



BURNLEY TOWN BOARD (LONG-TERM PLAN FOR TOWNS)

BOARD ROOM, BURNLEY COLLEGE

Friday, 15th March, 2024 at 10.00 am

AGENDA

1) *Welcome & Introductions*

2) *Apologies for Absence*

To receive any apologies for absence.

3) *Declarations of Interest*

To receive any declarations of interest in any items on the agenda.

4) *Governance & Decision Making*

3 - 18

To consider a report setting out governance and decision making arrangements for the Town Board.

5) *Long-Term Plan for Towns Introduction*

19 - 92

To consider a report which introduces the Long-Term Plan for Towns programme.

6) *Community and Stakeholder Engagement Plan*

93 - 114

To consider the Draft Community and Stakeholder Engagement Plan and the proposals for early consultation.

7) *Branding & Website*

Verbal
Report

8) *Future Meeting Dates*

Meetings will be held on the following dates in the Boardroom at Burnley College from 10am - 12noon:

Friday 19th April (not 18th)
Friday 17th May
Friday 14th June
Friday 19th July

MEMBERSHIP OF COMMITTEE

Karen Buchanan (Chair)
Leon Calverley (Vice-Chair)
Councillor Afrasiab Anwar
Graham Baldwin
Eshan Bilal
Simon Brierley
Derry Crokken
Councillor Scott Cunliffe

Antony Higginbotham
Phil Jones
Donna Livesey
Councillor Jamie McGowan
Laurence O'Connor
Alan Pace
County Cllr Aidy Riggott

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Governance and Decision Making

BURNLEY TOWN BOARD

**DATE****15th March 2024****REPORT AUTHOR****Alison McEwan****TEL NO****01282 477259****EMAIL**amcewan@burnley.gov.uk

PURPOSE

1. To provide information on governance and decision making arrangements for the Town Board.

RECOMMENDATION

2. That the Town Board:
 - a. Note the appointment of Karen Buchanan as Chair and Leon Calverley as Vice-Chair of the Board.
 - b. Note the membership of the Board
 - c. Note the Terms of Reference and Code of Conduct and resolve to return any paperwork required to ensure compliance with the above.

REASONS FOR RECOMMENDATION

3. To ensure that there is an effective governance and decision-making structure in place to support delivery of the Long-Term Plan for Towns programme, and comply with the guidance issued by the Government.

SUMMARY OF KEY POINTS

4. In October 2023 Burnley was announced as one of 55 towns selected by the Government to benefit from the 'Long-Term Plan for Towns' Programme.
5. Burnley will benefit from funding and support of up to £20 million to develop a long-term plan for Burnley.
6. The Government published guidance on 18th December 2023 detailing requirements to establish a Town Board to support the development of the vision and long-term plan, and setting out the governance requirements of the programme. Burnley Borough Council is the Accountable Body.
7. The Board must be established by 1st April 2024 at the very latest. In line with the guidance, Karen Buchanan, Principal of Burnley College has been invited to Chair the Town Board following consultation with Group Leaders, and the MP, and has accepted the position. The Chair may appoint a Vice-Chair from the other public (but

not elected representatives) and private sector representatives, and has invited Leon Calverley to take up the position. The invitation has been accepted.

8. Following consultation with Burnley Council Group Leaders, MP and the Chair and with regard to the Government’s guidance, board membership including public, private and community representation has been set as follows:

Suggested potential partners (as per guidance)	Representative
Parliamentary Representative	MP
Local Councillors should be limited to promote community leadership	Leader & relevant Exec Member, and opposition member BBC Relevant Exec Member LCC
Senior Representative from Police	PCC rep
Community Partners, for example: Community Groups Faith Groups Local charities Neighbourhood forums Youth groups Local CVS	Burnley Together Youth Parliament
Local businesses and social enterprises: BID – Chair or Board Members Key local employers/investors	Burnley Bondholder representative BID Representative SME representative
Cultural, arts, heritage and sporting organisations: Sports clubs Local heritage groups	Burnley Football Club Chair Burnley Leisure & Culture
Public agencies and anchor institutions: Local schools, further education and higher education Relevant government agencies	Principal Burnley College UCLan Vice-Chancellor

9. In order to support delivery of the programme, the Terms of Reference and Code of Conduct set out the decision making processes, governance standards and clear expectations around behaviour and managing conflicts of interests. The aim is to ensure robust procedures are in place, whilst maintaining a ‘light-touch’ regime where possible.
10. Board Members are required to sign up to the attached Code of Conduct and Terms of Reference, and complete a declaration of interest form which will be held on file.
11. In order to support transparency and openness, meeting agendas, reports and minutes will be published on the Council/and/or Town Board website, unless they contain exempt information within the meaning of Schedule 12A of the Local Government Act 1972.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION
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12. Related costs will be met from the Long-Term Plans for Town budget.

POLICY IMPLICATIONS

13. None

DETAILS OF CONSULTATION

14. Group Leaders, MP, Burnley Borough Council Chief Executive, Strategic Head of Economy & Growth and Head of Legal & Democratic Services. Karen Buchanan, Burnley Town Board Chair.

BACKGROUND PAPERS

15. <https://www.gov.uk/government/publications/long-term-plan-for-towns-guidance-for-local-authorities-and-town-boards/long-term-plan-for-towns-guidance-for-local-authorities-and-town-boards#annex-a-town-board-governance-requirements>

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Burnley Town Board (Long-Term Plan for Towns)

Terms of Reference

Role of the Town Board

The Burnley Town Board brings together the private, public and community sectors to provide strategic leadership to develop and deliver an Investment Plan and schedule of interventions to secure government funding, and which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges.

The Objectives of the Board are to:

- Define strategy and vision for the town
- Develop and agree an evidenced based Town Investment Plan
- Develop a clear programme of interventions
- Co-ordinate resources and influence stakeholders

Roles & Responsibilities of Participants

The main role of all the participants of the Town Board is to play an active part in the development of the Town Investment Plan.

All participants of the Town Board will strive to apply the following principles:

Commitment: to attend every meeting where possible. To be properly prepared for briefings by reading any paperwork beforehand.

High Quality Debate: to remain focused and strategic and to contribute positively to discussions and work with other participants to achieve consensus and take important decisions regarding the strategic development of the Long-Term Plan for Towns.

Representative: to raise areas of strategic concern and contribute their experience and expertise to discussions and decisions to achieve good workable solutions.

Respect for others: to respect, listen and to take into account the views of other participants regardless of their gender, race, age, ethnicity, disability, religion, sexual orientation or any other status.

The Burnley Town Board holds no money or assets. Board Members will have no personal liability when acting properly, within their powers and in good faith. However, there is no indemnity for any action or failure by any member or officer which constitutes a criminal

offence, or for any action or failure by any member or officer which is the result of fraud, or other deliberate wrongdoing or recklessness on the part of the member or officer.

Membership & Quorum

Participation is by invitation only from Burnley Borough Council in consultation with the Chair. The quorum shall be one third of the total number of appointed members.

There shall be no substitute members.

Partners	Representative
Parliamentary Representative	MP
Local Councillors	Leader & relevant Exec Member, and opposition member Burnley Borough Council Relevant Exec Member Lancashire County Council
Senior Representative from Police	PCC nominee
Community Partners, for example: Community Groups Faith Groups Local charities Neighbourhood forums Youth groups Local CVS	Burnley Together Youth Parliament Representative
Local businesses and social enterprises: BID – Chair or Board Members Key local employers/investors	Burnley Bondholder representative BID Representative SME representative
Cultural, arts, heritage and sporting organisations: Sports clubs Local heritage groups	Burnley Football Club Chair Burnley Leisure & Culture
Public agencies and anchor institutions: Local schools, further education and higher education Relevant government agencies	Principal Burnley College Vice-Chancellor of UCLan

The Town Board may call on professional advice and support if deemed necessary. This may include external consultants.

Chair & Vice-Chair Responsibilities

The role of the Town Board Chair is to:

- Lead the Board in achieving its objectives, maintain an overview of activity, and champion and support partnership working.
- Ensure that decisions are made by the Board in accordance with good governance principles.
- Sign as required any agreements as advised by the Monitoring Officer.

The Chair shall be invited by the Council in consultation with the MP and should be a respected figure in the community with an obvious passion for Burnley.

The Chair in consultation with the Council and MP may appoint a Vice- Chair. In the absence of the Chair, the Vice-Chair will assume the responsibilities of the Chair.

Standards of Behaviour

As a participant of the Town Board, whether in meetings / briefings or working on behalf of the group the following guidelines set out what is expected of them:

Each Board Member is under an obligation to act in accordance with the Code of Conduct. This includes each Board Member agreeing to abide by the Nolan Principles of Public Life.

They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Declaration of Interests

Having regard to the nature of the likely interventions that will be explored as part of development of the Investment Plan, from time to time a conflict of interest may arise for Board Members. Members must declare any such interests as set out in the Code of Conduct.

Attendance

Members will endeavour to attend all meetings of the Town Board, however if they are unable to attend any meeting then they should submit their apologies in advance of the meeting.

Meeting Procedures

- The agenda and papers for meetings shall be approved by the Chair.
- Papers for the Town Board meetings will be made available by the Secretariat at least 5 clear working days before the meeting.
- Where an urgent issue arises after the publication of the agenda that cannot reasonably be deferred until the next scheduled meeting, a late report may be added to the agenda with the consent of the Chair.
- Copies of papers for meetings will be placed on the Council and/or Town Board's website unless they contain exempt information under Schedule 12A Local Government Act 1972 (as amended). All discussions at meetings in relation to papers marked as confidential shall not be disclosed outside the Board.
- Draft minutes shall usually be published promptly within 10 clear working days of the Board meeting. Minutes will be marked 'approved' after receiving Board approval at the subsequent meeting.

Decision Making and Voting

Each member of the Board shall have one vote which may be cast on matters considered at the meeting by a show of hands. Votes can only be cast by members attending a meeting of the Board. Any decision of the Board must be a majority decision at a meeting. In the event of a tied vote the Chair will have a casting vote.

If an urgent decision is required which cannot be deferred until a subsequent meeting, then a special meeting can be arranged. If this is not practicable then the Chair in discussion with the Vice Chair, and Leader of the Council may take a decision jointly in consultation with the Chief Executive, and is not required to be 'in person'. The decision must be reported to the next scheduled meeting of the Board.

Sub-Groups

Occasionally a Sub-Group of the Town Board may need to be established to expedite a particular matter, which requires focused activity or where a more specialist membership is required. These would normally have a specific remit and period of operation to oversee or undertake a specific task, reporting directly to the Town Board. The Town Board will set out the membership, terms and remit of any Sub-Group. Members of sub-groups will be bound by the Terms of Reference and Code of Conduct.

Accountable Body Arrangements

Burnley Borough Council (acting as Lead Council and Accountable Body) is responsible for:

- Developing a delivery team, delivery arrangements and agreements
- Ensuring that decisions are made by the board in accordance with good governance principles
- Ensuring transparency requirements are met – through publication of information on their website or a Long-Term Plan for Towns specific website
- Developing detailed business cases, agreed projects and undertaking any necessary feasibility studies
- Undertaking any required Environmental Impact Assessments or Public Sector Equality Duties
- Liaising with potential private investors in identified local projects and schemes
- Ensuring that funding arrangements are appropriately signed off.
- Monitoring and evaluating the delivery of individual LTPT projects and submitting regular monitoring reports as required.
- Receiving and accounting for the LTPT funding allocation

Secretarial Arrangements

Secretarial support will be provided by Burnley Borough Council.

Other Departments of the Council and external organisations will attend by invitation as required.

Complaints Procedure

Where a person has reason to believe that the conduct of a Board Member has fallen short of the standards set out above, encapsulated in the Nolan Principles, a complaint may be

made in writing to; The Head of Legal & Democratic Services, Burnley Borough Council Town Hall, Manchester Road, Burnley BB11 89SA Or email cwaudby@burnley.gov.uk

The complaint should set out as follows;

- (i) The nature of the complaint
- (ii) Details of how the Board Member was acting in an official Burnley Town Board capacity
- (iii) Details of which Nolan Principle has been breached and why
- (iv) If relating to a conflict of interest, details of how the conflict has occurred and impact of that conflict.

The Council's Head of Legal & Democratic Services will review the complaint and determine if the Burnley Town Board Member was acting in an official capacity and if the complaint was proven, whether a Nolan Principle would have been breached. If both these are criteria are met, the complaint will be referred to the Chair (or Vice Chair in the event the Chair is subject to a complaint).

Removal of a Member from the Board

In the event that a Board Member's conduct falls short of that expected and/or a breach of the Code of Conduct has taken place, the Board may agree a resolution to remove that Board Member from the Town Board.

This may only occur when;

- i. The Board Member has been given at least 14 clear days' notice in writing of the meeting of the Board at which the resolution will be proposed and the reasons why it will be proposed; and
- ii. The Board Member has been given a reasonable opportunity to make representations to the meeting in person and/or in writing. The other Board Members must consider any representations made by the Board Member and inform them of their decision following such consideration.

There shall be no right of appeal from a decision of the Board's decision to terminate the membership of a Board Member.

A Board Member shall cease to be a member of the Burnley Town Board in the following if the Board Member gives written notice to the Chair of their notice of Resignation.

Updating of the Terms of Reference

The Government may publish further guidance on the operation and function of Town Boards and these Terms of Reference must be reviewed in accordance with any such guidance.

The Board may amend these terms of reference at any time and they will be reviewed as required. The Head of Legal & Democratic Services as a representative of the Accountable Body has authority to approve the terms of reference, in consultation with the Leader of Burnley Council and the Chair of the Town Board.

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Code of Conduct for Members of the Burnley Town Board, and Guidance on the Code

THE CODE OF CONDUCT

This Code applies to members of the Town Board. It is your responsibility to comply with this Code.

You must comply with this Code whenever you—

- a) conduct the business of the Town Board ; or
- b) act, claim to act or give the impression you are acting as a representative of the Town Board.

Standards of Behaviour

When acting in a Board Member capacity, members must be committed to behaving in a manner that is consistent with the Nolan principles asset out below, to achieve the best outcomes for our residents and maintain public confidence in the actions of the Board;

- ***Selflessness***
Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.
- ***Honesty and Integrity***
Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.
- ***Objectivity***
Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.
- ***Accountability***
Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

- **Openness**
Members should be as open as possible about their actions and those of their authority and should be prepared to give reasons for those actions.

- **Leadership**
Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

Reasonableness

When taking part in the decision-making processes, you should:

- take into consideration everything you regard as relevant, or which you are advised is relevant;
- disregard anything which you consider is not relevant, or which you are advised is not relevant;
- follow the correct procedure.
- When reaching decisions on any matter you must have regard to any relevant advice provided to you by-
 - (a) Burnley Council's chief finance officer; or
 - (b) Burnley Council's monitoring officer,

Sometimes you may have to take decisions that you personally disagree with if these are the "right" decisions for the Board, taking account of the above factors.

Fiduciary Duty

In law, a fiduciary is someone who occupies a position of such power and confidence over the property of another that the law **requires** him or her to act solely in the interests of the person he/she represents. This is in contrast with an ordinary business relationship, in which each party is free to seek purely personal benefits from his or her transactions with the other. So, for example, a guardian, a trustee or an executor are all fiduciaries.

As a Board Member with influence over the use of public funding for which the Council is accountable, you are in a position of trust. You have a **fiduciary duty** to act in the interests of the people of Burnley and, in some cases, in the wider public interest.

Conflict of Interests

Having regard to the nature of the likely interventions that will be explored as part of development of the Investment Plan, from time to time a conflict of interest may arise for Board Members.

A conflict of interest arises where a Board Member, a close associate, immediate family, business, organisation or employer has an interest in a matter which is the same as, connected to or may be affected by the matter under discussion.

A Register of Interest will be maintained by the Secretary to the Board. At a meeting, Members must declare any interest which they have in any matter to be considered at that meeting.

If the interest in the matter being discussed which a member of the public who knew of the facts would reasonably regard as so significant that it is likely to prejudice the Board Members judgement of the Board's interest in the matter, then the Board Member must declare the interest at the start of the agenda item and must not vote on the matter. However, as the Board Member may have particular skills and knowledge relating to the topic under discussion, for example financial, viability or feasibility, the Board Member will be able to take part in the debate.

Members should complete and return the Declaration of Interests form provided. Should any additional conflicts arise, these should be notified or declared in the meeting at which they arise. They have a duty to keep their declared interests up to date.

Registration of Gifts and Hospitality

Board Members must declare any gift or hospitality worth £25 or over received (or offered), in connection with their official duties as a Board Member and the source of that gift or hospitality (or offer) within 28 days of receiving it. Acceptance by Board Members of hospitality through attendance at relevant events, conferences and other Board related activity is acceptable where it is clear the hospitality is corporate rather than personal.

The Secretary shall maintain a Gifts & Hospitality Register.

Confidentiality

All papers marked as confidential and all discussions at meetings in relation to confidential items shall not be disclosed outside the Board.

Breaches of the Code of Conduct

1. Any suspected breaches of the Code of Conduct reported to the Council will be referred to the Council's Monitoring Officer for investigation as set out in the Terms of Reference.
2. Members are required to comply with any investigation in relation to complaints against their conduct or relating to other elected members of the authority. Failure to do so is considered a breach of the Code of Conduct.
3. Failure to uphold the Code of Conduct may lead to removal from the Board as set out in the Terms of Reference.

Dealing with the Media

Be wary of what you say to the media. It can sometimes be misquoted or taken out of context.

The proper spokesperson for the Town Board (i.e. the person with authority to speak on behalf of the Board) is either the Chair or the Chief Executive of the Council. If in doubt, seek advice from the Council's Public Relations Officer.

Long Term Plan for Towns Introduction

BURNLEY TOWN BOARD



DATE	15th March 2024
REPORT AUTHOR	Kate Ingram
TEL NO	01282 477271
EMAIL	kingram@burnley.gov.uk

PURPOSE

1. The purpose of this report is to appraise Members of the newly formed Burnley Town Board (Town Board) of the background to the Long-Term Plan for Towns (LTPT) initiative, the role of the Town Board, and to consider a work programme and some minor amendments to the qualifying boundary.

RECOMMENDATION

2. It is recommended that Members of the Town Board:
 - (1) Note the content of the report, particularly the very tight timescales for submitting the Long Term (10-year) Plan for the town and accompanying investment plan;
 - (2) Agree the work programme, consultants brief and use of funding as set out in paragraphs 20-21 and 27 of this report;
 - (3) Consider approving the proposed boundary changes set out in paragraph 12 of this report and in the map at Appendix 4.
 - (4) Agree to establish a sub-group for each of the LTPT themes and appoint a Town Board Member to chair the groups and delegate authority to the relevant Chair of the Town Board to appoint members to those sub-groups (including co-opted members) and set out the terms of reference for the same if considered appropriate.

REASONS FOR RECOMMENDATION

3. To:
 - (i) appraise Members of the Town Board of the LTPT initiative and their role agree a work programme to deliver the Long Term (10-year) Plan and accompanying investment plan within the timeframes set by Government, and
 - (ii) consider changing the proposed extent of the qualifying boundary in view of the reasons set out in this report.

SUMMARY OF KEY POINTS

Background

4. The LTPT initiative was announced by the Government in October 2023 targeting 55 “left behind towns”. Through this initiative the Government aims to:
 - a. Put towns back into the hands of local people so that they can decide on local priorities and what’s best for the long-term future. This will be done via a Town Board and a £20m endowment style fund to invest over the next decade.
 - b. Provide local communities (The Town’s Board) with the tools, including £250K capacity funding and a data pack so that towns can build their local capacity, talk to local people about what they want and develop a plan.
 - c. Make towns places where people and businesses want to invest, create new jobs and breathe new life into our high streets and town centres.
5. Burnley is one of 55 places selected using pre-determined criteria, as set out in the Long Term Plan for Towns Selection Methodology Note <https://www.gov.uk/government/publications/long-term-plan-for-towns-towns-selection-methodology-note>.
6. The fund is administered by the Department for Levelling Up, Housing and Communities (DLUHC). DLUHC issued guidance on the 18th December providing details on how the programme will operate and the role of Town Boards (Appendix 1). Since then, the Council and other stakeholders have met with DLUHC and the newly appointed Chair of the national Town’s Unit, Adam Hawksbee. On 6th February, the Council received further correspondence from Adam Hawksbee regarding LTPT and a copy of the letter is included at Appendix 2.

Town Boards

7. The Town’s Board is central to the delivery of LTPT. The Local Authority (Burnley Borough Council) was required to appoint a Town Board chair at the earliest opportunity. Karen Buchanan, Principal of Burnley college was appointed as the Chair of the Town Board following consultation with the MP for Burnley and Group Leaders of Burnley Council.
8. The guidance sets out a range of organisations and stakeholders that it would expect to be on a Town Board. A list of individuals and organisations invited, by the Council and the shadow chair, to be represented on the Burnley Town Board is at Appendix 3. The Burnley Town Board membership reflects the membership suggested in the guidance.

The Town Board is responsible for:

- Identifying issues and priorities to focus on for the Long-Term Plan, including supporting the process of community engagement
- Working with the local authority to develop the Long-Term Plan for their town, setting out how local partners will use their knowledge, powers, assets and new funding to deliver for their communities
- Identifying opportunities for Town Board members to utilise specific powers and statutory powers to drive forward their long term plan

- Identifying opportunities to bring in additional philanthropic or private investment to support the Long Term Plan for their town
 - Overseeing the delivery of Projects set out in their Long-Term Plan.
9. Town Boards must be established by the 1st April 2024. The Council will need to provide DLUHC with assurance that the Town Board has been established and a chair appointed, together with proposals for any boundary changes before 1st April 2024. Guidance on what is expected in the assurance documents is awaited. Once DLUHC has completed its assurance checks a sum of £200,000 of capacity funding i.e. funding to assist Town Boards in completing their plans, will be released.

The Town

10. The Long-Term Plan for Towns initiative does not cover the entire borough of Burnley. The geography used to select Towns is based on an ONS nomenclature of Built-Up Areas (BUAs). BUAs with a population of less than 20,000 population were excluded, then other BUAs were excluded based on the criteria set out in the selection methodology note. The settlements of Cliviger, Hapton, Worsthorne and Padiham are excluded from the LTPT area for Burnley. A map of the area is included at Appendix 4.
11. As set out in the letter dated 6th Feb (Appendix 2) from the Chair of the Towns Unit, Adam Hawksbee, there is scope to make representations to the department to alter those boundaries, where an amendment remains within the spirit of the programme and includes, as part of the revised area, the town that was originally selected. For example, a town's local station may lie just outside of the boundaries provided or essential green spaces may have been excluded, due to the emphasis on 'built up' areas. Alterations to the boundary should not bring in additional, separate population centres (i.e. different towns) and must remain contiguous.
12. It is recommended that the Town Board considers requesting an amendment to the plan to include Townley Park, Thompson Park, Bank Hall Park, and some other amendments to include key Active Travel routes and some stretches of the Leeds Liverpool Canal (hatched areas on the map at Appendix 4). These are considered to be within the spirit of the programme as these parks and green spaces are important community and heritage assets, and their inclusion would not alter the demographic metrics used in the selection process.

The Long Term Plan and 3 year Investment Plan

13. Town Boards are responsible for developing a Long-Term (10 year) Plan for the town. This Long-Term Plan should recognise and seek to build on the good work that is underway, or has been undertaken already, in each town. The guidance acknowledges that in many places, there are strategies and plans for the town that align with the Long-Term Plan for Towns' objectives, and Long-Term Plans should build on these.
14. The Town Board's 10-year vision should be a long-term, strategic document. It should be backed by insights gained through engagement with local people, to create buy-in with the public. It should include:

- i. A 250-word vision statement that articulates, at a high level, the vision for the future of the town and how success will be judged.
- ii. The strategic case for change, building on the evidence in the pack provided by DLUHC (Appendix 5) with, where relevant, more granular local data and stories.
- iii. The outcomes and objectives the town is trying to meet and how these align with the priorities of the local community, including what local people think needs fixing, the opportunities the investment offers over the decade, and priority outcomes for 2034 and beyond.
- iv. The planned direction of travel for the regeneration of the town, across the 3 investment themes – Safety and Security; High Streets, Heritage and Regeneration; and Transport and Connectivity. It should detail the interventions that are available to achieve this. The Town Board should seek to draw on the list of interventions that are set out in the guidance and can also consider other, 'off-menu interventions, provided they sit within the 3 investment themes. Detail on investment and interventions only need to focus on the first 3 years and should sit within the 3-year investment plan annex.
- v. Clear evidence that the Town Board is community led, including through its membership, ways of working and distinction from the local authority, and evidence of buy-in from local businesses, civil society, and communities. It should describe how these stakeholders have been engaged to date, and how that engagement will continue going forward.
- vi. How the Town Board will attract and combine new and existing private, public and philanthropic investment, setting out the existing commitments and ambitions to secure further support going forwards.
- vii. High level delivery milestones over the 10-year lifespan of the programme, with an overview of potential future interventions and how the powers in the policy toolkit¹ will be used in a way that best suits the town across the 3 investment themes.

3-year Investment Plan Annex

15. The 3 Year investment plan should set out:

- the interventions and powers the Town Board wishes to use over the 3 years for each investment theme;
- whether the interventions are from the list of interventions or are 'off-menu';
- how the Town Board will use the interventions locally and how much they will cost; and
- how the interventions will address the outcomes set out in the 10-year vision, grounded in evidence and data.

16. The Council will receive the investment from the Long-Term Plan for Towns over the next 3 years to fund the Town Board's 3-year investment plan.

17. There is an expectation that Town Boards should move as quickly as possible to engage the local community and work up their vision and Long-Term Plan. From 1 April 2024, Town Boards should submit their Long-Term Plan to DLUHC. The final

¹ The policy toolkit identifies a wide range of powers, most of which are already available to and used by the Council, for example Public Space Protection Orders, Criminal Behaviour Orders, powers under the Environmental Protection Act 1990, Business Improvement Districts, Planning Powers including Local Development Orders and Neighbourhood Plans, CPO powers, Listed Building Regulations, Community Asset Transfer and highways powers (LCC).

deadline for submitting plans is 1 August 2024. Further details on how to submit will be published in supplementary guidance in early 2024. Submissions will be dealt with on a “first come first served basis”.

18. The 10-year vision and 3-year investment plan annex will be subject to a light touch assessment process by DLUHC. This will ensure towns’ proposed interventions are aligned with the broader objectives of the Long-Term Plan for Towns and fit within the 3 investment themes. While DLUHC may seek clarification on some points, this is not a pass or fail gateway, unless there is substantial deviation from the 3 investment themes, or the requirements set out above.

Proposed Work Programme

19. Although Town Boards can submit their plans as early as 1st April, this is really not feasible if the Town Board is to undertake meaningful engagement.
20. It is proposed that consultants are appointed to support the Town Board to develop the Long-Term (10-year) Plan. An outline of the work programme is set out in the chart at Appendix 6 together with a copy of the consultant’s brief. Due to the short time scales involved the brief, agreed by the shadow chair, is already out to tender and it is expected that an appointment will be made wc 25th March. The consultants will provide additional capacity and be able to act objectively, balancing the views of varied stakeholders, with data analysis to develop an evidence-based plan with wide support.
21. To progress the programme, it is proposed that a workshop, facilitated by the consultants, is held at the next meeting focussing on the Long-Term Vision. To support the work of the Town Board it is proposed that 3 subgroups aligned with the LTPT themes, chaired by a Town Board member, with other board members and co-optees are established to look at each theme in more detail.
22. An Engagement and Consultation Plan is included in a separate report.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

Funding Profile

23. On the 23rd February 2024, the Council received further correspondence from Jacob Young MP, Minister for Levelling Up, setting out more details on the funding profile and the flexibility to carry forward underspends. A copy of the letter is attached at Appendix 7.
24. The funding profile, subject to some flexibility, is set out over 10 years as follows:

In 000's	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	Total
Total RDEL per place	50	449	423	449	449	449	449	454	467	467	467	4,574
Total CDEL per place		491	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	14,936
Total amount per place												19,510

25. Members of the Town Board will note that the amount of funding available is slightly less than the £20m announced. This is because a portion of the revenue funding, is top sliced annually, to support a national High Streets and Towns Task force that will provide hands-on support from placemaking experts to support with delivery, encourage shared learning and promote networking between the Town Boards

Local Authority Accountability Role

26. Although decisions on the Long-Term Plan and the use of the funding sit with the Town Board, the Local Authority remains accountable for the funding, to ensure that it is used correctly and in accordance with the assurance framework. Although DLUHC has referred to an Assurance Framework the Council has not yet seen details. The guidance suggests that it will be light touch and we expect it to be along similar lines to our current reporting procedures for Levelling Up Fund and UKSPF, whereby the LA has to submit quarterly reports signed by the Council's s151 officer (who is currently the Borough Council's Director of Resources). Once we have further details, the Council will revert to the Town Board with a proposal on how it will manage the programme, and any costs in doing so. The programme is currently being supported by existing Council resources and the Council's democracy team are available to service Town Board meetings, ensuring that Agenda's and minutes are circulated in a timely fashion and are published in accordance with the guidance.

Consultants Costs

27. As set out in paragraph 20 it is proposed to engage consultants to work with the Town Board over the next few months to undertake public consultation and engagement, assess data and help develop the vision and investment plan. It is proposed that a sum of circa £70,000 from the £250k capacity funding provided by DLUHC.

DETAILS OF CONSULTATION

28. As set out in this report.

BACKGROUND PAPERS

29. None



HM Government



Department for Levelling Up,
Housing & Communities

OUR LONG-TERM PLAN FOR TOWNS

OCTOBER 2023



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If you have any enquiries regarding this document/publication, email correspondence@levellingup.gov.uk or write to us at:

Department for Levelling Up, Housing and Communities
Fry Building 2
Marsham Street
London
SW1P 4DF
Telephone: 030 3444 0000

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October 2023

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Foreword by the Prime Minister



Whenever I visit one of Britain's many great towns, I am inspired by the passion with which local people talk about the places they call home. But I also share their anger and frustration at high streets lined with empty shops and neighbourhoods scarred by crime and anti-social behaviour.

It has made me more determined than ever to change the direction of this country.

In part, this is about priorities. Towns are the place most of us call home and where most of us go to work. But politicians have focused on cities and always taken towns for granted. Businesses have not had the incentives to invest. Generations of young people have grown up thinking that the only way to get on, is to get out. As a result, since the financial crisis, jobs growth in towns has been half of that in cities, and a quarter of that in London.

But the change we need is deeper and more profound. On the occasions over the years when governments have tried to help towns, the story has always been the same. Short-term funding pots, often put in the control of councils that are already failing, with little or no consultation with the people that really matter – local people. It's time to invest directly in the places that need it most, not politicians that squander the most.

So today we are not just investing £1.1 billion into 55 of our great towns – we are fundamentally changing the way politics works to support them. Each town will have a Long-Term Plan drawn up by a new Towns Board, made up of local community leaders and employers – putting local people, not politicians, in charge of their own town's future. And each town will have a £20 million endowment-style fund to invest over the next decade, empowering them to develop a plan for the long-term, not a plan to the end of the financial year.

I am also establishing a new Towns Taskforce, reporting directly to me, which will support towns on their Long-Term Plans and help them unlock investment and public support. As part of this, we will also make it easier for towns to repurpose empty high street shops by reforming licensing rules and supporting more housing in town centres.

Change will not happen overnight. The problems facing our towns are long-term and our approach must be too. But by changing the way we do politics and focusing on what matters to communities, not to Westminster, we will actually achieve our goal of levelling up.

That is the right thing for our towns, and the right thing for our country.

Rishi Sunak

Introduction



Towns matter. Their streets expose our shared history, from Roman ruins and dominating castles to the smoke-blackened bricks of the industrial revolution and the piers and ballrooms of the more recent past. They are engines of our economy, exporting goods to all corners of the world. And town halls and neighbourhoods are fundamental to our politics – the heart of our communities.

We are proud of our towns. But in the last thirty years, too often the focus has been on growing cities without setting out how towns can grow and flourish alongside. This narrow focus has often failed, or simply led to short-term policies that fail to address the headwinds that towns face. It has left too many behind in an economy characterised by deep economic imbalances.

The result is visible in towns across the United Kingdom – diminished high streets, run-down town centres, anti-social behaviour, and a lack of good jobs. Unsurprisingly, many people living in towns can feel like they are forgotten by Westminster, sometimes businesses do not want to invest, and young people grow up feeling that they have to leave their hometown to get on in life.

The Government has taken a series of actions in recent years to support towns, but we also recognise that there is more to be done. We need a new plan for towns to level up and deliver growth, as part of our wider ambitions to change the economic geography of the UK.

The Government has developed bold interventions to grow our cities: devolving greater funding and empowering strong local leadership; investing in science and enterprise; creating virtuous cycles of investment and development through new transport infrastructure and funding for brownfield and affordable housing. Now, to change the economic geography of the UK we need to apply the same ambition to towns.

This prospectus sets out a new plan to put local people at the centre of their town's success and give them the long-term funding to change its future. We have identified 55 towns to benefit from Long-Term Plans, backed by £1.1 billion overall, to drive ambitious plans to regenerate local towns across the UK over the next decade. Each town will:

- Develop a Long-Term Plan to invest in and regenerate their town, based on the priorities of local people, and put to local people for consultation.
- Receive £20 million in endowment-style funding and support over ten years to support the Town Plan, to be spent on issues that matter to local people, including regenerating high streets and securing public safety. This plan will be put to local people.
- Establish a Town Board to bring together community leaders, employers, local authorities, and the local MP to oversee and deliver the Long-Term Plan.
- Use a toolkit of powers, from tackling anti-social behaviour to auctioning empty high street shops, reforming licensing rules on shops and restaurants and supporting more housing in town centres.

To ensure towns achieve their potential, we are establishing a Towns Taskforce, reporting directly to the Prime Minister and Levelling Up Secretary. Working with the Levelling Up Inter-Ministerial Group, the Taskforce will help Town Boards to develop their Town Plans, and advise them on how best to take advantage of government policies, unlock private and philanthropic investment and engage their communities.

Why towns matter

Towns are home to 56% of our people¹ and 52% of our jobs,² making a sizeable contribution to economic and civic life. Towns contain 65% of high-technology manufacturing and keep up with cities in producing knowledge intensive market services (46% compared to 44% for cities),³ showing the contribution towns are making to driving growth in high-tech sectors.

In Barrow-on-Furness, for example, BAE systems is building the next generation of submarines for the Royal Navy, rejuvenating manufacturing, and creating an additional 6,000 jobs in the town,⁴ while over £100 million of philanthropic investment in Bishop Auckland by Jonathan Ruffer has supported new attractions and facilities, complementing public sector investment in the town.⁵

Towns are part of the tapestry of our lives, and people across the country are rightly proud of the towns to which they belong, heavily influenced by the economic prosperity and cultural vibrancy of their past. There are often strong levels of pride in the heritage of a place and specifically 'industrial heritage'. For example, 29% of people in the North East named 'industrial heritage' as one of the top three things that helps foster pride in their local area compared to 13% nationwide.⁶

¹ ONS. [Understanding towns in England and Wales: an introduction](#). 2019.

² ONS. [Employment trends outside cities and towns, England and Wales: 2009 to 2021](#). 2023.

³ ONS. [Understanding towns: industry analysis](#). 2021.

⁴ [Westmorland & Furness Council. Top civil servants in Barrow to discuss vision for town's transformation](#). 2023.

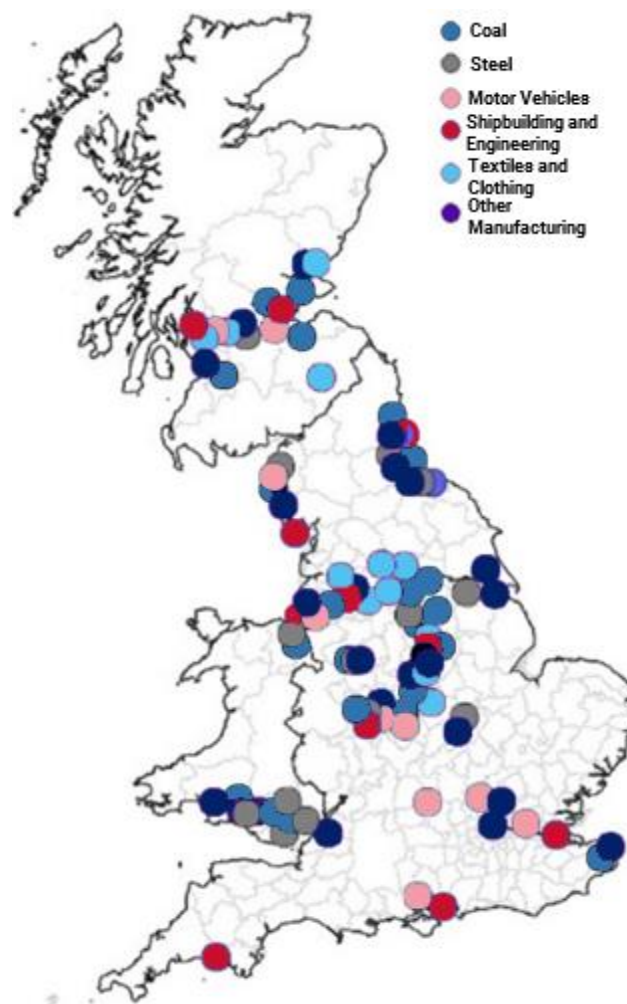
⁵ The Times. [Investing in Bishop Auckland](#). 2023.

⁶ PublicFirst. [Heritage and civic pride: voices from levelling up country](#). 2022.

We are proud of the successes of our towns, but we should be open eyed about their challenges too.

Since the 1970s, the UK has seen a fast and broad deindustrialisation compared to other developed countries, with a lasting impact in the North, Yorkshire and the Humber, and the Midlands in particular.⁷ Globalisation has played a role in offshoring activities to other parts of the world, with evolving consumption patterns changing consumer demand for goods. And in coastal towns and others reliant on tourism, the fall in the cost of air travel and rises in living standards have led to an increase in consumers looking abroad for their next holiday destination.⁸ Figure 1 illustrates the geography of industrial job loss, highlighting the most significant losses in places where major industries have been reduced to a fraction of their former size or disappeared entirely.

Figure 1: Major industrial job losses⁹ across Britain since the early 1980s.¹⁰



Source: Sheffield Hallam University

⁷ Stansbury, A., Turner, D. and Balls, E.. [Tackling the UK's regional economic inequality: Binding constraints and avenues for policy intervention](#). 2023.

⁸ HM Government. [Levelling Up the United Kingdom](#). 2022.

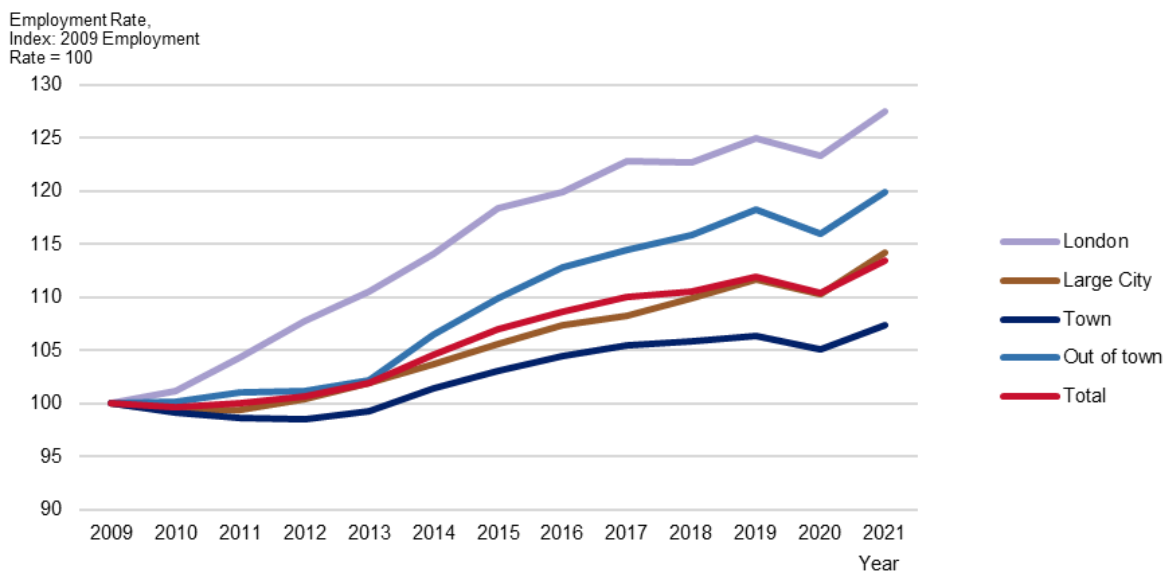
⁹ Figure 1 illustrates the geography of job losses. It flags the biggest or most significant job losses, where major companies or industries have shrunk to a fraction of their former scale or disappeared entirely.

¹⁰ Beatty, C. and Fothergill, S.. [The impact on welfare and public finances of job loss in industrial Britain](#). 2017.

These changes have had a profound effect on many towns, leading some to stagnate and fall behind more prosperous places.

Since the 2008 Financial Crisis, employment growth in towns has been much slower than elsewhere. Between 2009 and 2021, employment in towns grew by 7%, half the rate of cities outside of London (14%) and around a third of that of out-of-town areas (20%) (Figure 2).¹¹ While most industries grew slower than the England and Wales average, employment declined most notably in manufacturing, retail and the arts and entertainment industries.¹²

Figure 2: Employment growth has been lower in towns than other area types¹³
Employment growth rate, area types, England and Wales, 2009 = 100



Source: ONS

This has led to a reduction in the economic opportunities in our towns, with the economic impact amplified depending on how well connected a town is to other economic centres like nearby cities.

And as Figure 3 shows, younger people in small towns or villages are also more likely to be workless because they are unwell (3.4%), compared to younger workers in core cities such as Cardiff, Glasgow, or Liverpool (2%).¹⁴ Towns also tend to be less attractive prospects to many graduates, who made up 26% of young people in core cities in 2020-2022, compared to less than one-in-six (15%) young people in small towns and villages.¹⁵

¹¹ ONS. [Employment trends outside cities and towns, England and Wales: 2009 to 2021](#). 2023.

¹² ONS. [Employment trends outside cities and towns, England and Wales: 2009 to 2021](#). 2023.

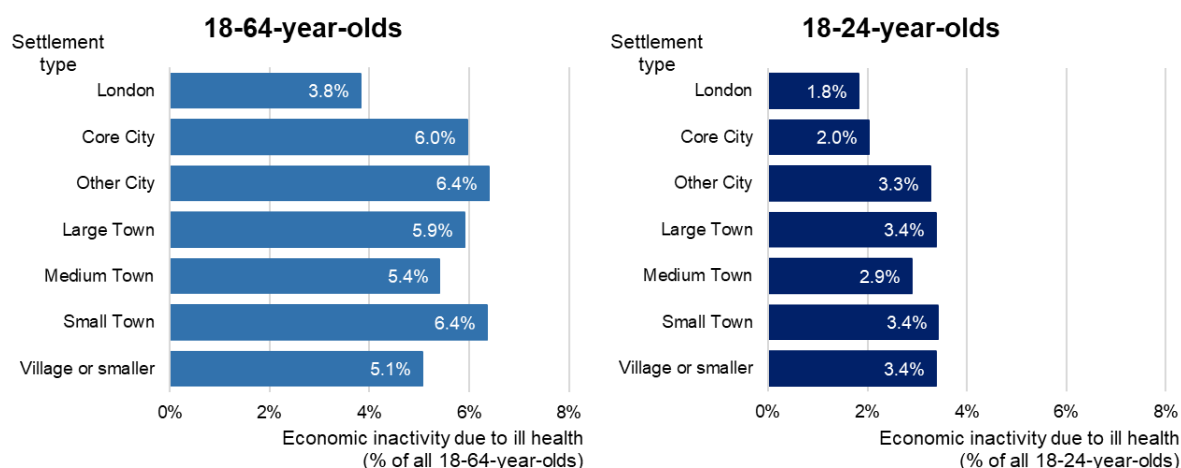
¹³ ONS. [Employment trends outside cities and towns, England and Wales: 2009 to 2021](#). 2023.

¹⁴ Murphy, L., Resolution Foundation. [Left behind](#). 2023.

¹⁵ Murphy, L., Resolution Foundation. [Left behind](#). 2023.

Figure 3: Small and large towns tend to have a higher proportion of young people who are economically inactive due to ill health.¹⁶

Proportion of 18-64-year-olds (left-hand panel) and 18-24-year-olds (right-hand panel) who are economically inactive due to ill health, by settlement type, GB, 2020-2022.



Source: Resolution Foundation

In terms of connectivity, smaller towns are less likely to be well connected to denser population centres,¹⁷ preventing towns from contributing to larger economic centres and receiving agglomeration benefits.¹⁸ The opportunity for new local businesses or thriving existing businesses to locate within towns is often more limited,¹⁹ either due to a smaller pool of workers who have the necessary skills and incomes to sustain business supply and demand,²⁰ respectively, or because of limited transport links to wider economic centres.²¹ Poor local connectivity can make towns feel cut off, and can make it harder to get into, and around the town centre.²²

These economic factors are compounded by wider social problems that, whilst affecting all places, are disproportionately felt in towns.

High street vacancy tends to be much higher in towns than cities: in Rotherham, nearly a third of shops are empty. In Bolton, Grimsby and Stoke, more than one in seven has been empty for three years.²³ Meanwhile, coastal towns typically suffer disproportionately from crime – which is 12% higher on the coast²⁴ – and public health challenges.²⁵

¹⁶ Murphy, L., Resolution Foundation. [Left behind](#). 2023.

¹⁷ NIC. [Transport Connectivity Discussion Paper](#). 2019.

¹⁸ Centre for Cities. [Does 'trickle out' work?](#) 2023.

¹⁹ Centre for Cities. [At the frontier: The geography of the UK's new economy](#). 2022

²⁰ Swinney, P. Centre for Cities. [Talk of the Town](#). 2018

²¹ Centre for Cities. [Does 'trickle out' work?](#) 2023.

²² Left Behind Neighbourhoods APPG. [Connecting communities: improving transport to get 'left behind' neighbourhoods back on track](#). 2021

²³ Onward. [Street Bids](#). 2022.

²⁴ Onward. [Troubled waters: tackling the crisis on England's coast](#). 2023.

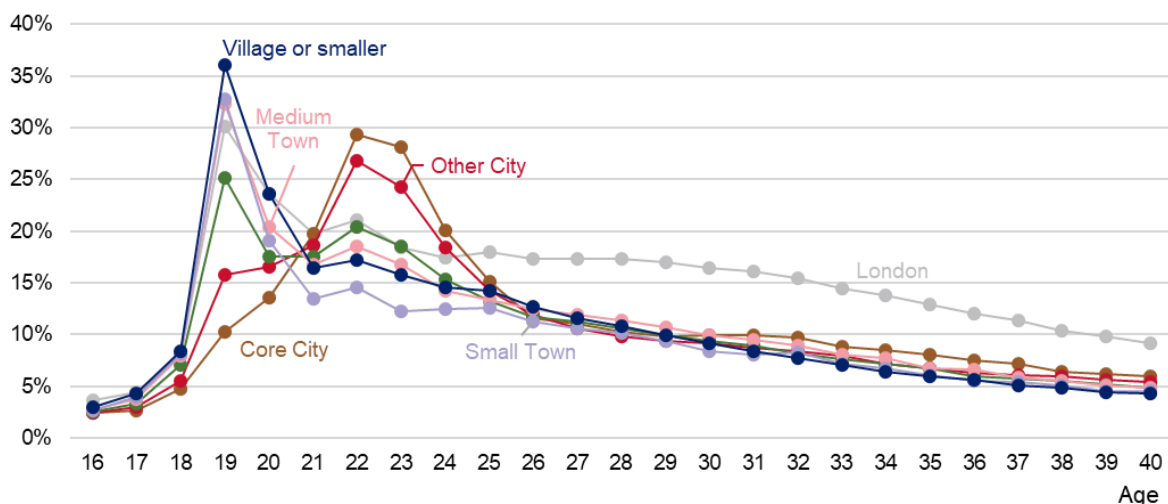
²⁵ DHSC. [Chief Medical Officer's annual report 2021: health in coastal communities](#). 2021.

The result is a widening economic and social gap between towns and the rest of the country, particularly cities. According to the Institute for Fiscal Studies, average wages in London in 2019 were 60% higher than those in Scarborough and Grimsby – with the top 10% of earners in London earning nearly twice as much per hour. Half of working-age adults in London and Brighton have university degrees compared with less than a fifth in places such as Doncaster or Mansfield.²⁶

While smaller towns and villages have better educational outcomes than those achieved in larger towns and cities (excluding London), this diminishes for older students,²⁷ as access to higher and further education becomes more challenging in smaller towns. The dearth of local higher and further education opportunities encourages those aged 18-20 to migrate to larger towns and cities,²⁸ with Figure 4 showing an outward migration rate of over 30% for 19-year-olds from small and medium sized towns.²⁹ There are also worse health outcomes in more deprived towns, regardless of the location or wider geography of the town.³⁰

Figure 4: Young people from towns and villages are most likely to move place, with similar migration rates from settlement types outside London for those aged 26-40.³¹

Average outward migration rate from local authorities, by settlement type and single year of age, England, 2019



Source: Resolution Foundation

But we do not believe that these challenges are immutable. In recent decades, we have seen various towns around the UK transform their fortunes through a long-term plan and locally-driven change. Prominent examples include Salford Quays, beginning in the 1980s with the Manchester Metrolink and continuing to Media City today, and Stevenage, whose 20-year regeneration plan leverages public funding to draw in private investment to transform the town centre. In the last few years, the Government has taken a series of actions to support towns, but we also recognise that more must

²⁶ Overman, G. and Xu, X., IFS. [Spatial disparities across labour markets](#). 2022.
²⁷ ONS. [Why do children and young people in smaller towns do better academically than those in larger towns?](#). 2023.
²⁸ Swinney, P, and Williams, M. [Centre for Cities](#). 2016.
²⁹ Resolution Foundation. [Left behind](#). 2023.
³⁰ Bennett Institute for Public Policy. [Townscapes 4. England's health inequalities](#). 2020.
³¹ Resolution Foundation. [Left behind](#). 2023.

be done. We need a Long-Term Plan for towns to level up growth and support our wider mission of changing the economic geography of the UK.

What we have done so far

The UK Government has supported towns in England, Scotland, Wales and Northern Ireland through a series of targeted investments and taskforces over recent years:

- The **£3.2 billion Towns Fund** supported 101 English towns to drive economic and productivity growth. £1 billion of this funding went to the Future High Streets Fund, supporting 72 places to create thriving high streets in the future.
- The **Levelling Up Fund** has allocated £3.8 billion during two rounds to support over 200 places across the UK, many of them towns, with their regeneration, town centre improvements, transport, and culture projects. Funding has been provided across the UK for a range of projects including a new transport hub in Porth and the creation of new cultural and creative destinations in Wakefield.
- The **UK Shared Prosperity Fund** has delivered **£2.6 billion** between local authorities across the UK, with funding to increase pay and productivity, skills and feelings of community, pride and empowerment.
- **Levelling Up Partnerships** are targeting **£400 million** at towns and places most in need of coordinated government and local support in England. This builds on deep dives in Blackpool, Grimsby and Blyth – with targeted investments such as £18 million to repurpose run-down and empty homes in Blyth to boost a regeneration project for 40,000 residents.
- The **Community Ownership Fund** has invested **£150 million** to support community organisations to save local assets, at risk of closure, across the UK. This year, it has been expanded to allow Town Councils to apply and increased the cap to £2 million to allow more applications for community ownership of assets in towns and on high streets.
- Building on the Future High Streets Fund, the **High Streets Task Force** has so far visited over 130 local places in England, providing guidance, tools and skills to local authorities to help plug gaps in local capacity.
- Running from 2012-2022, the **Coastal Communities Fund** committed £188 million to projects targeted at creating jobs and wider economic regeneration in coastal areas in England.
- We have established eight **Freeports** in England, and this year announced a further two in Wales and two Green Freeports in Scotland. Freeports unlock much-needed investment into port towns and communities through a combination of tax reliefs on new economic activity, a special streamlined customs procedure, an ambitious programme of public investment, and wide-ranging support from the UK Government to help businesses trade, invest, and innovate.

Case Study: Lincoln Town Deal- Lincoln, England

Lincoln was awarded £19 million through the Towns Fund to deliver a range of skills, regeneration and connectivity projects.

Three of Lincoln's 13 projects have already completed and are making a significant impact; including the HEAT Institute (Hospitality, Events, Arts and Tourism) which has seen the creation of a new 'working restaurant' facility at Lincoln's Old Bakery, and a refurbished Sessions House at Lincoln college campus, both are being used for student training. In addition, the renovation and rebranding of the Drill Hall as a cultural event venue has allowed students to benefit through end of year performances and work experience, the first cohort of Performing Arts students based at the Drill are expected to start in September 2023.

Our Long-Term Plan for Towns



We will now go further to demonstrate an enduring commitment to our towns. Drawing from our experiences delivering the Levelling Up Fund, Towns Fund and Levelling Up Partnerships, and listening to the feedback from local authorities and delivery partners, we will put local people at the centre of their towns' development, with long-term, flexible funding to respond to the priorities of local people.

Our Long-Term Plan for Towns will bring together community leaders, businesspeople, and local bodies to forge their town's future together, alongside the funding needed to deliver for their communities in the long-term. We want towns with proud histories and rich heritage to have the tools and the funding to seize a brighter future for themselves, rather than have to wait for decisions made in Westminster. This aligns with the recommendation of the National Infrastructure Commission, who found that "infrastructure strategies and wider place-based town plans need to be developed locally, by people who understand the needs and strengths of the area and the individual towns. They should look to build on the existing strengths of towns, which will give them the best chance of supporting economic growth".³²

Through our existing programmes and the experience of other countries, we have learnt what works well: longer-term funding certainty; building local partnerships; having a clear plan for delivery; joint working between central and local government; and involving people and communities from the outset. Successful towns cannot be built on government funding and intervention alone. We want to harness local communities and crowd-in investment of both time and money to support long-lasting change.

³² NIC. [Infrastructure, Towns and Regeneration](#). 2021.

Our Long-Term Plan for Towns, backed by £1.1 billion overall, will drive ambitious plans to regenerate 55 towns around the United Kingdom over the long-term through Town Plans.

Each town will receive a ten-year **endowment-style fund, with £20 million of funding and support** to give towns long term certainty to deliver projects over multiple years and the flexibility to invest in interventions based on evolving local needs and priorities. This will ensure a focus on long-term strategic transformation as well as shorter-term improvements. The funding will be focused on the issues that matter most to local people, including high streets, heritage and regeneration, and public safety and security.

A new Town Board will be established in each town in England, bringing together community leaders, employers, local authorities, and the local MP to develop a shared vision for their town and oversee the funding together. Working with local authorities, these boards will be encouraged to use the full suite of powers and flexibilities the Government has granted places to turn their high streets and towns around and be backed by the funding needed to do so. Learning from Town Deal Boards, to ensure that local people, not just politicians, drive change, we expect these boards to be chaired by a local business or community leader.

In exchange for long-term, flexible funding, each town in England will be required to develop a ten-year **Long-Term Plan for their town**, setting out the town's vision and priorities for investment and regeneration, aligned to themes of safety and security, high streets, heritage and regeneration, and transport and connectivity. Towns will be required to demonstrate how they have developed plans in consultation with local people. As part of this plan, areas will be expected to bring something to the table, whether that's the time and resource of key people, local match-funding or properties to include in regeneration projects.

Government will not only provide funding and powers to towns to develop the long-term plans, but also additional and much needed capacity support. This will be mirrored by a new high-powered **Towns Taskforce** at the heart of government, reporting directly to the Prime Minister and the Secretary of State for Levelling Up, and working closely with the Levelling Up Directorate and Inter-Ministerial Group, to ensure the voices of these towns will be heard loud and clear across Government.

In Scotland and Wales we will also work with local partners, including local authorities and the devolved administrations, to make sure funding and support aligns with other programmes to have the best possible impact. In Northern Ireland, we look forward to working with a restored Executive to determine the approach to providing support there.

Alongside providing towns with the scope to deliver a range of interventions that reflect local priorities and ensure a long-term focus, this approach will facilitate improvements that will have a range of social and economic benefits, as well as boosting local people's pride in their town.

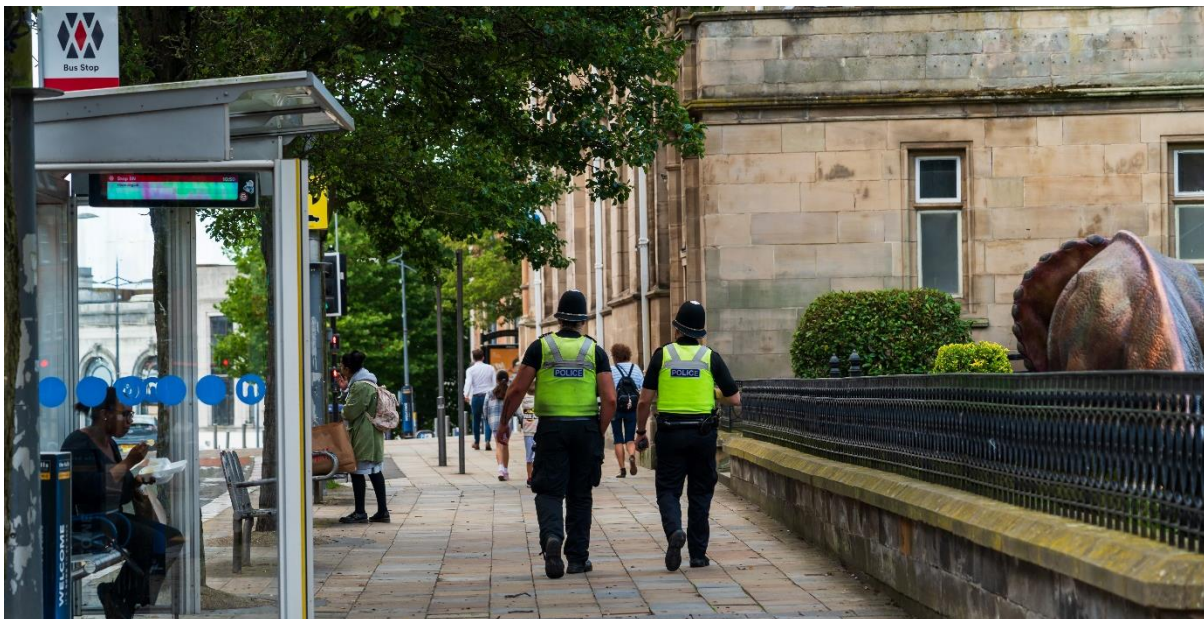
This new approach builds on our work levelling up the UK since 2019. By taking endowment principles to maximise the flexibility and impact of funding, and combining

this with targeted support, we hope to help towns build on existing interventions from our most intensive Levelling Up Partnerships and the wider funding programmes available to towns, cities and rural areas across the UK. The ingenuity of local leaders has been critical to our successes so far, and through this plan a new, more flexible, approach to funding and powers can have an even greater impact when put in the hands of local people.

Our new Long-Term Plan for Towns forms part of an ambitious and much wider programme of reform and investment to level up the UK, which puts powers and funding in the hands of individuals in every corner of our isles. From announcing a new Community Wealth Fund – putting millions of pounds of dormant assets directly in the hands of neighbourhoods and small local communities – to agreeing new trailblazing devolution deals with some of our largest and most ambitious cities. And from investing in key sources of local growth and pride through the Levelling Up Fund and Community Ownership Fund, to granting funding and flexibilities to places themselves with Investment Zones in cities and Innovation Accelerators.

Our Long-Term Plan for Towns is one piece of this wider puzzle, but it is a vital step towards giving local people control of the place they call home and ensuring that towns no longer feel they are forgotten by Westminster.

Investing in what works



Our £1.1 billion Long-Term Plan for Towns will support 55 towns over the next ten years to provide longer-term certainty and scale to drive improvements based on local knowledge and the priorities of local people drawing on our lessons from the ongoing Levelling Up Partnerships programme.

We want to see towns make use of the additional powers they have been granted across a range of areas, including responding to anti-social behaviour and diversifying high streets, to facilitate real improvements in a short timeframe that will stand the test of time.

We also expect that through their Long-Term Plan, towns will be involved in identifying the measures that matter most to local people. We are providing significant flexibility to make a range of improvements under three broad investment themes, and are open to being driven by the needs and wishes of local communities. These themes are:

Safety and Security:

- It is impossible to level up a town if people don't feel safe to go into the town centre and businesses are unable to trade because of crime and anti-social behaviour. Towns that feel or are unsafe repel consumers, deter investors, and undermine the norms and behaviour that underpin a thriving society.
- The increase in shop vacancy rate³³ and decrease in high street footfall³⁴ has left high streets as prime locations for anti-social behaviour. Increases in anti-social behaviour make people feel unsafe³⁵ and drive reluctance to use local facilities, further decreasing footfall on local high streets and diminishing pride in place.³⁶
- Following the launch of the Anti-Social Behaviour (ASB) Action Plan this year in England and Wales, towns will now be able to use this funding to reduce crime and improve safety in their local area.
- Interventions could include new and improved security infrastructure, such as CCTV and street lighting; providing additional hotspot policing and local authority wardens; as well as diversionary activity through ASB awareness courses and support for community outreach facilities.

Case Study: SMART Tottenham Project, Haringey, London – England

£500,000 from Haringey's Future High Streets Fund award focuses on reducing crime and supporting retail on Tottenham High Road. Funding an increased level of CCTV in the high street, it aims to generate behavioural change and discourage antisocial behaviour, tackling crime and making the area safer.

High Streets, Heritage and Regeneration:

- High streets have been centred on retail since the 1960s.³⁷ As domestic and retail needs have increasingly been met online and in out-of-town retail centres, the challenge for high streets has been whether they are able to adapt.³⁸ It has been estimated that there is an oversupply of retail of up to 40%.³⁹ The slow decline in traditional high streets has led to a 17% decrease in employment between 2009 and 2021.⁴⁰
- The hollowing out of high streets and town centres can affect the liveability of a place, making it less attractive for, and harder to retain, more highly skilled workers. The skilled workers of the future leave towns, which provide only limited education and employment opportunities, and do not return to the same towns in the same

³³ BRC. [Britain loses 6,000 storefronts in five years](#). 2023.

³⁴ High Streets Task Force. [Review of High Street Footfall in England](#). Jan-Dec 2022.

³⁵ YouGov. [YouGov/DLUHC – Anti-Social Behaviour – 230113](#). 2023.

³⁶ Gov.UK. [Anti-Social Behaviour Action Plan](#). 2023.

³⁷ Local Government Association. [Creating resilient and revitalised high streets in the 'new normal'](#). 2022.

³⁸ Local Government Association. [Creating resilient and revitalised high streets in the 'new normal'](#). 2022.

³⁹ Power to Change. [Community Powered High Streets](#). 2023.

⁴⁰ ONS. [Employment trends outside cities and towns, England and Wales: 2009 to 2021](#). 2023.

numbers.⁴¹ This leaves towns and villages with an older population, living alongside a working-age population with fewer qualifications to provide an economic environment to meet individual and community needs.

- Towns would be able to use this funding to enhance their town centres, making them and their buildings more attractive and accessible to residents, businesses, and visitors in a post Covid environment.
- Interventions could include remediating and repurposing vacant department stores – including converting these to high quality housing; preserving and improving heritage sites in the town; creating and maintaining parks and green spaces; supporting high street cleaning projects; new markets/high street days; establishing Business Improvement Districts; running high street rental auctions; supporting skills and community development so local people can take up opportunities that emerge from business-led regeneration.

Case Study: Barrow-in-Furness Town Centre, England

This £16 million Levelling Up Fund project will be transformative for the town by fully revamping its market hall, making it a modern, desirable place to be with a great food and drink offering. The project will also boost connectivity including by improving walking links through the town and creating a pocket park, making the town centre a greener place where people want to spend time and visit local businesses.

Transport and Connectivity:

- The ease with which town residents can access high streets, jobs and local shopping centres is critical if towns are going to thrive into the future. This means offering sustainable transport options, linking different parts of the town with new infrastructure, safe ways in which people can walk or cycle into the centre, as well as ensuring public transport options are viable and attractive.
- Transport connectivity alone will not turn around the economic fortunes of a place. As the National Infrastructure Commission has noted: “there is no guarantee that more or better transport infrastructure will lead to improvements in economic growth and quality of life outcomes. Unless infrastructure constraints are demonstrably impacting these outcomes – for example, through substantial levels of congestion – it is unlikely to be the primary policy lever to turn around a town’s fortunes.”⁴⁴
- Investment will need to be used alongside other themes, particularly safety and security, to ensure that transport options are seen as attractive and safe. But used well, this funding could make towns more connected - increasing footfall and viability – to high streets and local shopping centres, and accessibility to local employment opportunities. The National Infrastructure Commission, for example, has highlighted how Stevenage is planning a new pedestrian walkway to link the town centre and its business parks, while Grimsby’s Town Deal built on the town’s heritage to link the town and its historic waterfront.

⁴¹ IFS. [The impact of living costs on the returns to higher education](#). 2021.

- Interventions could include new infrastructure schemes; road improvements; new programmes to encourage cycling; and making the town centre more walkable and accessible.

Case Study: Porth Transport Hub- Rhondda, Wales

£3.5m from the Levelling Up Fund for the Porth Transport Hub in Rhondda has completed the main interchange building of the transport hub. This was opened earlier this year and is addressing transport inadequacies, providing seven operational bus bays, two lay over spaces, electric vehicle charging capabilities and new roads in and out. It is facilitating better connectivity into the town centre, and boosting footfall and local economic opportunities in the town.

A new approach



Our Long-Term Plan for Towns means a new approach to funding, with endowment-style funding over ten years designed to give flexibility to towns to invest in local priorities to a timeline that works for local people, not just for Westminster.

Towns will receive funding and support of £20 million (25% Resource, 75% Capital split) to provide a range of interventions across the investment themes and will have ten years to deliver these, providing long-term certainty to deliver significant improvements in their towns.

Towns will have freedom to develop plans that meet local priorities across the investment themes. They will not be subject to onerous reporting requirements; instead, the Towns Taskforce will engage towns to monitor progress and help address problems that arise. Towns will be able to roll over funding into future years if best to deliver priority interventions to a high standard and will remain responsible for ensuring good use of public funds.

The flexibility within this funding will mean towns are more able to capitalise on private and philanthropic investment, aligning timings with businesses and investors to maximise the benefits for local people. This could include working with Business Improvement Districts to join up investments, using existing local authority assets or land to make funding go further, and working with the Towns Taskforce to identify philanthropic investment opportunities.

Putting local people in the driving seat

Town Boards will drive the priorities for investment, convene powers and responsibilities for making change, and steer the long-term vision for their town hand-in-hand with local people.

The Boards will comprise a group of local organisations, including:

- Community partners. Such as community groups, faith groups and local charities, the neighbourhood forum, the local Council for Voluntary Service (CVS).
- Local businesses and social enterprises. Such as the chair or board members for the Business Improvement District (BID), key local employers or investors in the town.
- Key cultural, arts, heritage and sporting organisations.
- Public sector agencies such as representatives from schools or police subject to local priorities.
- The local MP, relevant local authorities, including the parish or town council, where one exists, and a representative of the Mayoral, Combined or Upper Tier Authority where relevant.

We will encourage Town Boards to be chaired by a businessperson or a local community leader, to ensure that the board fully reflects the priorities of the town. Where the town already has a Town Deal Board in place, they will be able to repurpose the Board. In doing so, they should use the opportunity to make sure that they have the right members round the table to drive forward their priorities, including community partners, public sector agencies and cultural organisations.

Once established Town Boards will be responsible for:

- Identifying the issues and priorities to focus on for the Long-Term Plan, including supporting a process of ongoing community engagement
- Working with the local authority to develop the Long-Term Plan for their town, setting out how local partners will use their knowledge, powers, assets and new funding to deliver for their communities
- Identifying opportunities for Board members to utilise specific powers, such as neighbourhood planning, to drive forward their Long-Term Plan
- Identifying opportunities to bring in additional philanthropic or private investment to support the Long-Term Plan for their town
- Overseeing the delivery of projects set out in their Long-Term Plan

Boards will make sure the priorities within the Plan are underpinned by a shared vision with local people. A process of meaningful engagement should help Boards define the key issues to tackle, identify strengths and resources within the community and test potential projects. This might include engaging local people through events, community workshops, online consultations, and surveys. Board members will draw on relationships with other community leaders and community groups to make sure the engagement is diverse and representative of the whole community.

Boards might choose to establish subcommittees to focus on particular investment strategies or projects, or to drive forward particular themes, such as community engagement.

Using new powers and flexibilities

Town Boards, through their constituent members, have access to a range of levers and flexibilities to drive improvement and unlock barriers to regeneration and development. We will expect Long-Term Plans to demonstrate that they are convening the full range of powers available to them to achieve the best possible outcomes for their places in line with their investment priorities.

We will develop a toolkit, building on the powers identified below, in partnership with local authorities, including identifying opportunities for extending and strengthening powers in the future and helping local authorities to make full use of new powers shortly coming into force. We will also look at where local authorities can be granted more flexibility over exercising these powers without requiring central government approvals.

We will publish a full toolkit, guiding towns through the range of powers and levers available to them, in due course, including specific information for Long-Term Plans for towns in Scotland and Wales. Investment plans will demonstrate that places have used the toolkit to identify the powers that will help them achieve their desired priorities. We will expect towns to consider the full range of levers at their disposal. In England, these powers will include:

- Auctioning empty high street shops using new powers from the Levelling Up and Regeneration Bill.
- Reforming licensing rules on shops and restaurants for example, enabling more high-street businesses to benefit from the al-fresco dining rules introduced in the pandemic.
- Making it easier for commercial buildings to quickly change use for example, allowing an empty shop to change into a café, nursery or gym without needing to fill out needless red tape.
- Supporting more housing in town centres by giving the automatic right for empty commercial buildings to be converted into homes for local people.
- On-the-spot fines of up to £1,000 for fly tipping offenders and £500 for litter and graffiti offenders.
- Enforcing against persistent anti-social behaviour in public spaces like local parks and high streets – and fining those who breach these rules up to £500.

To support this, through updated guidance we will make sure that Town Boards can contribute to neighbourhood plans and new Neighbourhood Priorities Statements,

including helping to identify potential development locations and aligning priorities as part of their town's Long-Term Plan. And we will help towns to maximise the long-term opportunities for investment by encouraging Local Planning Authorities and Town Councils to work with them to define spending priorities for the Community Infrastructure Levy, and the Infrastructure Levy when this is implemented.

A new toolkit for towns in England

Town Boards, through the local authority, can use **Public Spaces Protection Orders** to make sure that people are able to enjoy their parks and socialise in their town centres free from anti-social behaviour (ASB). They could maximise the impact of ASB powers held by the council and the police by using funding for **additional wardens to work with communities to keep towns safe places to live and work**.

Community groups can nominate the buildings and spaces that really matter to them as **Assets of Community Value**, and local authorities can also create **local heritage lists**, helping to protect these treasured assets for generations to come.

Parish and town councils and neighbourhood forums can use **neighbourhood planning** to give communities a greater say on the future of the places where they live and work, producing plans that have real influence over where new homes shops and offices should be built and what these buildings should look like.

A **national permitted development right** provides for such uses to change to residential, bringing new residents into our town centres. Town Boards can encourage the use of this right, to support more diverse and viable high streets and town centres.

To bring forward quality residential development, Town Boards can work with the Local Planning Authority to deliver **Local Development Orders** and promote the potential for owners to use permitted development rights to promote the regeneration of commercial sites.

Town Boards can consult with local partners on exercising existing powers to **track, manage and improve dilapidated building stock** and areas with particular issues of deprivation or crime. Taking these steps can directly tackle some of the underlying causes of social problems and visibly improve the safety and aesthetic of streets that otherwise can become “no-go” areas within towns.

Town Boards can help curate vibrant and resilient town centres by helping to set up a **Business Improvement District** (or working with them where they are already established) to coordinate activity and funding to boost local entrepreneurship and drive footfall from local people and visitors alike. They can also improve the look and feel of high streets by encouraging businesses to set up alfresco dining through **pavement licences**.

Through the Levelling Up and Regeneration Bill we are introducing new **High Street Rental Auction** (HSRA) powers which will allow local authorities to auction a lease of a property that has been standing vacant. Town Boards will be able to work with local authorities to identify opportunities to use HSRA and take action on vacant shops and buildings that blight the high street and bring down economic potential.

We are also introducing the **locally-led Urban Development Corporation** (LUDC) model, a localised form of the existing UDC model. The provisions allow local authorities to request to designate the urban development area and create an urban development corporation. Town Boards could work with local authorities to identify opportunities for creating an LUDC to drive forward their regeneration plans

We are clarifying **Compulsory Purchase Orders (CPOs)** to give local authorities more confidence to acquire derelict buildings that are holding back regeneration plans. New powers will also shortly be in force, which will enable Town Boards and other local authorities to provide more targeted support to **clean up and remove the blight of very poor quality supported housing** units, which are designed to help vulnerable people but have been shown to be exploited by criminal and rogue landlords.

With the full backing of government

Levelling Up Partnerships have shown the value of local and national government joining forces to tackle entrenched issues and seize transformative opportunities.

In Grimsby, when local concerns were raised about import tariffs on the town's fish processing sector, we coordinated a cross-government effort to agree the necessary tariff exemption. In Blackpool, when the location of the court was holding back regeneration in the city centre, we worked across government and with local partners to move it, and in doing so unlock £100 million of regeneration plans.

Now, learning from this experience, Long-Term Plans for Towns will ensure the full, collective weight of central government levers are brought to bear to support local priorities across these 55 towns into the future.

A new Towns Taskforce will therefore be established in the Department for Levelling Up, Housing and Communities, reporting directly to the Prime Minister and Secretary of State for Levelling Up. The Taskforce will ensure the issues and opportunities of these towns are heard and acted on within the UK Government.

Alongside working with towns to understand their unique challenges and opportunities, the Taskforce would look to attract private and philanthropic investment into the 55 towns, championing the investment opportunities to building on the endowment-style funding granted.

As part of this we will extend the current High Streets Task Force, to provide each selected town with bespoke, hands-on support from place-making experts. It will work flexibly and collaboratively with Town Boards, delivering tangible outputs and outcomes on their behalf. Town Boards will be able to draw on support across a variety of issues, which could include helping to develop a masterplan for their area or understanding how to best use the powers and flexibilities that are available to them and set out in the Toolkit.

Preparing for a Long-Term Plan for your town



This document sets out a Long-Term Plan for Towns, with long-term, flexible non-competitive funding put in the hands of local leaders to deliver lasting improvements. The UK Government has granted new powers in England and funding to places across the UK, and through this new approach, will provide additional targeted support to the 55 towns set out below.

We are announcing the development of 11 Long-Term Plans for Towns in Scotland and Wales. We know this is a shared priority, and we will work with the devolved administrations in Scotland and Wales to consider how best we apply this approach to towns in Scotland and Wales. In Northern Ireland, we look forward to working with a restored Executive to determine the approach to supporting towns there.

ITL1/2 Region	Local Authority	Town/Place
East Midlands	Mansfield	Mansfield
East Midlands	Boston	Boston
East Midlands	Bassetlaw	Worksop
East Midlands	East Lindsey	Skegness
East Midlands	Newark and Sherwood	Newark-on-Trent
East Midlands	Chesterfield	Chesterfield
East Midlands	Nottingham	Clifton (Nottingham)
East Midlands	South Holland	Spalding
East Midlands	Ashfield	Kirkby-in-Ashfield
East of England	Tendring	Clacton-on-Sea
East of England	Great Yarmouth	Great Yarmouth
North East	Redcar and Cleveland	Eston
North East	South Tyneside	Jarrow

North East	Sunderland	Washington
North East	Northumberland	Blyth (Northumberland)
North East	Hartlepool	Hartlepool
North East	County Durham	Spennymoor
North West	Blackburn with Darwen	Darwen
North West	Oldham	Chadderton
North West	Rochdale	Heywood
North West	Tameside	Ashton-under-Lyne
North West	Hyndburn	Accrington
North West	Wigan	Leigh (Wigan)
North West	Bolton	Farnworth
North West	Pendle	Nelson (Pendle)
North West	Knowsley	Kirkby
North West	Burnley	Burnley
South East	Hastings	Hastings
South East	Rother	Bexhill-on-Sea
South East	Isle of Wight	Ryde
South West	Torbay	Torquay
West Midlands	Sandwell	Smethwick
West Midlands	Walsall	Darlaston
West Midlands	Wolverhampton	Bilston (Wolverhampton)
West Midlands	Dudley	Dudley (Dudley)
Yorkshire and The Humber	North East Lincolnshire	Grimsby
Yorkshire and The Humber	Wakefield	Castleford
Yorkshire and The Humber	Doncaster	Doncaster
Yorkshire and The Humber	Rotherham	Rotherham
Yorkshire and The Humber	Barnsley	Barnsley
Yorkshire and The Humber	North Lincolnshire	Scunthorpe
Yorkshire and The Humber	Bradford	Keighley
Yorkshire and The Humber	Kirklees	Dewsbury
Yorkshire and The Humber	North Yorkshire	Scarborough
West Wales and The Valleys	Merthyr Tydfil	Merthyr Tydfil
West Wales and The Valleys	Torfaen	Cwmbrân
East Wales	Wrexham	Wrexham
East Wales	Vale of Glamorgan	Barry (Vale of Glamorgan)
West Central Scotland	Inverclyde	Greenock
Southern Scotland	North Ayrshire	Irvine
Southern Scotland	East Ayrshire	Kilmarnock
West Central Scotland	North Lanarkshire	Coatbridge
West Central Scotland	West Dunbartonshire	Clydebank
Southern Scotland	Dumfries and Galloway	Dumfries
Highlands & Islands	Moray	Elgin

In England the local authority named above will be the accountable body for funding and will be responsible for ensuring good use of public funds via existing Section 151 officer duties, according to the priorities set out by the Town Board in each town's Long-Term Plan. In Scotland and Wales we are minded to use the Financial Assistance power under Section 50 of the UKIM Act to fund towns directly while working with the Scottish and Welsh Governments to determine the most appropriate delivery structures.

In these 55 places, the UK Government will provide capacity funding in 2024/25 for local stakeholder working with relevant local authorities to establish a new Town Board, or to expand and adapt an existing Town Board. The capacity funding will support the ongoing running of the board and the development of their town's Long-Term Plan, including community engagement activities. This funding forms part of the overall funding package each town's Long-Term Plan is able to receive. This capacity funding will be accompanied by central engagement support in its delivery.

Capacity funding will be available from Spring 2024. We would encourage local authorities to start bringing together partners who will form part of their Town Boards in advance of this, and to begin to set out a vision, formulate investment priorities and engage with local communities.

Where an existing Town Deal Board already exists, we will work with towns to expand and adapt the board to ensure it is prepared to develop a Long-Term Plan for their town.

Once Board structures are in place, capacity funding will be made available from Spring 2024 for Boards to build on their vision and priorities to write their Town Plan. Each town's Long-Term Plan should be produced no later than Summer 2024. We will expect these Long-Term Plans to include:

- A clear articulation, evidenced by local engagement, of the priorities of town residents;
- A plan for how the £20 million endowment-style funding and support will be deployed in line with investment themes to support these priorities;
- How local authorities, community groups and businesses are using their existing assets and resources to support these priorities;
- How the Town Board intends to attract additional private and philanthropic investment to support these priorities; and
- How members of the Town Board are using their existing powers and flexibilities – including but not limited to those in the Toolkit – to support these priorities.

From Summer 2024, we will provide the first year of funding to support the interventions set out in the Long-Term Plan. This will be subject to assessment of the Plan by the Department for Levelling Up, Housing and Communities (DLUHC). We will work with selected towns to discuss the details of this assessment and full expectations of Long-Term Plans. The allocation of funding will be non-competitive, and we expect to work collaboratively with places through the Towns Taskforce and existing local relationships to develop Plans.

Further details on next steps will follow in engagement with selected towns. Expected timelines are outlined below:

- By April 2024 – local authorities to bring local partners together to form Town Boards, or expand existing Town Deal Boards where these exist, and start the process of setting out a long-term vision based on local priorities.
- Spring 2024 – Once a Town Board has been set up, capacity funding will be released to support the development of investment plans, including additional community engagement activities. Ongoing engagement will be available from the Towns Taskforce.
- From Summer 2024 – Submission of Long-Term Plans and release of year one funding.

We will be in touch with the local authorities in these 55 towns to provide further guidance and discuss next steps.

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Department for Levelling Up, Housing & Communities

To: All local authority chief executives of a town in the Long-Term Plan for Towns programme
cc. MPs representing constituencies in the Long-Term Plan for Towns programme

Adam Hawksbee
Interim Chair, Towns Unit
Department for Levelling Up, Housing and Communities
2 Marsham Street
London
SW1P 4DF

6 February 2024

Dear Chief Executive,

I am pleased to share with you today the draft of the tailored data pack for your town, produced by the Department for Levelling Up's Spatial Data Unit and the Office for National Statistics (ONS). We hope that this will be helpful in supporting the delivery of your Town Board, as part of the Long-Term Plan for Towns. The pack includes a raft of local data across the three themes for investment: safety and security; transport and connectivity; and heritage and high streets. This data has never been presented together at this town-centric level before and we are grateful for the support of colleagues in ONS that has enabled us to do so.

The data in these packs is modelled on the ONS Build Up Area boundaries for your town, the default geography of the town as set out in the guidance published in December. You'll find a map is included for ease of reference.

There is scope to make representations to the department to alter those boundaries, where an amendment remains within the spirit of the programme and includes, as part of the revised area, the town that was originally selected. For example, your town's local station may lie just outside of the boundaries provided or essential green spaces may have been excluded, due to the emphasis on 'built up' areas. Alterations to the boundary should not bring in additional, separate population centres (i.e. different towns) and must remain contiguous.

If your Town Board would like to invest in projects outside of the boundaries that are set out in the pack, you will need to confirm this by 1 April at the latest, as part of a wider return to the department on the establishment of your Towns Board. The department will share an agreed template and further guidance for this submission, which will need to set out the amendments that you would like to make (including a map) and the rationale for the changes. You would need to provide confirmation that changes to the geography were agreed by the Towns Board and provide evidence for why these changes are needed to deliver local priorities. Ministers will then consider the case for change, in particular, how this aligns with the spirit of the programme, and confirm whether the changes are accepted.

The data sources in this pack are the latest available as of 30 November 2023. In collaboration with the ONS, metrics have been derived at town level, where this data was not previously available. To ensure maximum public availability of this new data, we intend to

publish the final data packs on gov.uk. We would therefore be grateful if you could contact your Area Team representatives by 14 February if you think there are any factual errors or omissions in these drafts.

We would be grateful if you would be able to share these data packs with the prospective Town Board chair and their membership. We would also encourage Town Boards to share this data publicly with local stakeholders and members of the public, as part of their community engagement, once they have been published online.

I have copied your local MP into this letter, alongside the Department's relevant Area Team.

I will be hosting a webinar on 14 February between 14:30 - 15:15 to provide you with the opportunity to feedback on your initial discussions and the guidance we published last year, and hopefully provide the opportunity to answer any questions that you may have.

I look forward to speaking with you then.

Best wishes,

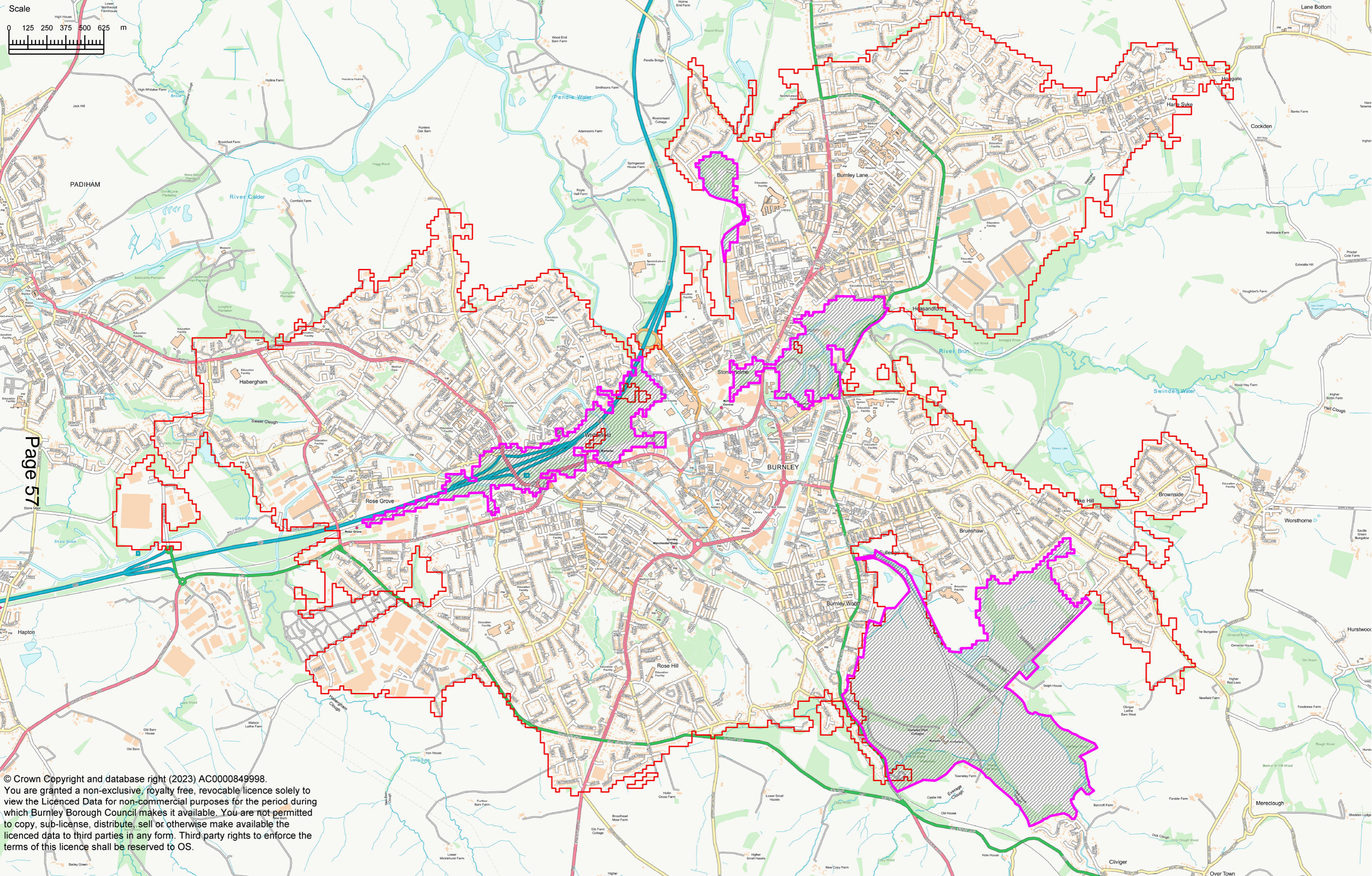
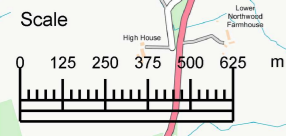
A handwritten signature in black ink, appearing to read 'A Hawksbee', with a long horizontal line extending to the right.

ADAM HAWKSBEЕ
Interim Chair, Towns Unit

Appendix 3 Town Board Membership

Partners	Representative
Parliamentary Representative	MP
Local Councillors	Leader & relevant Exec Member, and opposition member Burnley Borough Council Relevant Exec Member Lancashire County Council
Senior Representative from Police	PCC
Community Partners, for example: Community Groups Faith Groups Local charities Neighbourhood forums Youth groups Local CVS	Burnley Together Youth Parliament Representative
Local businesses and social enterprises: BID – Chair or Board Members Key local employers/investors	Burnley Bondholder representative BID Representative SME representative
Cultural, arts, heritage and sporting organisations: Sports clubs Local heritage groups	Burnley Football Club Chair Burnley Leisure & Culture
Public agencies and anchor institutions: Local schools, further education and higher education Relevant government agencies	Principal Burnley College Vice-Chancellor of UCLan

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Burnley - local data profile

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January 2024

Contents:

- (1) Indicators for policy investment themes
- (2) Town demographics and deprivation



**LEVELLING
— UP —**



About this document

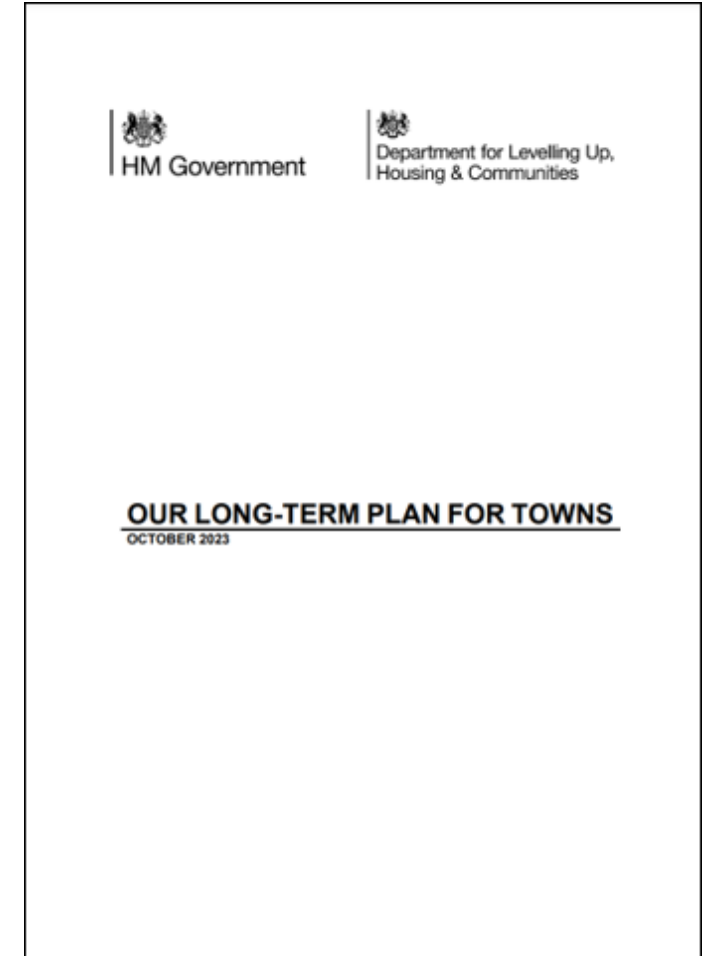
This document, produced by DLUHC in collaboration with ONS, presents high-level data to support the Long-Term Plan for Towns programme. This collaboration is supported through the Levelling Up Subnational Data project. It does not make policy recommendations.

Background

- On 1 October 2023, the UK government announced its long-term plan for towns. This will provide long-term investment in 55 towns to be spent on local people's priorities such as regenerating local high streets and town centres or securing public safety.
- This data pack primarily uses metrics and indicators across the three policy investment themes [as detailed further in the guidance for local authorities and Town Boards](#). Data presented in this pack are at town level, where possible, but other geographies are used where sufficiently granular data is not yet available.
- This is a local data profile. It does not take account of the implementation of current national or local policy interventions.

Data caveats

- Lockdown restrictions and the furlough scheme were in place at the time Census 2021 was conducted, which significantly impacted 'travel to work methods' data. As such, the data are not reflective of current commuting patterns. We have therefore used Census 2011 data in the commuter flows table shown in this pack. [Census 2021 employment data](#) may also be impacted by furlough and the timing of Census day (March 2021).
- The data sources in this pack are the latest available as of 30th November 2023. In collaboration with the Office for National Statistics (ONS), we have derived metrics at town level based on Built Up Areas for 2022 where this data was not previously available. Estimates are at town level unless stated otherwise. These are experimental estimates for small levels of geography that may be more volatile or have higher levels of uncertainty, which should be taken into consideration when interpreting the data.
- Due to data availability, estimates at local authority level are based on geographic boundaries as of 2022.

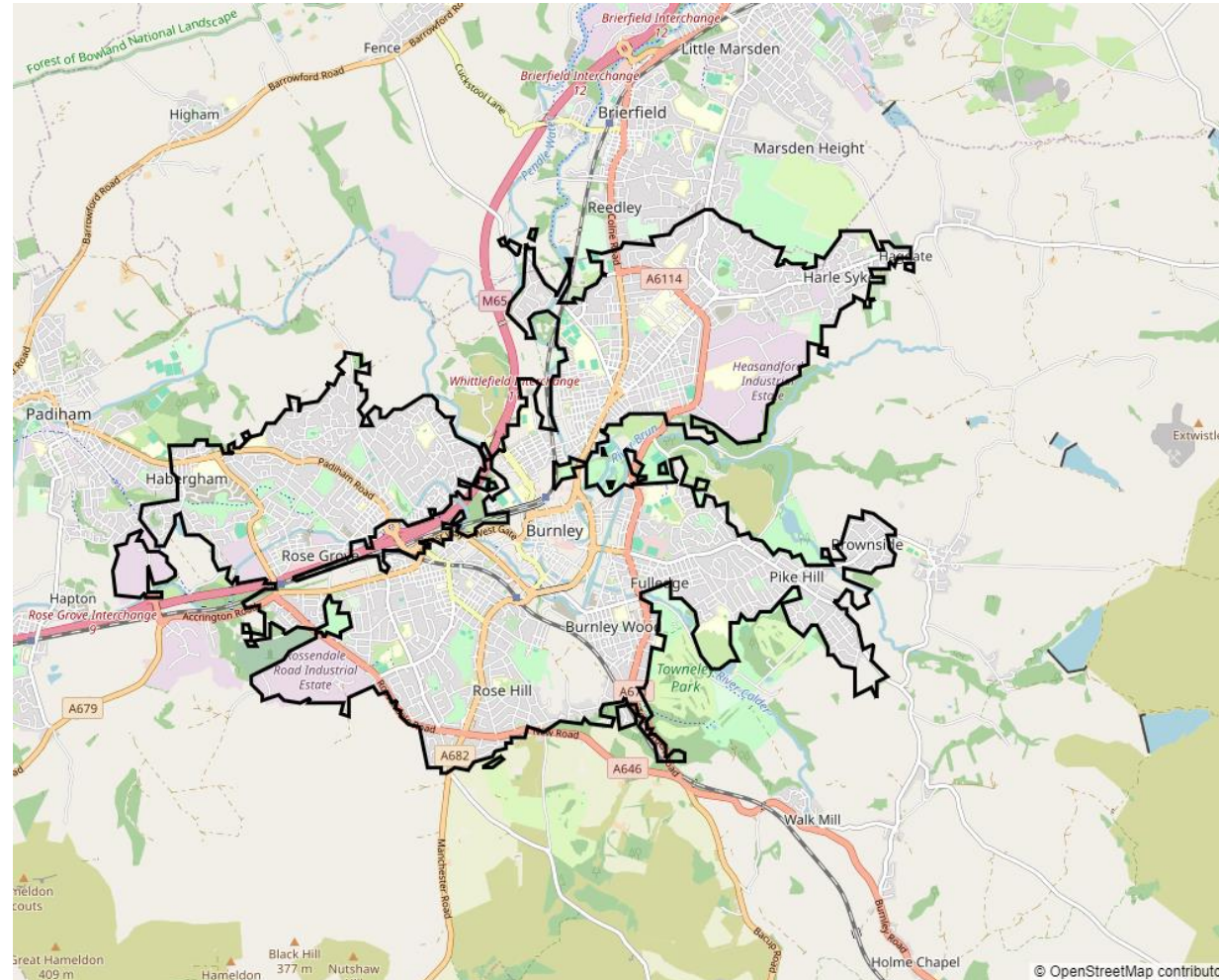




Map of Burnley

This data pack defines a town's boundary based on the definition of Built Up Area (BUA, 2022), unless stated otherwise. This reflects the approach set out in the Long-Term Plan for Towns guidance for defining the geographical area covered by the Town Board.

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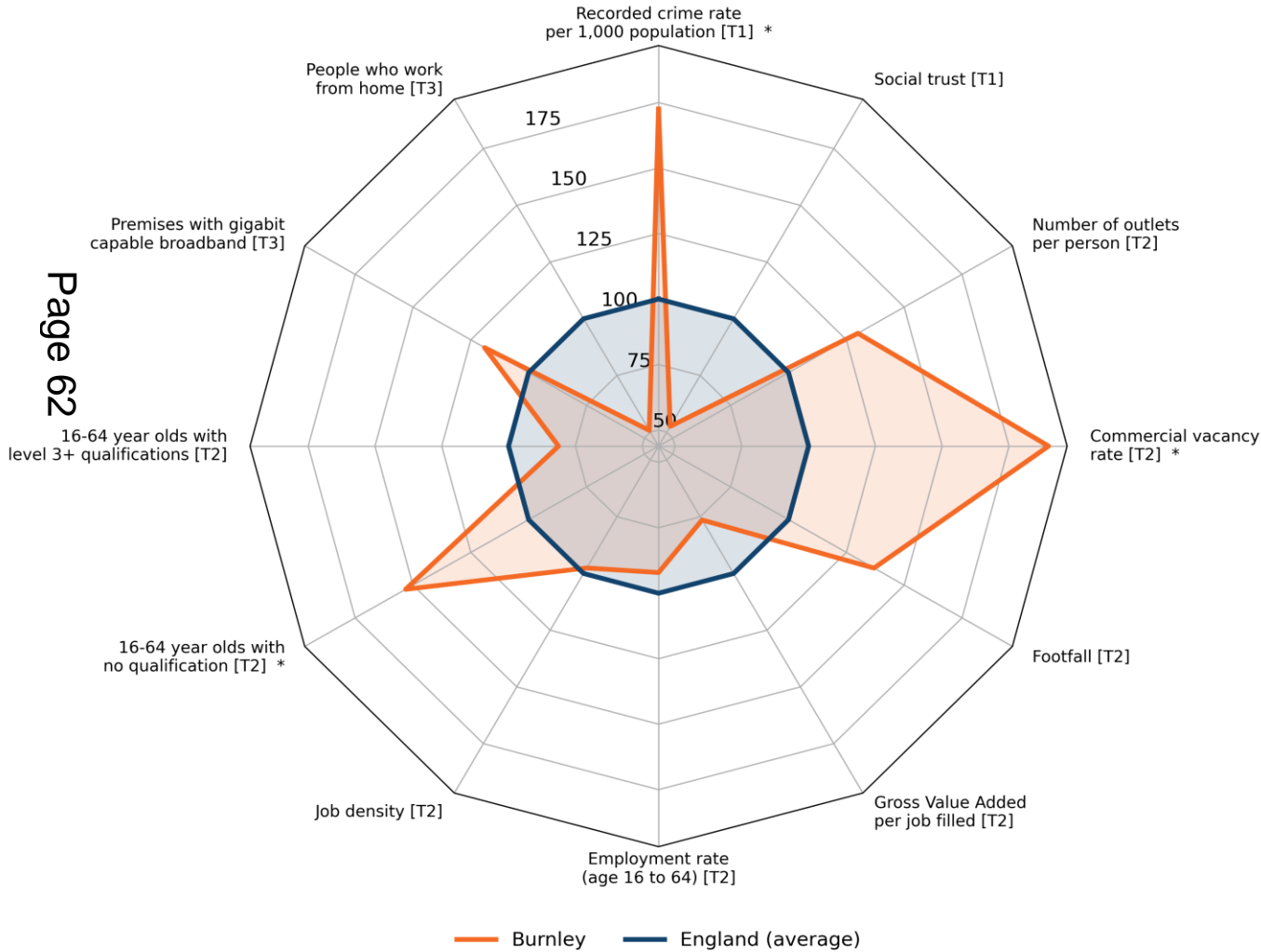


Source: [ONS, 2022](#)



Overview of town indicators

This page provides an overview of how the town's indicators (listed in Annex B) for policy investment themes fare against national averages.



The chart on the left shows how Burnley town's indicators (orange) fare against national averages (dark blue). Town values have been scaled relative to the national averages which were set to 100.

The policy investment themes are listed below:

- [T1] Safety and Security
- [T2] High Streets, Heritage and Regeneration
- [T3] Transport and Connectivity

How to read the chart:

1. Compare the overall shape of the town data points to the national average shape.
2. The closer a town marker is to value 100 on the chart, the closer it is to the national average.
3. A town marker higher than 100 indicates better performance than the national average, except for the three indicators marked with an asterisk (*), where the opposite is true.



Indicators for policy investment themes



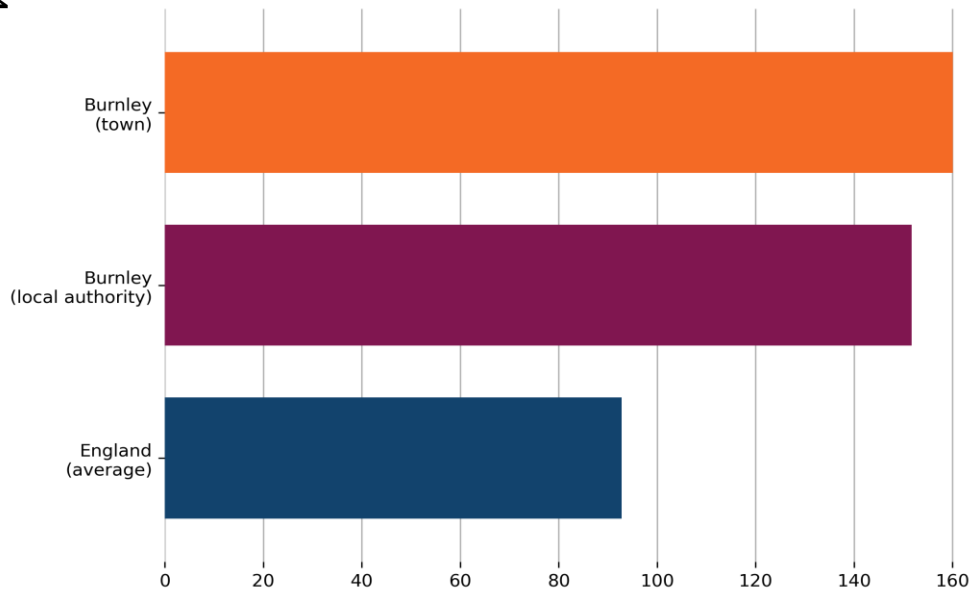
Safety and Security

“Towns will now be able to use this funding to reduce crime and improve safety in their local area.” (Our Long-Term Plan for Towns, 2023)

Indicator	Burnley (town)	Burnley	England
Recorded crime rate per 1,000 population (2023)	160.1	151.7	92.8
Social trust (%) (2023)	-13.3	-12.0	-3.1

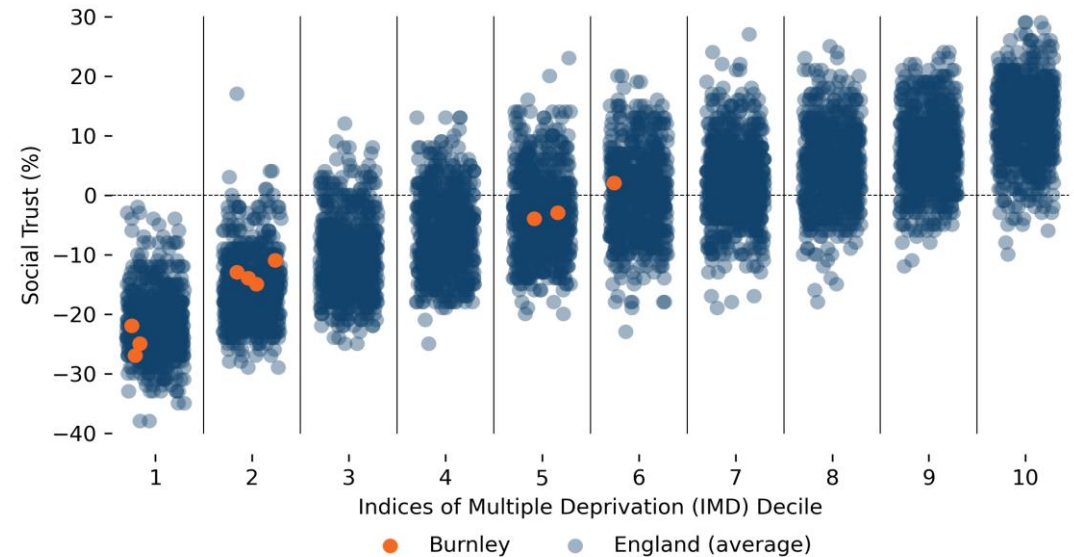
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Recorded crime rate per 1,000 population, 2023



Source: data.police.uk, 2023

Social Trust (%) and Index of Multiple Deprivation (IMD) deciles
(IMD Decile 1 = Most Deprived)



Source: [MHCLG IMD, 2019](#); [Onward, 2023](#)

Note: Data is at MSOA level, resulting in multiple MSOAs per town. There was an average of 7 respondents per MSOA.

According to [Onward \(2023\)](#), Burnley has a social trust score of -13.3%, which is lower than the England average of -3.1%, showing that there is a lower level of social trust within Burnley than national levels. More deprived [Middle Layer Super Output Areas \(MSOAs\)](#) are likely to have lower levels of social trust than less deprived MSOAs in Burnley.



High Streets, Heritage and Regeneration (1/2)

“Towns would be able to use this funding to enhance their town centres, making them and their buildings more attractive and accessible to residents, businesses, and visitors in a post Covid environment.” (Our Long-Term Plan for Towns, 2023)

Indicator	Burnley (town)	England
Number of outlets (takeaways, restaurants, clubs, bars, pubs, fitness facilities and sport clubs) per 1,000 population (Sept 2023)	2.6	2.0*
Commercial vacancy rates (%) (Nov 2023)	20.5	10.8*
Footfall index** based on O2 Motion mobile phone data (March 2022 to March 2023)	136.9	100

* England average is derived from Built Up Areas with a population between 20,000 and 100,000 only.

** Footfall is defined as the average daily number of outbound journeys (not including journeys to home) within the town/Built Up Area over the period March 2022-March 2023. The mean average footfall of all English towns with a population between 20,000 and 100,000 people, has been standardised to an index of 100, with the figure for this town scaled relative to this average.

10-minute walking distance to green spaces in Burnley, 2023



Source: [Fields in Trust - Green Space Index, 2023](#)



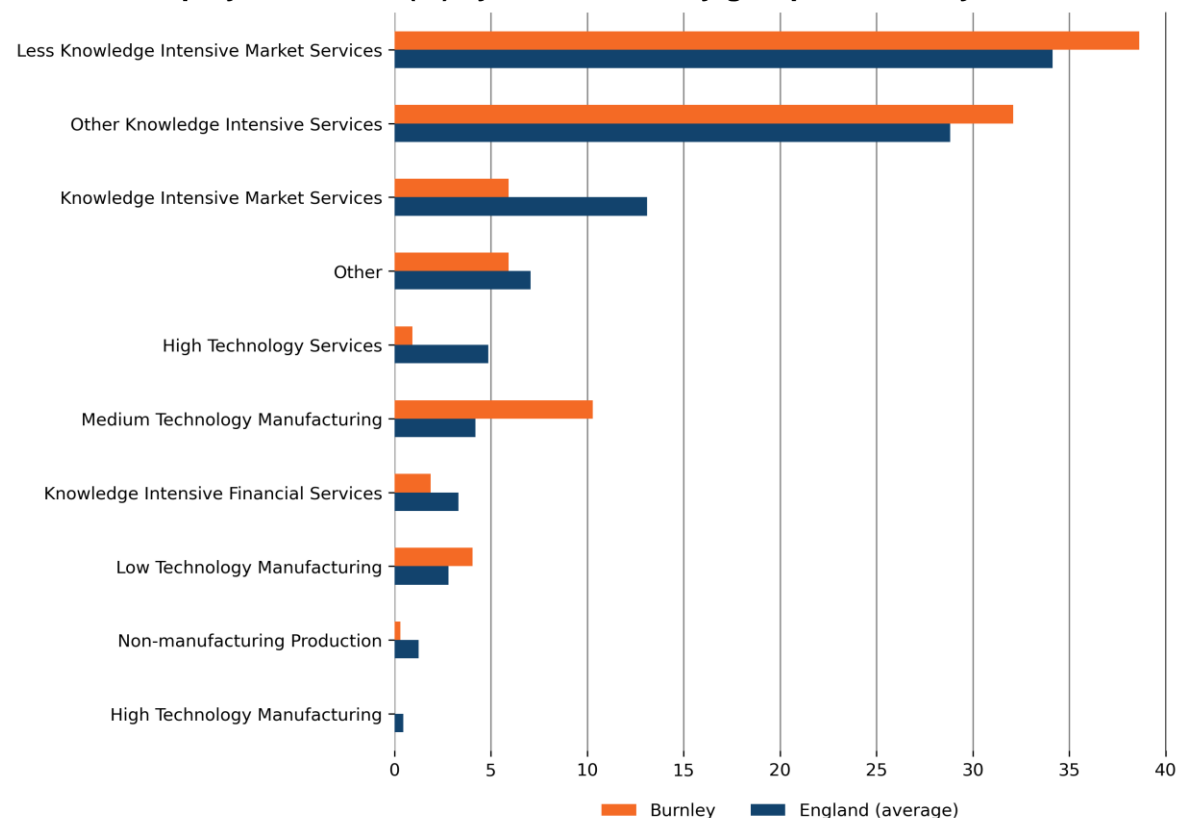
High Streets, Heritage and Regeneration (2/2)

“Towns would be able to use this funding to enhance their town centres, making them and their buildings more attractive and accessible to residents, businesses, and visitors in a post Covid environment.” (Our Long-Term Plan for Towns, 2023)

Indicator	Burnley (town)	Burnley	North West	England
Gross Value Added per job filled (£) (2020)	44,977	48,824	51,777	58,869
16-64 year olds with level 3+ qualifications (%) (2021)	45.2	46.2	53.7	55.6
16-64 year olds with no qualification (%) (2021)	19.3	18.4	13.7	12.6

Indicator	Burnley (town)	Burnley	North West	England
Employment rate (age 16 to 64) (%) (2021)	65.4	66.4	69.2	71.0
Job density (2019)	0.80	0.78	0.79	0.82

Employment share (%) by HTEC* industry groups in Burnley, 2019



Source: [ONS, 2019](#)

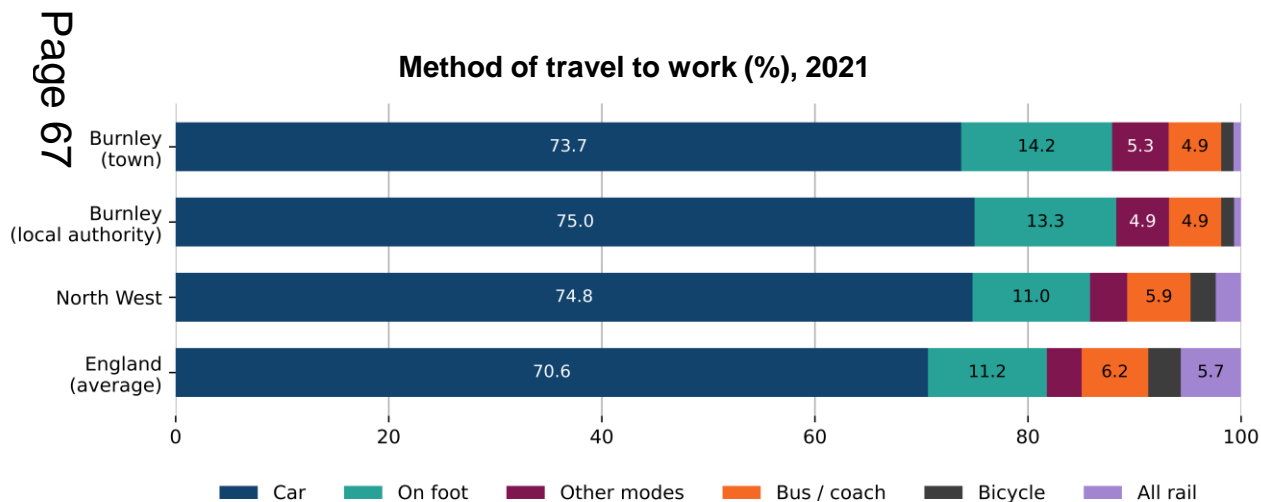
*HTEC: High-tech industry and knowledge-intensive services industry groups. Calculations are based on rounded data.



Transport and Connectivity (1/2)

“This funding could make towns more connected - increasing footfall and viability – to high streets and local shopping centres, and accessibility to local employment opportunities.” (Our Long-Term Plan for Towns, 2023)

Indicator	Burnley (town)	Burnley	North West	England
Premises with gigabit capable broadband (%) (2023)	86.8	82.9	72.9	72.9
People who work from home (%) (2021)	16.0	16.8	27.3	31.5



Source: [ONS, 2023](#)

We have excluded the “Work mainly at or from home” category from this chart to make it easier to clearly see the methods used to travel to work. Percentages do not include those working from home.

NB: Data presented on the chart above (from Census 2021) should not be compared with the tables on the right, which represent Census 2011 data. The tables on the right are based on BUA 2011 geographies, which may be different to the BUA 2022 geographies that the majority of data in this pack are reported at. Census travel data for 2021 were impacted by lockdown restrictions and the furlough scheme that were in place in March 2021.

Flows of commuters entering or leaving Burnley, 2011

Town name	2011 Population	Incoming	Outgoing	Working local
Burnley	81,548	14,258	17,247	18,151

Source: DLUHC analysis based on Census 2011 data

Top 10 residence – work connections between Built Up Areas, 2011

Place of Residence	Place of Work	People
Burnley	Burnley	18,151
Burnley	No fixed place of work	2,445
Burnley	Nelson (Pendle)	1,782
Burnley	Blackburn	1,704
Nelson (Pendle)	Burnley	1,515
Blackburn	Burnley	1,023
Burnley	Colne	990
Colne	Burnley	909
Burnley	Brierfield	886
Brierfield	Burnley	846

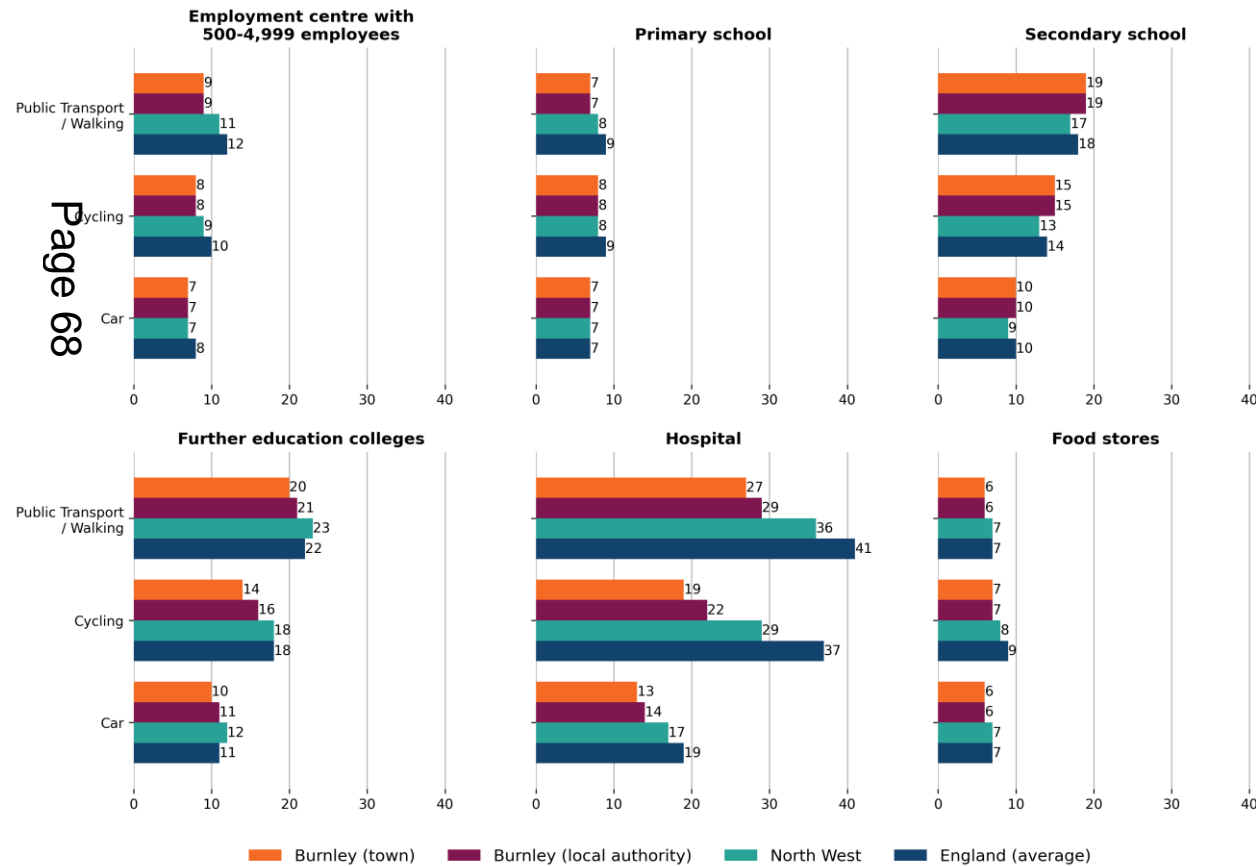
Source: DLUHC analysis based on Census 2011 data



Transport and Connectivity (2/2)

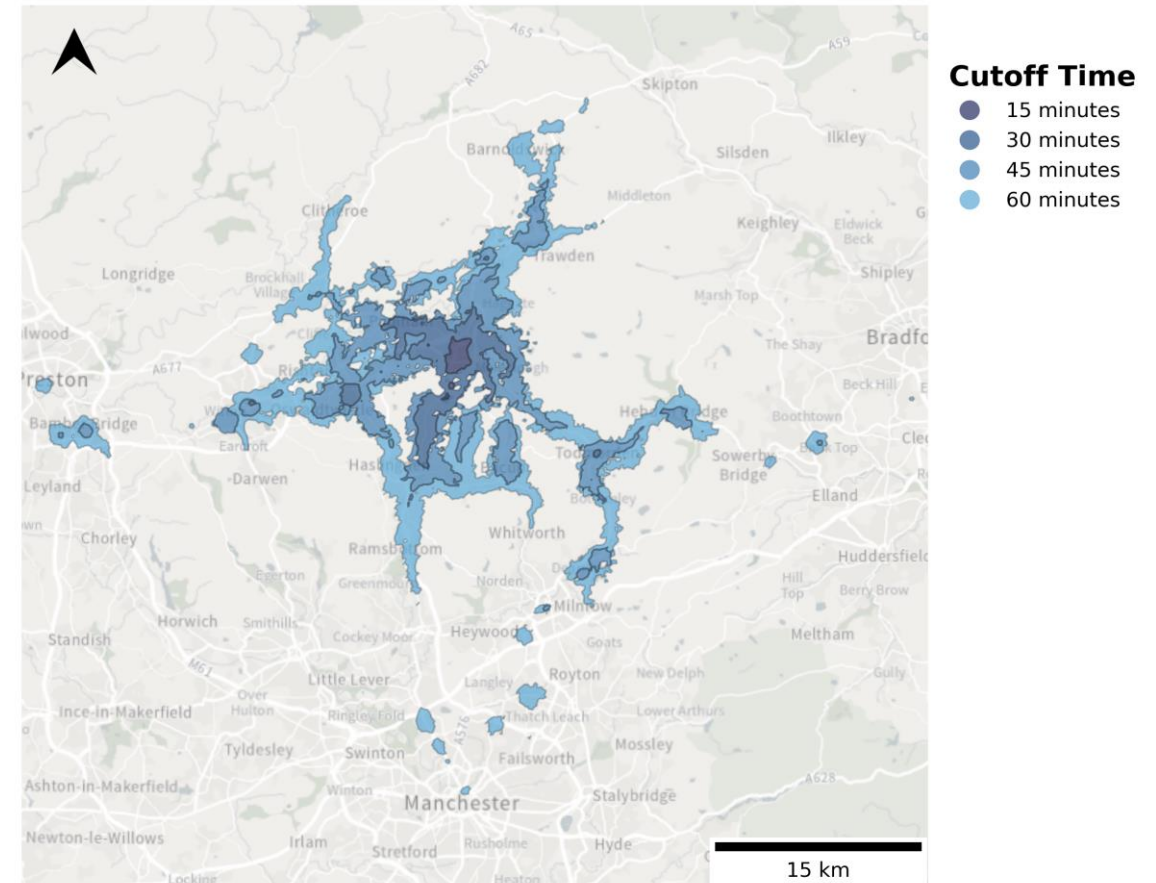
“This funding could make towns more connected - increasing footfall and viability – to high streets and local shopping centres, and accessibility to local employment opportunities.” (Our Long-Term Plan for Towns, 2023)

Average minimum travel time to the nearest key service (minutes), 2019



Source: [Department for Transport, 2021](#)

Public transport accessibility by journey time from Burnley Manchester Road train station, between 7:15am and 9:15am



Source: [ONS, 2022](#)

Note: Data is from 15th November 2022



Annex A - Town demographics and deprivation

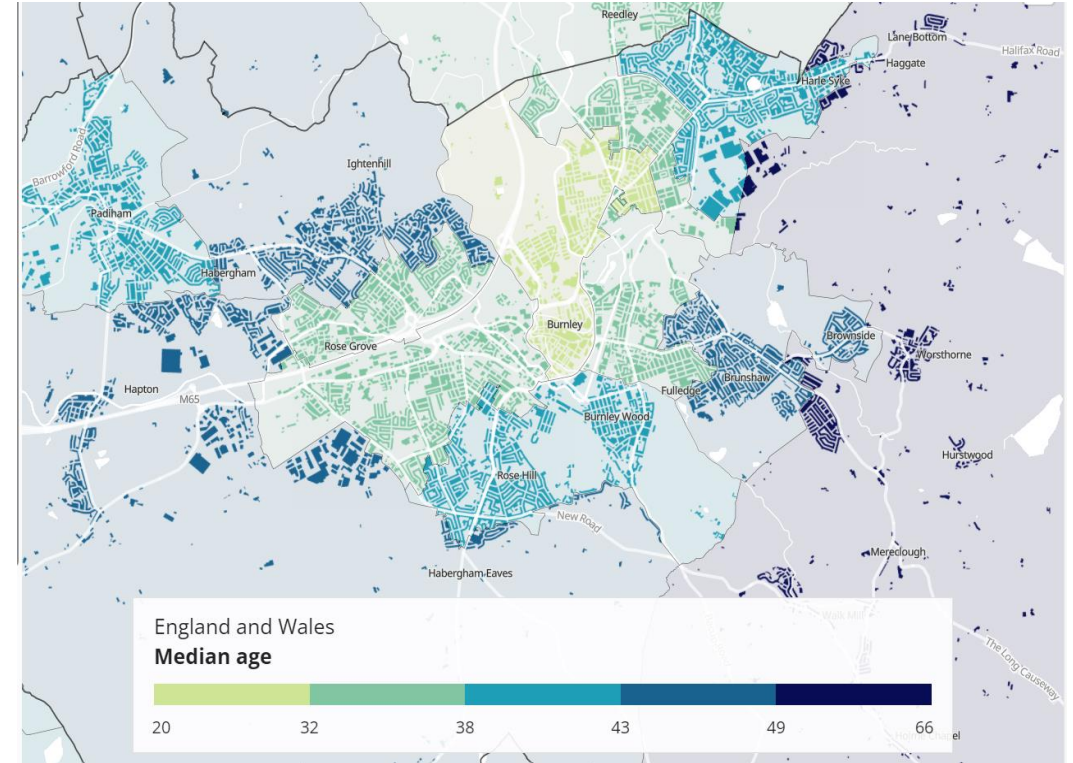


Demographics: Age and population

Headlines:

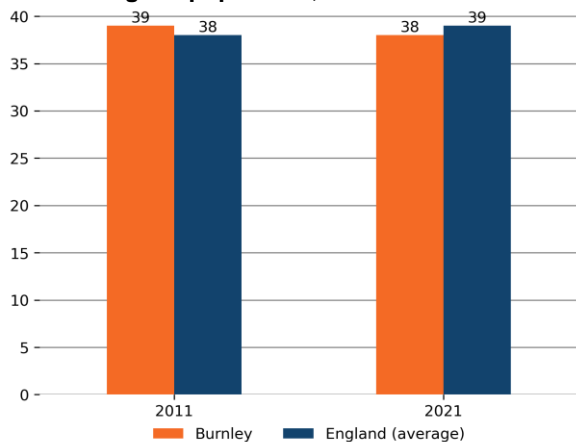
- The **median age in Burnley (town) is 38 years** (2021). The **median age** for England is 39. The median age for Burnley (local authority) is 39 years. The map on the right shows the average median age within Burnley at MSOA level.
- The median age in Burnley (town) **decreased** by 1 year between 2011 and 2021. For context, the median age in England increased by 1 year over the same period (see *bottom left chart below*).
- Burnley (town) has a **population of 78,266** (2021). Between 2011 and 2021, Burnley's **population changed by 10.3%**. For context, the population changed by 8.7% in Burnley (local authority), 5.2% in North West, and 6.6% in England.
- **20.9%** of people in Burnley (town) are under 16 years old, and **17.2%** are aged 65 and over. For context, the England average was 18.6% and 18.4%, respectively (see *bottom right chart below*).
- **Across Burnley**, 79.4% of people identified with a White ethnic group, 17.5% as Asian, Asian British or Asian Welsh, 0.4% as Black, Black British, Black Welsh, Caribbean or African, 1.8% with Mixed or Multiple ethnic groups, and 1.0% with other ethnic groups.

Median age in Burnley, 2021



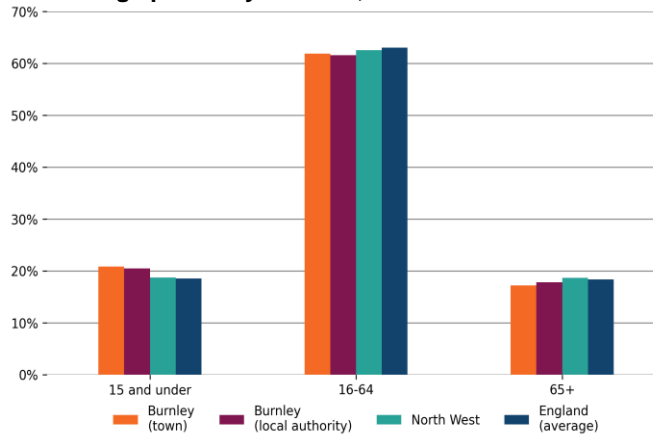
Source: [ONS Census, 2021](#)

Median age of population, 2011 and 2021 Census



Source: [ONS Census, 2021](#); [ONS Census, 2011](#)

Age profile by location, mid-2021 estimates



Source: [ONS Census, 2021](#)



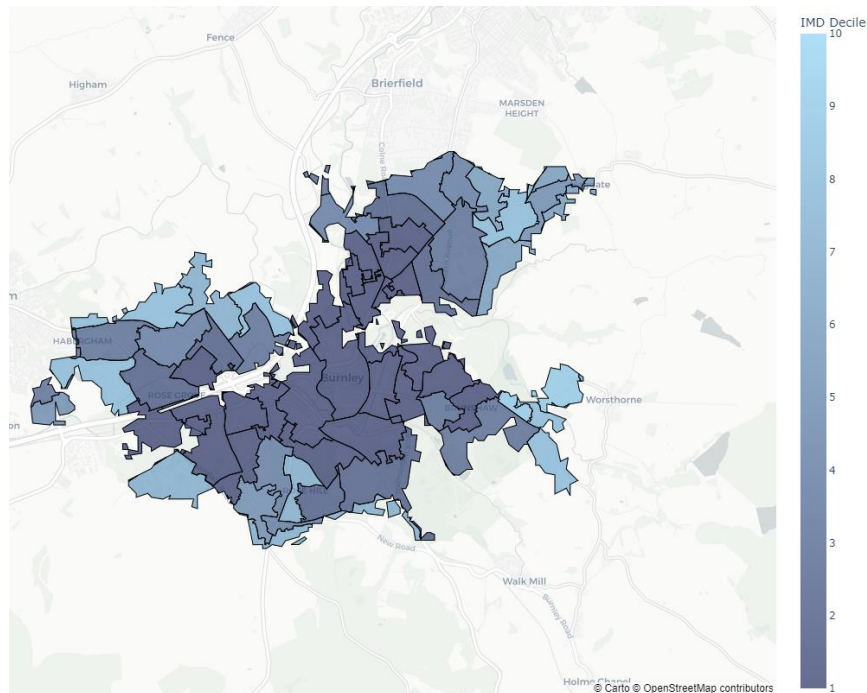
Deprivation

Headlines:

- Over 70% of [Lower Layer Super Output Areas \(LSOAs\)](#) in Burnley are in the top 20% most deprived in England in terms of Health Deprivation and Disability.
- Health Deprivation and Disability (42.1%) and Crime (38.6%) were the domains that had the largest proportion of Burnley's LSOAs in the top 10% most deprived in England.

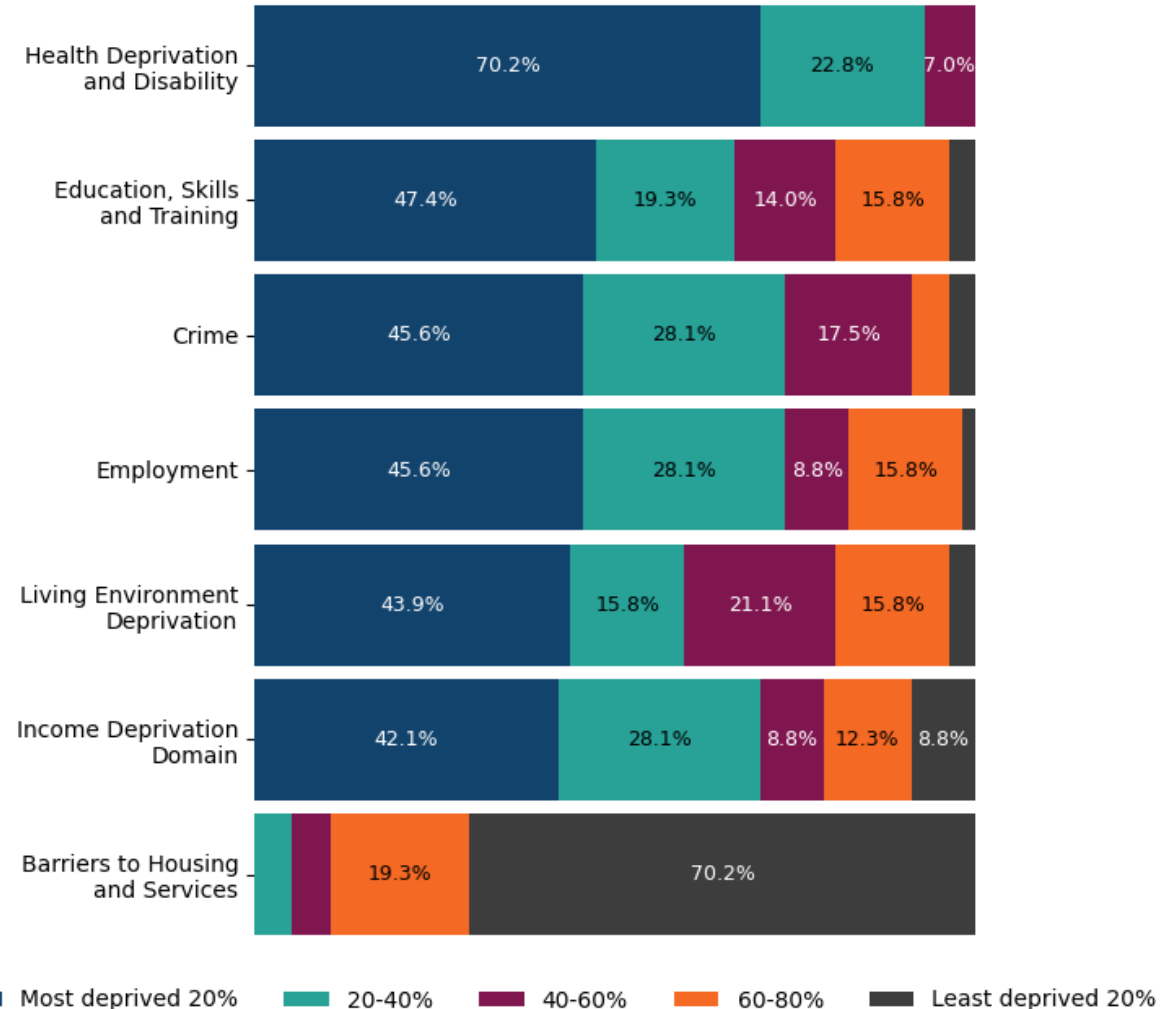
Deprivation levels across LSOAs within Burnley by decile (Decile 1 = Top 10% most deprived in England), 2019

Page 71



Source: [MHCLG IMD, 2019](#)

Deprivation levels (%) across LSOAs within Burnley, compared to the England average, 2019



Source: [MHCLG IMD, 2019](#)

Note: Missing labels on the bars represent a percentage of less than 7%.



Annex B - Data and sources



Data and sources

Indicator	Policy investment theme	Source
Recorded crime rate per 1,000 population (2023)	Safety and Security	https://data.police.uk/data/
Social trust (2023)	Safety and Security	https://www.ukonward.com/reports/good-neighbours/
Number of outlets (takeaways, restaurants, clubs, bars, pubs, fitness facilities and sport clubs) per 1,000 population (Sept 2023)	High Streets, Heritage and Regeneration	Local Data Company
Commercial vacancy rates (%) (Nov 2023)	High Streets, Heritage and Regeneration	Local Data Company
Footfall index based on O2 Motion mobile phone data (March 2022 to March 2023)	High Streets, Heritage and Regeneration	O2 Motion
10-minute walking distance to green spaces (2023)	High Streets, Heritage and Regeneration	https://experience.arcgis.com/experience/bad00cdfa6b140599b06c64d10dc73c9?data_id=dataSource_21-Local_Authority_GSI_Score_2023_6252%3A183%2CdataSource_22-Local_Authority_GSI_Score_2023_6252%3A183
Gross Value Added (£) per job filled (2020)	High Streets, Heritage and Regeneration	https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/uksmallareagvae/estimates
16-64 year olds with level 3+ qualifications (%) (2021)	High Streets, Heritage and Regeneration	https://www.ons.gov.uk/peoplepopulationandcommunity/housing/articles/townsandcitiescharacteristicsofbuiltupareasenglandandwales/census2021#qualifications
16-64 year olds with no qualification (%) (2021)	High Streets, Heritage and Regeneration	https://www.ons.gov.uk/peoplepopulationandcommunity/housing/articles/townsandcitiescharacteristicsofbuiltupareasenglandandwales/census2021#qualifications



Data and sources

Indicator	Policy investment theme	Source
Employment rate (age 16 to 64) (%) , 2021	High Streets, Heritage and Regeneration	https://www.ons.gov.uk/peoplepopulationandcommunity/housing/articles/townsandcitiescharacteristicsofbuiltupareasenglandandwales/census2021#employment
Job density (2019)	High Streets, Heritage and Regeneration	https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/understandingtownsinenglandandwalespatialanalysis
Premises with gigabit capable broadband (%) (2023)	Transport and Connectivity	https://www.ofcom.org.uk/research-and-data/multi-sector-research/infrastructure-research/spring-2023
People who work from home (%) (2021)	Transport and Connectivity	https://www.ons.gov.uk/datasets/TS061/editions/2021/versions/4
Method of travel to work (2021)	Transport and Connectivity	https://www.ons.gov.uk/datasets/TS061/editions/2021/versions/4
Flows of commuters entering or leaving your town (2011)	Transport and Connectivity	DLUHC analysis based on Census 2011 data
Top 10 residence – work connections between Built Up Areas (2011)	Transport and Connectivity	DLUHC analysis based on Census 2011 data
Average minimum travel time to the nearest key service (minutes), 2019	Transport and Connectivity	https://www.gov.uk/government/statistical-data-sets/journey-time-statistics-data-tables-jts



Data and sources

Indicator	Policy investment theme	Source
Public transport accessibility by journey time from the town train station/landmark (2022)	Transport and Connectivity	https://geoportal.statistics.gov.uk/
Median age (2021)	Used in the demographics section	https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/populationandhouseholdestimatesenglandandwales/census2021unroundeddata
Median age (2011)	Used in the demographics section	https://www.nomisweb.co.uk/census/2011/ks102ew
Population estimates (2021)	Used in the demographics section	https://www.ons.gov.uk/peoplepopulationandcommunity/housing/articles/townsandcitiescharacteristicsofbuiltupareasenglandandwales/census2021#qualifications
Population by country of birth (2021)	Used in the demographics section	https://www.ons.gov.uk/datasets/TS004/editions/2021/versions/3
English Indices of Deprivation (2019)	Used in the deprivation section	https://opendatacommunities.org/data/societal-wellbeing/imd2019/indices

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Long Term Plan for Towns Consultancy Services Brief

1. Purpose

- 1.1 Burnley Borough Council is looking to commission consultancy services, on behalf of the Burnley Town Board, to develop a Long Term Plan for the Town (LTPT) including a 10-year vision and 3-year investment plan in accordance with LTPT guidance.

2. Background

- 2.1. In October 2023, DLUHC announced that 55 towns would benefit from £20m each of “endowment style” funding over a 10-year period, as part of the Government’s Long Term Plan for Towns strategy. The initiative covers the area defined by the ONS as the Built Up Area of Burnley.
- 2.2. To release the funding local Town Boards must be established to develop a 10-year plan for their town aligned to the themes of:
 - Safety and Security;
 - High streets, Heritage and Place; and
 - Connectivity and Transport.
- 2.3. Burnley Borough Council is responsible for setting up the Burnley Town Board. The LTPT guidance sets out clear recommendations on board composition to ensure that it is reflective of the local area and a wide range of stakeholders. A shadow board and chair has been appointed. The Council has appointed Karen Buchanan, Principal of Burnley College as Chair and a list of other shadow board members is attached.
- 2.4. The board is responsible for developing a Long-Term Plan, building on existing plans and strategies where appropriate. The Long-Term Plan should consist of a 10 year vision and a 3 year investment plan. The Long-Term Plan should clearly identify the priorities of the town, set out the case for change, set outcomes and objectives reflecting community priorities aligned to the three investment themes and interventions. The plan should also evidence that it is genuinely community led and how the board will draw in other funding and investment. The plan should also include high level delivery milestones over the 10 year lifespan of the program with an overview of potential future interventions including the use of powers set out in the policy tool kit.
- 2.5. The three year investment plan should set out the interventions and powers that the board wishes to use in each investment theme, identify any “off menu” interventions, how the town board will use the interventions locally, how much they will cost and how they will address the outcomes set out in the 10 year vision.

3. Scope of Work

Stakeholder and Community Engagement

- 3.1 An Engagement and Consultation Plan is being developed for the whole life of the programme, identifying key stakeholders, channels and techniques for engagement, methods for recording and acting on engagement activity, together with awareness and feedback.
- 3.2 The Council has commissioned consultants to carry out some early consultation feeding into the development of the Vision. The Consultants will need to work together.
- 3.3 Engagement should be open and inclusive with an emphasis on involving those who are least likely to participate in engagement activity. The engagement must be robust, representative and transparent. Findings and data from the engagement activity must feed into the teams drafting the LTPT.
- 3.4 A Town Board website is being developed, to communicate the work of the board and act as an engagement tool. Research and findings must be published on the websites.

10 Year Vision

- 3.5 Consultants should work with the Town Board and its sub groups, drawing on existing strategies and plans, and community and stakeholder consultation, to develop a 10-year vision and strategy in line with the LTPT Guidance.
- 3.6 The consultants will be expected to facilitate workshops and meetings with the board, sub groups and other stakeholders, to ensure that they are fully engaged in developing the vision. The Council will provide administrative support for this.
- 3.7 The consultants will be able to draw on an evidence pack provided by DLUHC (attached) but will need to augment this with additional data and research.
- 3.8 The consultants will need to communicate, consult and engage with wider stakeholders to develop the plan and gain buy in to the vision and direction.

3 Year Investment Plan

- 3.9 The three-year investment plan should build on the Long Term Vision. In line with the guidance the three year investment plan should set out:

- The interventions and powers the Town Board wishes to use over the three years for each investment theme;
- Whether the interventions are from the list of interventions or are “off menu”*
- How the Town Board will use the interventions and how much they cost
- How the interventions will address the outcomes in the 10 year vision

1.1.

- 3.10 Should the Town Board decide that there is a need to deliver interventions that are “off menu”, the consultants will be required to prepare an outline business case for this in accordance with the guidance.
- 3.11 The Local Authority (in Burnley’s case both district and County Council’s) will need to be engaged in identifying other funding streams and to discuss the potential for use of powers and interventions identified in the LTPT Policy Toolkit.
- 3.12 Consultants will also need to advise on other sources of matched funding.

4 The Consultant

4.1 The consultancy team will need to be multi-disciplinary bringing together skills in engagement and consultation, data analysis, partnership facilitation, developing place based strategies, developing business cases in line with green book. The team may be from a single multi-disciplinary practice but may equally be a consortium of consultancy teams. The lead consultant (if appropriate) and team will need to demonstrate (in their responses to the method statements):

- A clear understanding of the Government’s Long Term Plan for Towns.
- A demonstrable track record in working with multi stakeholder partnerships to develop ambitious but deliverable place-based strategies and government funding propositions.
- A demonstrable track record of developing and delivering stakeholder and community engagement strategies in a relevant context.
- The ability to understand the Burnley context and translate our vision into practical and deliverable options.
- Excellent project management capabilities and if appropriate the ability to manage a range of sub-contractors within very tight timescales.

4.2 Deliverables should include;

A 10 year vision and 3-year investment plan in a format required by DLUHC (to be confirmed).

A summary document in full colour high quality format, provided electronically for the Council to re produce, for promotional purposes.

5 Methodology and Timetable

1.1.

5.1 We would expect consultants to outline as part of their tender and during the selection procedure their own detailed methodology for delivering and developing the Long Term Plan. The methodology will need to accommodate reports to the Town Board (meeting dates are set out in Table 1 below) and consultation with wider stakeholders. The milestones below are indicative and consultants should consider how they could compress the programme to enable an earlier submission.

5.2 We would expect the commission to be completed no later than 29th July at the very latest, although it is the Town Boards intention to submit as early as possible. A detailed programme with key milestones should be provided in the tender submission for agreement with Burnley Borough Council following appointment;

Table 1.

Item	Dates
Issue Tender Brief and ITT documents	23 rd Feb
ITT clarification questions cut-off date	8 th March
Deadline for return of completed ITT	4PM 13 th March
Evaluation of tenders	15 th March
Clarification Interviews	21 st March
Notification of result and appointment of successful firm	22 nd March
Inception Meeting (with Steering Group)	2pm 3 rd April
Interim Milestone 1: Town Board Meeting/Visioning Workshop	12 th April
Interim Milestone 2: Draft Vision and 3 year plan for consultation to board meeting	14 th June
Interim Milestone 3: Final Draft for approval and Submission	19 th July
Final Draft and Completed Materials	29 th July

6 Project Team

6.1 The Consultants will work closely with the Project Steering Group including:

Karen Buchanan, Chair of Burnley Town Board

TBC, Vice Chair of Burnley Town Board

1.1.

TBC, Board Member

Kate Ingram, Director of Economy and Development, Burnley Council

7 Budget & Payment schedule

7.1 The commission will be funded from the capacity funding awarded to the Council to support the board to develop its plan. A budget of £60,000 excluding VAT and disbursements is available for this commission.

7.2 Consultant invoices will be paid on completion of the work. If consultants require pre-stage payments these must be set out in the tender response and agreed with the Council.

8 Tender Response

8.1 Consultants will need to demonstrate a proven track record in delivering high quality outputs on time, to budget and in accordance with client expectations. Please present all information in a clear and concise manner. The Council requires the following elements, as a minimum, to comprise the tender response:

Insurance information

8.2 Self certification as to whether you already have or can commit to obtain the levels of insurance cover indicated below (please provide copies of certificates where possible):

- Public Liability Insurance - £5m
- Professional Indemnity Insurance - £5m.

Conflict of Interest Statement

8.3 Clear statement showing that your practice does not have any conflicts of interest with the Council or any organisations represented on the Town Board.

Method Statements

8.4 An interpretation of the brief, including understanding of the Government's Long Term Plan for Towns, LTPT guidance and the Burnley Context (10%).

8.5 A description of the methodology proposed to complete the work (20%).

8.6 The name, qualifications, relevant experience and contact details of the individual(s) who will primarily undertake this work (20%).

1.1.

8.7 A clear timetable and work programme with confirmation of the ability to work to the milestones included in the brief. This should include the total number of days to be spent on the project, by each individual. The timetable should include a schedule of meetings for consultation and progress reviews throughout the process (10%).

8.8 Examples of previous relevant work completed within the last 5 years (up to 3 examples). Examples should include for example, Town Deal projects, High Street Fund, LUF, which demonstrate experience / expertise in delivering a range of specialist services of a similar nature (10%).

Fee Schedule

8.9 A fully inclusive fee breakdown. A total all-inclusive fee for the work should be provided along with a breakdown of the costs for undertaking various elements of the work. Day rates for each individual identified to complete the works as described should also be supplied. All rates to be exclusive of VAT.

8.10 The total fee payable must be submitted in the signed Form of Tender.

References

8.11 The names and contact details of two referees (preferably related to the examples provided). References will only be taken up for the preferred Tenderer.

8.12 In addition, the Council requires the following documents to be signed and submitted (please refer to the ITT document):

Form of Tender.

Certificate of Non-Collusion and Non-Canvassing.

Certificate that the Tender is Bona Fida.

9 Evaluation Criteria

9.1 Tenders will be evaluated against quality (70%) and price (30%) criteria to establish the most advantageous tender. Please refer to Part 5, 6 & 7 of the ITT document for full details concerning the tender evaluation.

9.2 Quality is worth 70% of the overall evaluation score and will be evaluated through an analysis of the Consultants responses to the Method Statements outlined in paragraphs 8.4 to 8.8 above. Scores will be attributed to these responses by the stakeholder evaluation panel based on the methodology given in the table 2 below.

1.1.

Table 2.

Score	Criteria
10	Outstanding - response exceeds requirements, is fully evidenced, adds value and benefits and demonstrates practical innovation and tangible creativity to business solutions, with full confidence in capability to deliver
9	Excellent - response meets all requirements while providing fully evidenced additional value and benefits and a high level of confidence.
8	Good. Response meets all requirements with a good evidence base and some added benefits together with a higher level of confidence.
7	Good. Response meets all requirements with a good evidence base and some added benefits
6	Satisfactory. Response is complete and meets all minimum requirements while providing appropriate evidence to support these together with a higher level of confidence.
5	Satisfactory. Response is complete and meets all minimum requirements, and provides appropriate evidence
4	Less than satisfactory. Response is complete but fails to provide adequate evidence that all minimum requirements can be satisfied
3	Less than satisfactory. Response is complete but fails to satisfy all minimum requirements or fails to provide adequate evidence that these requirements can be satisfied
2	Poor. Response is in part incomplete, non-compliant, fails to meet any minimum requirements or lacks an evidence base
1	Poor. Response is incomplete, non-compliant, fails to meet any minimum requirements, lacks and evidence base or is unlawful
0	No response or submission was made.

9.3 Price is worth 30% of the overall evaluation score and will be assessed through your response to the Fee Schedule requested in paragraphs 8.9 to 8.10 above.

9.4 The Quality and Price Formulas outlined below will be applied to determine the weighted scores for all criteria, with weighted percentages for each criterion shown in Table 3.

1.1.

10.3 The tender with the highest overall score will be determined as the most advantageous tender and will be awarded the contract. This evaluation approach will be applied to the tender response.

Weighted Tender Quality Score = Score Awarded by Evaluation Panel / Max Score Available x Weighted Percentage

Weighted Tender Price Score = (Lowest Tendered Price / Your Tender Price) x Weighted Percentage

Table 3. Evaluation Criteria and Weightings

Criteria	Sub-criteria	Demonstrated by	Weighting
Adequate insurance cover		Self certification as to whether you already have or can commit to obtain the required insurance	Pass / Fail
No conflict of interest declared		Self certification as to whether your practice has any conflicts of interest	Pass / Fail
Quality	Interpretation of the brief	Understanding of the brief, the scope and process behind LTPT, meaningful engagement and ambitious but deliverable plans, and the Burnley Context.	10
	Methodology proposed	A clear overall approach to the work and an appropriate methodology encompassing community and stakeholder engagement to deliver the proposed outcome	20
	Identified team / staff	Suitably qualified and experienced staff identified with relevant experience of undertaking this type of work	20
	Timetable and work programme	Ability to work to the milestones outlined in the brief, with a realistic number of days allocated to the project	10
	Past experience	Relevant experience of undertaking this type of work	10
Price	Fees and rates	A fully inclusive fee breakdown	30
References¹			Pass / Fail
Total Score Available			100

¹References will be subject to a Pass/Fail assessment and in the case of inadequate references being supplied, the Council will take up references for the next highest scoring Tenderer.

1.1.

10 Instructions for Tendering

10.1 This tender is being run using the open procedure in compliance with the Public Contract Regulations 2015. Suppliers will need to be registered on The Chest in order to submit their tender response (registration is free). It will be advertised through the Contracts Finder e-notification services used to post and view public sector procurement notices. This tender exercise including any points of clarification or further information, will be carried out using The Chest (Proactis) e-procurement portal <https://www.the-chest.org.uk>

10.2 Your submission must be received prior to: **4PM GMT on 13th March 2024** ('the deadline')

10.3 It is the Tenderers responsibility to ensure submission prior to the deadline. The Council accepts no responsibility for any tender response received in any way other than that specified above and reserves the right to reject any tender received after the deadline.

10.4 Please note that this Tender Brief contains a summary version of the tender process; please refer to the ITT document for comprehensive instructions.

Further information

Any questions concerning any aspect of this Tender Brief, ITT Document or the tender process should be submitted as a clarification request via The Chest.

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Week Commencing	05-Feb	12-Feb	19-Feb	26-Feb	04-Mar	11-Mar	18-Mar	25-Mar	01-Apr	08-Apr	15-Apr	22-Apr	20-Apr	29-Apr	06-May	13-May	20-May	27-May	03-Jun	10-Jun	17-Jun	24-Jun	01-Jul	08-Jul	15-Jul	22-Jul	29-Jul
Board Meeting																											
Brand and Web Design																											
Consultation and Engagement Plan																											
Pre-Plan consultation																											
Commission Consultants for LTPT																											
Consultant inception meeting																											
Baseline and Prep																											
Milestone 1 Board Workshop																											
Stakeholder engagement, subgroups and drafting																											
Interim report to board																											
Milestone 2 Draft 10 year vision and 3 year plan for consultation																											
Consultation																											
Final Drafting																											
Milestone 2 - Board approves draft submission																											

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Department for Levelling Up,
Housing & Communities

Jacob Young MP
Minister for Levelling Up
2 Marsham Street
London
SW1P 4DF

Cllr Afrasiab Anwar MBE
aanwar@burnley.gov.uk

23 Feb 24

Dear Cllr Anwar,

In September, we launched our Long-Term Plan for Towns, a core part of the government's levelling up programme. As you know, this is a fundamentally different way of approaching the challenges towns face, a £1.1 billion investment that will provide up to £20 million of 'endowment-style' funding and support into your town. I am writing to follow up on the points raised, at the webinar held for Chief Executives on 14 February.

I am pleased to be able to confirm the terms on which the 'endowment-style' funding will be made available. Each town will receive an annual, uniform, predetermined amount that is a broadly flat profile across each year of the 10-year span of the programme, similar to how Mayoral investment funds operate. This provides a predictable income for your town, delivering on the Prime Minister's commitment, responding to the feedback of stakeholders, and giving your Town Board the certainty to leverage private and philanthropic investment.

As set out previously, your Town Board's Long-Term Plan must include a three-year investment plan that sets out the proposed policy interventions the board wishes to pursue, which should include a forecasted spend that matches your expected delivery milestones. This forecast does not need to match the financial profile set out in the annex to this letter. Towns will have the flexibility to rollover funding into future years until the end of the programme, and the intention to roll over investment can be included within the three-year plan, by opting not to forecast utilising the full profile year-on-year. Equally, if a Town Board underspends within year, that money can be rolled into the next financial year with the certainty that the next tranche of funding will follow.

This flexibility does not extend to towns being able to draw down funding more quickly; however, your local authority may seek to use the confirmed revenue funding stream to borrow against, subject to normal considerations for prudential borrowing, and the flexibility provided by the additional confirmed capital income should they wish to front load investment. At the end of the first three-year investment plan cycle, for FY27/28, there will be a built-in 'check-in' point, to analyse delivery across the first three years alongside the submission of the next three-year investment plan.


In addition to the £50,000 capacity funding paid in December, to support the setting up of your Town Board, the next capacity instalment of £200,000 will be sent to local authorities in April. This will be released following my department completing the necessary assurance of the setup of your Towns Board and Chair and considering any alterations to your town boundaries. We intend to open the process to provide that information as soon as possible, so that towns can submit that information in advance of the 1 April deadline.

Similarly, as advised previously, we are strongly encouraging Town Boards to submit their Long-Term Plans in advance of the 1 August deadline. My department will assess plans as they come in and, subject to approval, release the capital and revenue payments for 2024-25. The local authority will then receive an annual payment at the start of each financial year, which is set out in the table below.

As set out in the initial prospectus and guidance documents, towns will also benefit from a new High Streets and Towns Taskforce that will provide bespoke, hands-on support from place-making experts to support with delivery, encourage shared learning and promote networking between the Town Boards. They will also be supported by the Towns Unit, chaired by Adam Hawksbee, that reports directly to the Prime Minister and Secretary of State for Levelling Up. We will also be establishing a new expert panel to provide a more strategic, cross-cutting perspective on thematic issues relevant to the investment priorities of the Long-Term Plan for Towns. More information on this will follow.

This holistic package of funding, support and analysis will give your Town Boards the freedom to develop plans that meet local priorities. I have copied this letter to the respective MP for your area and I look forward to continuing to work with you and them in realising the full potential for your town.

Best wishes,

A handwritten signature in black ink, appearing to read 'Jacob Young', written in a cursive style.

JACOB YOUNG MP
Minister for Levelling Up

Annex – Long-Term Plan for Towns Funding Profile

in 000's	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	Total
Total RDEL per place	50	449	423	449	449	449	449	454	467	467	467	4,574
Total CDEL per place		491	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	14,936
Total amount per place												19,510

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REPORT TO Burnley Town Board



DATE	15th March 2024
REPORT AUTHOR	Kate Ingram and Sam Smallridge
TEL NO	01282 477271
EMAIL	kingram@burnley.gov.uk and ssmallridge@burnley.gov.uk

LTPT Community and Stakeholder Engagement Plan

PURPOSE

1. This report requires the Town Board to consider and approve the Draft Community and Stakeholder Engagement Plan attached as a guiding document during the development and deliver of the LTPT and agrees the proposals for early consultation.

RECOMMENDATION

2. It is recommended that the board:
 - (1) Approves the Community and Stakeholder Engagement Plan at Appendix 1;
 - (2) Establishes an Engagement Working Group and nominates a member of the board to chair that group.
 - (3) Approves the proposals and budget for early consultation.

REASONS FOR RECOMMENDATION

3. To ensure that the board has a clear and transparent plan for Community and Stakeholder Engagement as required in the Long Term Plan and to put in place a sub group to oversee the delivery of engagement activity
4. The early engagement is required to inform the development of the Long Term Plan

SUMMARY OF KEY POINTS

5. As set out in the LTPT Guidance (December 2023), the board is responsible for, inter

alia, identifying the priorities and issues to focus on and supporting community engagement to do this. In its LTPT submission the board will need to describe how stakeholders have been engaged to date and how the engagement will continue going forward. The Community and Stakeholder Engagement Plan aims to set this out in advance and provide a tool to guide the Boards engagement work.

6. Forming a sub group will mean that the board can provide timely support in planning and delivering engagement opportunity, as well as the opportunity to co-opt stakeholders with expertise and resources to assist.
7. In order to make quick progress and meet the end of July deadline for the LTPT, whilst at the same time ensuring meaningful engagement, the Council has engaged PS Consultants to carry out early engagement and consultation, in line with the Draft Community and Stakeholder Engagement Plan. A copy of PS Research's Proposal is attached Appendix 2. The Council has waived standing orders to accept just one fee quote based on urgency to meet the timescales. PS Research has provided similar services to the Council in the past. Consultation and engagement in subsequent phases of the development of the LTPT will be delivered by the consultants referred to in item 5 on the agenda.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

8. It is proposed that a budget of £11,300 is set aside from the capacity funding, for this early consultation to include the costs of PS Research and the costs of producing collateral for use at events, paper version questionnaires, and to provide materials and support for community based organisations to assist with the consultation. Budget breakdown as follows:

PS Research Consultants	£7,700
Printing and collateral	£1,000
Community Capacity	£2,500

POLICY IMPLICATIONS

9. The work is essential to the delivery of the LTPT.

DETAILS OF CONSULTATION

10. Chair of Town Board

BACKGROUND PAPERS

Government Consultation Principles (2018),
https://assets.publishing.service.gov.uk/media/5aafa4f2e5274a7fbe4fbacb/Consultation_Principles_

FURTHER INFORMATION

PLEASE CONTACT:

ALSO:

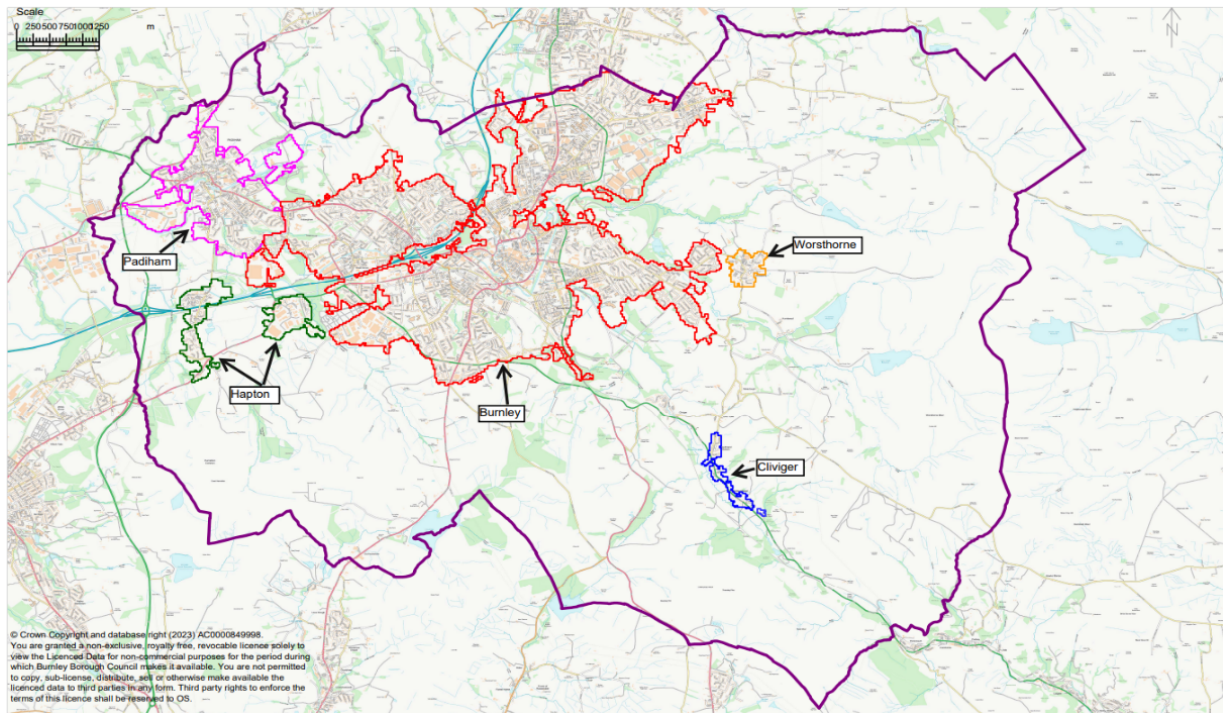
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Burnley Long Term Plan for Towns - Draft Engagement & Consultation Plan

Introduction

In October 2023, the Department of Levelling up, Housing & Communities (DLUHC) announced that Burnley is one of the 55 towns chosen to benefit from £20 million of “endowment” style funding over a 10-year period, as part of the governments Long Term Plan for Towns Strategy.

The initiative covers the area defined by the ONS as the built-up-area of Burnley – as outlined in red on the map below. Padiham, Worsthorne, Cliviger and Hapton are separate BUA’s and not part of this initiative.



A Town Board has been established to develop a 10 year vision and 3 year implementation plan and to oversee the delivery of the programme over its term. In Burnley this is made up of key stakeholders including community leaders, the voluntary & education sector, employers, cultural, arts & leisure representatives, Burnley Council, and the local MP. Karen Buchanan the Principal of Burnley College has been appointed as the Chair.

The Burnley Town Board is responsible for drawing up a long-term plan including a 10-year vision and a 3-year investment plan around 3 themes – Safety and Security; High Street, Heritage and Regeneration; and Transport and Connectivity. The plan must demonstrate a clear understanding of the area and its needs, the challenges it faces and the opportunities to improve the future of Burnley. The long-term plan guidance is clear that stakeholder and community engagement must be integral to the development of the vision and investment plan.

The Engagement and Consultation Plan

The aim of this Engagement and Consultation Plan is to outline the Town Board’s approach to engagement and consultation through the lifetime of the 10-year programme but focuses initially on strategy and project development. Its purpose is to outline the WHO, WHAT, HOW and WHEN of our approach, that is:

- **WHO** are the key stakeholders and target audience that we wish to engage with.
- **WHAT** do we want to know,
- **WHEN** are the key stages of engagement and communication in the development and implement of our plan?
- **HOW** best to engage, recognising different methods of engagement will be required to suit different audiences,

Of course, circumstances will change over the lifetime of the program and this plan will evolve and change with it. A sub group of the board will be established to plan and oversee the delivery of engagement activity.

WHO – Our Target Audience

Residents

Burnley (Town) has a population of 78,255 (2021), that is 83% of the borough’s population. Whilst the population of the whole borough grew by 8.7% in the period 2011 to 2021, the population of Burnley (town) grew by 10.1%. Burnley (Town) has a younger age profile than the national average and the whole borough, with 20.9% of the population aged under 16 years and 17.2% over 65. There are significant differences across the Town with a much young population in the town centre and its immediate surrounds with an older population on the periphery. According to the Town Data Pack, provided by DLUHC 79.4% of people identified with a White ethnic group, 17.5% as Asian, Asian British or Asian Welsh, 0.4% as Black, Black British, Black Welsh, Carribean or African, 1.8% with Mixed Multiple ethnic groups, and 1% with other ethnic groups. Different approaches will be needed to reflect these demographics.

There are a range of socio-economic factors facing residents in the area that may impact on levels of resident engagement. Burnley (Town) has a higher than average proportion of adults with no qualifications, that may impact on engagement levels. Research by think tank Onward (2023) shows that Burnley (Town) scores poorly on its “social fabric” matrix ranking 309 out of 365 places, with key challenges around engagement with voluntary and community organisations, religious participations and participation in sports and leisure, low wages, poor educational attainment, high levels of criminality, suicide and substance abuse.

The Burnley Town Board recognise that parts of the borough of Burnley, namely, Padiham, Worsthorne, Cliviger and Hapton have been excluded from the boundaries of the long-term plan for towns, but that is not to say their views, particularly around the town centre, transport and connectivity and key assets, are not important.

Businesses

Given the nature of the long-term plan fund and the 3 themes of safety & security, high street, heritage & regeneration and transport & connectivity, it is important that the businesses community, particularly Town Centre businesses particularly are engaged in the process. Burnley is fortunate to have well established business networks including the Burnley Bondholders and the Burnley Town Centre Business Improvement District.

Visitors

Burnley (town) also functions as a significant travel to work, learn and shop destination. Approximately 270,000 people live within a 15 minute drive of Burnley Town Centre. Burnley Town Centre attracts circa 800,000 visitors per month. The town’s two educational institutions, Burnley

College and UCLAN have circa 6000 students between them, not all of them are resident in Burnley. Key visitor attractions include Crow Wood Spa, Towneley Hall and HAPPA. It is also important to understand the perspective of this audience and how they experience the town.

The table below summarises our key audience/target groups, the existing networks, and locations we can use to communicate with them, and the potential barriers to engagement that need to be considered.

Audience/Groups	Existing networks/places to target engagement activities for each group	Potential barriers to engagement for these groups	Who can help
Residents, incl BAME and other minority communities	Homes, public/community buildings, and places of worship	Language barriers Disabilities such as hearing, mobility, visual impairments Lack of time Access to digital platforms	Downtown Burnley Together CVS Building Bridges DWP Faith groups Calico/RSLs Age UK GP's Social Prescribers Neighbourhood Policing Team Burnley Football Club BFC in the Community
Businesses, employers intermediaries/ trade bodies	Town centre & Market Hall businesses Industrial estates Bondholder network Night-time economy Burnley Business Improvement District Chambers of Trade and Commerce	Lack of time – engagement must be relevant and focused – digital platforms will make accessible at times to suit	Burnley Bondholders Burnley.co.uk Charter Walk Burnley BID Markets Team Burnley College (Industry Board Groups) Sector groups such as Burnley Digital Group
Leisure/culture/arts & heritage	Leisure providers Cultural Consortium Heritage Action Zone Greenspaces Burnley Historical Society Weavers Triangle Trust Artists and performers Canal and Rivers Trusts	Lack of time Accessibility to digital platforms Engagement must be relevant Language barriers	Burnley Leisure Burnley Mechanics Cultural Consortium Mid Pennine Arts Steering Group HAZ Group St Peters Centre Friends of Townley Park etc Walkers/Cycling Groups Beat the Street CVS/Burnley Linked
Young people	Colleges	Lack of interest	Burnley College, UCLan

	Schools University Youth groups Employment & Skills Group	Appropriate channels of communication Language barriers Disabilities such as hearing, visual impairment, and mobility	Lancs Adult Learning Burnley High Schools Participation Works Burnley Youth Theatre Burnley boys/girls club L.C.C Youth Zone Burnley Football Club BSEG providers Thrive Youth Hub DWP Connected Futures
Community & voluntary sector	Established networks in the area and community partnership organisations Networks via the Burnley Town Board members	Access to digital platforms Lack of time Disabilities such as hearing, visual impairment, and mobility Language barriers	CVS Burnley LINKED Burnley Together DownTown Canals & Rivers Trust Family hubs BSEG Sub-groups Parish Councils Refugee programmes
Public service providers	Established networks & partnerships via the Burnley Town Board members. Burnley Together Lancashire County Council	Engaging & relevant materials Time constraints – digital platform gives flexibility. On line meetings/workshops Language barriers	Burnley Town Board Members Burnley Together
Residents and others outside of Burnley including Visitors to Burnley	Public buildings Council newsfeeds Town centre shops, markets & leisure facilities Events in town centre (such as Artisan Market) Visitor Attractions	Language barriers Digital applications allow access at a time to suit	DWP Down Town Burnley.co.uk Library Burnley BID Charter Walk & Markets Burnley Leisure Visitor Attractions

When and What?

Throughout the process of developing and delivering the long-term plan for towns, we need to be clear about what we are asking/what we want to know and our timeframe for consultation & engagement.

In line with Government’s principles on consultation the board will only seek to consult people when it is meaningful and prior to any decisions being taken.

The Board will seek to Inform, Consult and Involve people at relevant points in the programme. Engagement should continue during the lifetime of the 10-year long-term plan, building on the initial engagement & consultation process.

Future engagement will: -

- raise awareness of the Long-Term Plan and what the money is/has been spent on.
- continuously acknowledge comments made throughout the consultation process that promote the positive benefits of the projects being developed by the Long-Term Plan, ultimately improving perception.
- Ensure project partners continue engagement via on-line marketing tools, including the dedicated Long Term Plan website and social media channels, as well as other appropriate web & social media platforms. Printed media, including posters, newsletters, press releases and editorial features in relevant publications.

The table below sets out the key stages of developing & implementing the long-term plan, as well as the timeframe and the methods of engagement that will be used to engage our audience/target groups.

Stages of developing the long-term plan Why Engage? - What do we want to Know?	Timescale	Method of consultation/engagement
<p>Awareness Raising and Early Information gathering</p> <p>Informing residents and stakeholders about LTPT and the Town Board</p> <p>Initial Consultation – far & wide to identify issues and opportunities, likes & dislikes about Burnley.</p> <p>Feed into the context analysis, vision and interventions.</p>	<p>March – April 24</p>	<p>On-line information and survey via the dedicated Burnley Long-Term Plan website and associated social media platforms.</p> <p>Community consultation events</p> <p>Town Centre Pop ups</p> <p>One-to-one engagement with key stakeholders</p> <p>Feature in Burnley Express and on Burnley.co.uk</p>
<p>Draft Vision, Strategy, emerging Intervention Plan</p> <p>Testing the draft vision and objectives, - do they have a broad agreement & support?</p> <p>Sharing information on the potential long list of interventions to identify broad areas of support.</p> <p>Sharing information on the process by which a short list has been derived and</p>	<p>April – mid-June 24</p>	<p>Information presented and feedback sought through the Burnley Long-term Plan website and use of associated social media channels.</p> <p>Burnley Town Board workshops.</p> <p>Themed subgroups engaging key stakeholders</p> <p>Raising awareness of the opportunity to “Have your say” through existing networks – led by Burnley Town Deal Board members.</p> <p>Use of dedicated space(s) for “physical information” (Charter walk, Downtown, Community centres, Libraries)</p>

encourage stakeholders to have their say on project proposals.		Pop-Up events in the town centre Regular information in the Burnley Express and Burnley.co.uk
Final Draft Long-Term Plan for Towns Investment Plan Sharing information on the emerging plan & invite stakeholders to have a say	Mid-June – Mid-July 24	Stakeholder engagement – 4-week consultation period – documents sent to all stakeholders. Produce and publish an easy-to-understand Plan on a Page or infographic Questionnaire – on-line & traditional paper, working with specific community groups as appropriate. Use of dedicated space(s) in town centre for “physical information” & drop-in sessions Updates provided through the long-term plan for towns dedicated website and associated social media channels and Burnley.co.uk.
Post submission of Long-Term Plan for Towns Investment Plan Updates regarding submission, next steps and the outcome of the assessment of the long-term investment plan	August 24	Publish the long-term plan for towns on the dedicated website as per the guidance. Keep the long-term plan for towns website up to date, including details of all Burnley Town Board meetings, agendas etc Publish projects & positive comments on projects as appropriate on the dedicated website and associated social media channels Continuous open forum on the dedicated website for feedback and comments
Project Development and Delivery Project proposers will be expected to engage with communities and stakeholders in project design, particularly with target user groups, ensuring that projects reflect community needs Project sponsors will be expected to keep residents, stakeholders and users informed of project progress.	August 24 onward	Engagement in developing details projects, testing ideas and getting feedback Engagement in Project delivery – promoting projects
Monitoring/Evaluation & Strategy Review	On-going/ annually	On-going throughout the programme – we will “check-in” with residents to see how we are doing? – Publish feedback & updates on dedicated long-term plan website & social media channels & via printed materials What has changed, issues & opportunities? – feedback of projects and summary of annual reviews. Engaging users and the stakeholders in project and programme evaluation.

HOW will we engage?

Whilst there are many different forms and methods of engagement, particularly with the growth of digital platforms, it is important to ensure that activities reach wide and deep and take into account inclusivity, particularly to address those with a lack of internet access and to those who rely on family/friends to support them with reading and using IT.

Engagement activities should also include methods such as visual ways of passing on information and thinking about presenting information in a way that is not confusing or does not resonate with the user group(s), and that ideally take place in familiar settings to reduce feelings of fear or exclusion.

Specific engagement on the 3 themes will take place tailored to the most appropriate audience/target groups. As this is a local programme, engagement will focus primarily on local engagement activity and local people, with visitors being captured as part of pop-up events in town centres and at various events that encourage people to visit the town.

We recognise that of course, engagement is two way, and the Burnley Town Board is committed to regular on-going information and feedback. This will be done via the dedicated website and social media channels allowing a feedback platform and by way of an annual review.

The table below highlights preferred channels of engagement & communication.

Media	Detail
Digital	<p>Dedicated long-term plan website – this will be the main on-line source and the principal on-line engagement/consultation & feedback portal.</p> <p>Dedicated social media channels such as Facebook & LinkedIn – providing information and updates encouraging comments through the website. When necessary, targeted Facebook ads could be used to capture the views of key groups.</p> <p>Updates and key messages communicated via existing networks/venues/organisation, facilitated by the Burnley Town Board members.</p> <p>Distribution of written materials/ posters/ leaflets to GP's/social prescribers and other community organisations including researchers as a way to share and discuss information and updates</p> <p>Publication of annual review</p>
Digital – face-to-face	Facilitated one-to-one consultations and focus group meetings with key groups using Teams/Zoom etc – i.e digital methods face to face engagement
Physical face-to-face	A dedicated space for “physical” information and face-to-face engagement at suitable venues such as; Charter Walk, Down Town, Building Bridges, Community Centres

	<p>Pop-Up type events to be held in the town centre for face-to-face discussions – such as at the Artisan Market</p> <p>“Let’s Talk” style events – face-to-face discussions/focus groups for people who may not use/have access to digital tools – useful for some community group settings.</p>
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Barriers to engagement

The Board acknowledges that there are many barriers to people engaging with organisations and with programmes such as LTPT. These include:

Lack of Information: residents often feel that they are not well informed or only hear of things when it is too late. We will aim to provide timely information and use a range of platforms and networks to disseminate information.

Not feeling listened to: many people feel that there is no point as they won’t be listened to. In line with the Government’s Consultation Principles consultation will take place at formative stages before decisions are made, people will be given sufficient time to respond and the board will be transparent in how it responds and publishes consultation results.

Literacy and Language Barriers: we will work with community based organisations to provide them with the tools and resources to assist members of their communities to understand and make their views known.

Physical Disabilities: we will provide information in alternative formats where possible. People with disabilities may face difficulties in attending in person events. Where face to face engagement activities the needs of disabled participants will be accommodated.

Digital Exclusion: The use of digital materials allows access at any time of day and offers greater scope for those who are time poor, have mobility issues or lack confidence to engage face to face. However, there may be sections of the community who are digitally excluded. A blended approach will be used with digital engagement being supplemented by traditional print media and we will support communities groups and stakeholders to assist people to access digital formats.. Information will be produced in a formats easily accessible by mobile phones.

Feedback

In line with the Government’s Principles on Consultation the board will aim to publish timely feedback. It is essential that all comments are collated and analysed at each stage and the results summarised with feedback provided at on how they have informed the work of the board. The main methods of providing feedback will be via the dedicated website.

Burnley Council

**Long Term Plan for Towns:
Early Community Engagement**

Quote: 22 February 2024



Overview.

Burnley Council, on behalf of the Burnley Town Board, needs support with some initial community engagement as part of the process for developing a Long Term Plan for the Town.

Based on initial discussions we understand:

- It would be 'wide' rather than 'deep' engagement initially, meaning an online survey is the most realistic and pragmatic option to reach as many people as possible in a short timeframe
- Whilst the mechanism would be an online survey, it needs to be simple and feel different, using a range of projective techniques to engage people on the future of the town
- The survey would also act as a method of recruiting / collecting details of residents who would like to take part in future research and engagement as part of this work, e.g. discussion groups, online communities, community panel, etc
- To ensure the initial engagement is inclusive, particularly for those who are digitally excluded, it is anticipated that there would be some form of community 'pop up', whether that is in the town centre or a community space (library, community centre, etc)
- Emerging findings will be shared at the board meeting on 19 April (shortly after the close of the initial engagement period), with the expectation that this will be in a 'co-analysis' format that encourages discussion, explores the feedback and looks at what next
- After the board meeting, an engagement report will be produced with detailed analysis which can be used to inform the next stages of the project

Expectations.

Given the pressing timescales, it is important to be clear on our expectations at this stage:

- We can support with developing activities and a format for any pop-up, but we wouldn't have the capacity to attend. We're happy to explore other alternatives too, e.g. creating a simple 'one big question' survey as a paper version.
- We assume the council, college and other partners on the Board will be responsible for sharing the survey with their networks and distribution lists.
There's currently no incentive or prize draw built-in – happy to add this on. They can help boost responses but also from experience with other clients we've found that it can drive 'fake' responses from bots.
- We would need to have an early discussion about information governance (sorry...) if we want to collect contact details for future engagement, i.e. who would be the data controller, who would we send those to at the end, how would we use them, etc.
- Our approach to analysing open-text feedback will depend on the level of response and number of open-ended questions. We would typically code comments into themes but may use a sampling technique to review a cross-section of comments if the response level is high. All comments would be provided as part of the final analysis outputs and wrap-up.

Cost breakdown.

	Cost (£)
Planning – project familiarisation / desk research, prepare ideas and examples for questions/format, online meeting to firm up plan	£1,000
Design – develop and sign off 'survey' and suggested pop-up activities	£1,500
Prepare – finalise build, testing and create sharing links, QR code and design paper-friendly PDF	£750
Engagement period support – response updates and weekly infographics to help promote the public engagement	£500
Board feedback session – prepare and deliver with emerging findings	£1,500
Detailed analysis and produce engagement report	£1,750
Project management – including calls, general advice and consultancy	£700
	£7,700 + VAT

We would invoice 50% on survey launch, 50% on sign-off of final report

Suggested timeline.

	When
Plan - share ideas and examples, online meeting to firm up plan / who needs to do what	26 Feb – 1 Mar
Develop – develop and agree ‘survey’ and pop up activities	4 Mar – 8 Mar
Prepare – testing, create sharing methods (online links, QR code, paper-friendly PDF)	11 Mar – 15 Mar
Engage – provide weekly response updates and range of infographics to encourage responses	18 Mar – 14 Apr (4 weeks)
Feedback - prepare and deliver Board session	15 Apr – 19 Apr
Report – detailed analysis and engagement report	22 Apr – 3 May

Introducing PS Research.



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We're Adam Pearson and Emma Slater. Two award-winning research consultants helping organisations to ask the right questions, understand and evidence impact, identify service improvements and discover gaps and hidden needs.

Adam brings his data skills and strategic thinking. Emma uncovers the stories that the numbers don't tell you.

Adam would be leading on this project.



Relevant experience.

Public consultations

Analysis and reporting for Fylde Council on a range of consultation topics, including a number of different PSPOs. Wide-ranging consultation for Pendle Council's Corporate Plan, working with community partners to engage young people and residents of South Asian ethnicity. We're currently working on a climate action consultation for Wyre Council, consulting on a work and skills needs assessment (with a health and wellbeing focus) for Tameside Council and developing consultations for other local authority clients on leisure services and community governance.

Survey design and hosting

We design and host online surveys across a wide-range of sectors for clients including Lancashire Fire & Rescue Service (Emergency Cover Consultation), Bristol City Council (Annual Museum Survey funded by Arts Council England) and National Portrait Gallery (teacher consultations to develop a schools resource).

Qualitative research and engagement

We have a wide range of experience delivering qualitative research projects. Recently this has included: focus groups with on-call firefighters; depth interviews and online communities on high-risk alcohol consumption; and staff, family and resident engagement for a group of care homes in Greater Manchester.

Analysis and reporting

We pride ourselves on the quality of our analysis and reporting, developing engaging reports for high-profile clients including the NHS, Drinkaware and an award-winning evaluation of an employability programme in Cumbria.



Quality assurance.

- We're a Market Research Society (MRS) Company Partner, reflecting our research standards and commitment to the industry's Code of Practice and Ethics, and won a 'Highly Commended' award at the 2023 MRS Awards for our research evaluating the impact of a participant-led employability project in Cumbria.
- Adam is a Certified Member of the Market Research Society, recognising his research experience and skills, and is a UK award-winning freelancer (New Freelancer of the Year 2019: IPSE). He worked in district, unitary and metropolitan local authorities, latterly as a Head of Research and Evaluation, before setting up on his own.
- We are two specialist researchers working as one partnership. Whilst Adam would lead on this work, Emma will be supporting by coding open-text comments, reviewing emerging analysis and providing input and feedback on the reporting. Working with two consultants, it also means we can offer greater capacity assurance to deliver against any pressing timescales and to cover any unforeseen illness or absence.



Prepared by Adam Pearson.

psresearch.co.uk | hello@psresearch.co.uk.

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