

## **Appendix 1- Investment themes, Town Board governance and policy interventions- Extracts from UK Government Guidance**

### **The 3 investment themes**

Towns across the UK will identify the measures that matter most to local people. By including a policy toolkit, a list of interventions and providing the opportunity for Town Boards to take bespoke, 'off-menu' approaches where such an approach can be justified, we are providing significant flexibility to tailor the Long-Term Plan across the 3 broad investment themes. There is no requirement as to how towns utilise the funding across the 3 themes. But we would expect to see at least one intervention per theme covered in the Long-Term Plan, unless towns justify an alternate approach.

#### **Safety and security**

Tackling crime and anti-social behaviour is a priority for turning around local areas and ensuring business can thrive. It is impossible to level up a town if people do not feel safe to go into the town centre. Towns that feel unsafe:

- drive away shoppers
- deter investors
- undermine the norms and behaviour that underpin a thriving society

The increase in shop vacancy rate and decrease in footfall has resulted in high streets becoming prime locations for anti-social behaviour, diminishing pride in place. The [Anti-Social Behaviour \(ASB\) Action Plan](#) launched this year in England and Wales, to make our streets safer and treat anti-social behaviour with the urgency it deserves. To support this, towns can use the funding provided through the Long-Term Plan for Towns to help reduce crime and improve safety in the local area.

Interventions and the use of powers could include:

- new and improved security infrastructure, such as CCTV and streetlights
- additional hotspot policing
- local authority wardens

Recognising the scope for potential overlap between the role of the Town Board and a Community Safety Partnership (CSP), in England and Wales, who in some instances may already be carrying out interventions such as this, we encourage Town Boards to proactively engage with the relevant CSP in their town to ensure a consistent approach and avoid duplication. See the [Home Office's guidance on CSPs for more information](#).

## **High streets, heritage and regeneration**

As research from [More in Common](#) and [Power to Change](#) has found, ‘for many people, nothing epitomises local neglect more than the state of their local high street’. Since the 1960s, our high streets have centred around retail, however, increasing overhead costs, an oversupply of retail space, the growth of out-of-town shopping centres and online shopping have created a challenging local retail environment.

A hollowing out of high streets and town centres can affect the liveability of a place. This makes it less attractive for, and harder to retain, skilled workers, often resulting in towns having an older population and creating an economic environment that exacerbates these demographic challenges.

To ensure they remain the beating heart of our towns and can offer opportunities to local people, traditional high streets need help to adapt and diversify their offer. Towns can use this funding to enhance their town centres, making them and their buildings more attractive and accessible to residents, businesses, and visitors. Interventions and the use of powers could include:

- preserving and improving heritage sites in the town
- creating and maintaining parks and green spaces
- establishing Business Improvement Districts
- running high street rental auctions.

## **Transport and connectivity**

The ease with which residents can access high streets, jobs and local shopping centres is critical if towns are to thrive into the future. This means offering transport options, such as:

- linking different parts of the town with new infrastructure
- providing safe ways for people can walk or cycle into the centre
- ensuring public transport options are viable and accessible.

While improving transport connectivity is a critical component of levelling up, it alone will not turn around the economic fortunes of a place. Investment will need to be used alongside other themes, particularly safety and security, to ensure that transport options are seen as attractive and safe. Used well, this funding could make towns more connected and easier to find good quality and affordable parking - increasing footfall and viability – to high streets and local shopping centres, and accessibility to local employment opportunities.

Interventions and the use of powers could include:

- new infrastructure schemes
- road improvements, such as fixing potholes or improving congested junctions

- new programmes to encourage cycling
- making the town centre more walkable and accessible

## **Annex A: Town Board governance requirements**

### **1. Transparency**

In line with the principles of public life, the operations of the Town Board must be transparent.

The Town Board should publish membership and governance arrangements (including minutes of meetings and decision logs) on the lead council's website.

We expect Town Boards to meet quarterly and to publish:

- a documented decision-making process outlining the voting rights of the board
- profiles of board members
- all board papers in advance of the meeting within 5 working days
- draft minutes of meetings following the meeting within 10 working days
- final minutes, once approved by the board within 10 working days
- any conflicts of interest reported, within the published minutes

Town Boards should follow lead council governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public.

### **2. Code of conduct**

All Town Board members should sign up to a code of conduct based on the Seven Principles of Public Life (the Nolan Principles).

There should be clear processes for managing conflicts of interests (both commercial, actual, and potential) in decision making, which apply to all involved with the work of the Town Board.

### **3. Declaration of interests**

The lead council should provide guidance on:

- the financial and non-financial interests individuals must declare
- the process Town Board members must follow for declaring interests
- the process for requesting an exemption

Town Board members must then complete a declaration of interests, which the lead council will then hold. This can be in a format the lead council already uses.

Town Board members are responsible for declaring their interests before the Town Board considers any decisions. The lead council must record:

- actions taken in response to any declared interest
- any gifts or hospitality given to the Town Board or individual members

## **Annex C: List of policy interventions**

We encourage Town Boards to engage communities and review the interventions below. They should submit the most appropriate interventions as part of their Long-Term Plan, following the above guidance. The case for support for the interventions has already been agreed, simplifying the Long-Term Plan process.

The interventions are flexible so places can focus on what best meets their local needs. Town Boards should consider how they can implement interventions to suit local characteristics, reflecting the opportunities and challenges that their communities face.

Town Boards can also take forward interventions outside of this list if they submit an outline business case to DLUHC as part of their Long-Term Plan. This should be based on numeric evidence where possible.

### **Safety and security interventions**

S1: Design and management of the built and landscaped environment to 'design out crime'. This might include:

- promoting the active use of streets and public spaces throughout the daytime and evening
- improvements to streetlighting
- installation of new CCTV

S2: Engage with Police Force and together consider interventions to focus on visible crime prevention in defined areas places. Interventions could include:

- hotspot policing
- problem-oriented policing

S3: Measures to prevent anti-social behaviour, crime and reduce reoffending. These might include:

- sports programmes designed to prevent crime and reduce reoffending
- mentoring
- police-led pre-charge diversion models for young offenders
- focused deterrence strategies
- halfway house programmes

S4: Measures to reduce repeat burglary. These might include:

- Neighbourhood Watch
- provision of crime prevention advice
- property marking
- target hardening (increasing the security of a property)
- cocoon watch (provision of crime prevention advice, support and guidance to neighbours and surrounding addresses of burgled properties)
- alley gating

## **High streets, heritage and regeneration interventions**

H1: Funding for place-based regeneration and town centre and high street improvements, which could include better accessibility for disabled people, including capital spend and running costs. This might include:

- regenerating a town square or high street
- public realm improvements, for example street furniture or other decorative improvements
- the delivery of outreach, engagement and participatory programmes for community spaces, including youth centres and public libraries

H2: Funding for new or improvements to existing, community and neighbourhood infrastructure projects and assets including those that increase communities' resilience to natural hazards, such as flooding, and support for decarbonisation of facilities, energy efficiency audits, and installation of energy efficiency and renewable measures in community buildings (including capital spend and running costs). This might include:

- building new or updating existing defences to increase communities' resilience to natural hazards like flooding or coastal erosion

H3: Creation of and improvement to local green spaces, community gardens, watercourses and embankments. Improvements to the natural environment and the

incorporation of more of these natural features into wider public spaces. This might include:

- development of a new park, particularly in areas with the least access to greenspace
- development of a new park or community garden
- improvements to a canal towpath, particularly in more deprived neighbourhoods
- urban or riparian tree planting
- changes to management of green spaces and verges
- regeneration of existing parks or community gardens, particularly in areas with poor quality parks and gardens
- improving access to existing parks

H4: Enhanced support for arts, cultural, heritage and creative activities, projects and facilities and historic institutions that make up the local cultural heritage offer. This might include:

- the delivery of events programmes for community spaces, including youth centres and public libraries
- the development, restoration or refurbishment of local natural, cultural and heritage assets and sites

H5: Support for local arts, cultural, heritage and creative activities. This might include:

- funding for maker spaces
- funding for local art galleries, museums, libraries for exhibitions
- support for displays for artists to showcase work
- locally led music and theatre performances, tours, author events and film screenings
- funding for cultural, heritage and creative events
- support for outreach, engagement, participatory programmes as part of wider local arts, cultural, heritage and creative activities
- support for the establishment and development of cultural, heritage collaborative networks to share knowledge locally

H6: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area. This might include:

- campaigns promoting the local area and its culture, heritage, leisure and visitor offer to residents and visitors
- campaigns to encourage visitors from further afield to visit and stay in the region, collaborating with other places where appropriate

H7: Funding for impactful volunteering and social action projects to develop social and human capital in local places. This might include:

- funding for local volunteering groups, such as youth charities and carer's groups
- support for people to develop volunteering and social action projects locally

H8: Funding for local sports facilities, tournaments, teams and leagues; to bring people together. This might include:

- renovation and maintenance of existing sports facilities
- support for community sports leagues
- regeneration of an unused area to build sports facilities
- creation of new 3G sports pitches and other sports facilities

H9: Investment in capacity building, resilience (which could include climate change resilience) and infrastructure support for local civil society and community groups. This might include:

- funding for community spaces, such as village halls, libraries or community centres for local civil society and community groups to use
- support for people to develop volunteering and social action projects locally

H10: Investment and support for digital infrastructure for local community facilities.

H11: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses. This might include:

- funding to support the establishment and ongoing running of a new open air market
- business support activity for entrepreneurs

H12: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally. This might include:

- development of local visitor trails and tours
- grants for the development, promotion and upkeep of local tourist attractions
- development of other local visitor experiences based around the local offer

H13: Grants to help places bid for and host international business events and conferences that support wider local growth sectors. This might include:

- grants to bid for, secure and hold a conference for a leading sector locally

## **Transport and connectivity interventions**

T1: Support for active travel enhancements in the local area. This might include:

- creation of new foot paths and cycle paths, particularly in areas of health need or social inequalities
- upgrading of existing foot paths and cycle paths, particularly in areas of health need or social inequalities

T2: Funding for bus infrastructure and connections to speed up journeys. This might include:

- traffic signalling improvements
- bus lanes and corridors
- improved passenger information

T3: England and Scotland Only: Additional revenue funding added to the Bus Service Improvement Programme Plus (BSIP+) funding model from June 2024 - that would award funding to LTAs based on a connectivity scoring so they could undertake activities that would boost economic growth.

T4: Funding for new, or improvements to road networks to improve access within and to the town. This might include:

- traffic management improvements to relieve congestion
- road safety
- highway maintenance (including potholes)

T5: Funding to improve rail connectivity and access. This might include:

- adding stations along existing lines
- improved accessibility and journey quality at and around stations
- improved passenger information

T6: Reducing vehicle emissions. This might include:

- EV charging facilities
- procuring zero emission buses

T7: Investment and support for digital infrastructure for local community facilities.

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