarding – working alongside 7 different local providers. We recorded 1222 participants across the programme, which was a massive increase on last year's programme and we have received very positive feedback. £12,166 was spent on this year's programme. *Please note this is reference to the summer sports programme which runs during the summer school holidays.*

2025	2026
Cost: £7,450	Cost: £12,166
Hours Offered: 63	Hours Offered: 123
Participant Visits: 729	Participant Visits: 1222
Local Providers Used: 5	Local Providers Used: 7

Recommendation/Decision

Plans for 2027:
I would like to again increase the numbers of hours offered across the programme alongside using additional local providers. If the committee wishes to expand the programme again, I would request a maximum budget of £15,000 for the FREE Summer Sports Programme 2027.

MEETING PAPER

Subject: Agenda Item 77.5 (2): 2027 Sports Events

Meeting: Events and Communications Committee

Date: 07 October 2026

Author: Sports Development Officer

~~CONFIDENTIAL/~~NON-CONFIDENTIAL~~-~~

Background Information

A meeting paper providing information on 2027 sports events.

Detail

Discover Denes Oval | Monday 03 May

- Denes Oval Open Day offering tennis, pickleball, cricket and putting activities. Delivered in collaboration with Lowestoft Town Tennis & Pickleball Club, Lowestoft Town Cricket Club and RSA. The aim is to showcase the facilities and activities available and encourage participant as the weather starts to improve. No budget is requested for this event.

Lowestoft 10k | Sunday 13 June | Denes Oval

- Plans to increase the event capacity to 1,000 runners to meet local demand. No overall budget is required for the event, as it generates sufficient income to cover its costs. However, some expenditure will need to be met upfront before the income generated by the event is received.

Normanston Park Sports Day | Sunday 04 July

- Normanston Park Open Day offering tennis, football, cricket, skate boarding and running activities. Delivered in collaboration with stakeholders who operate from the park to offer a range of free taster sessions. The aim is to encourage local residents to try new activities, promote the organisations operating at the site and showcase the facilities available at Normanston Park. A budget of up to £500 is requested.

Sports & Wellness Festival | Sunday 25 July | Denes Oval

- New date and location, with the event being moved to Denes Oval. Plans to expand the event to double the amount of stallholders means we need a bigger venue to host the event. A budget of £7500 is requested to make the event even better than last year (£5000 in 2026).

Kensington Gardens Tennis Evening | Friday 06 August

- Various tennis activities at Kensington Gardens, working with RSA and Lowestoft Town Tennis and Pickleball Club to deliver. No budget is requested.

Recommendation/Decision

Budgets requested: £500 for Normanston Park Sports Day, £7500 for Sports & Wellness Festival.