

Appendix 1

A new toolkit for towns in England as set out in [Our Long-Term Plan for Towns](#)

- 1 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.**
- 2 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.
- 3 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.
- 4 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.
- 5 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.
- 6 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.
- 7 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.**
- 8 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 HSRAs and take action on vacant shops and buildings that blight the high street and bring down economic potential.
- 9 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

10 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

Appendix 2

List of policy interventions

This information is taken from the Long-Term Plan for Towns Guidance from Government.

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. 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

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.

Appendix 3

Allocation of funding over the 10-year life span of the Long-Term Plan for Towns initiative

| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | Total |
|--------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------------|
| Total RDEL per place £(000) | 250 | 672 | 449 | 449 | 449 | 449 | 454 | 467 | 467 | 467 | 4,573 |
| Total CDEL per place £(000) | | 2,096 | 1,605 | 1,605 | 1,605 | 1,605 | 1,605 | 1,605 | 1,605 | 1,605 | 14,936 |
| Total amount per place £(000) | | | | | | | | | | | 19,509 |

RDEL = Resource Department Expenditure Limits

CDEL = Capital Department Expenditure Limits

Wisbech Town Board

Terms of Reference

Chair: To be confirmed at initial Town Board meeting in May 2024

Vice Chair: Newly elected Chair to decide if a Vice Chair is required, in the event that the Chair is unavailable to Chair a meeting.

| BOARD MEMBERSHIP (with voting rights) | |
|---|--|
| Chair-elect | Iain Kirkbright |
| Member of Parliament | Steve Barclay |
| Fenland District Council Member | Cllr Sam Hoy |
| Wisbech Town Council Member(s) | Cllr Susan Wallwork |
| Police and Crime Commissioner (PCC) or their Representative | Chair to invite the PCC or ask the PCC for a senior local Police Officer to attend as the PCC's representative |
| Local community member | Louise Pitt |
| Local community member | Amanda Scott |
| Local community member | Paul Faulkner |
| Local community member | Didem Ucuncu |
| Serving member of CCC | Cllr Steve Tierney |
| Serving member of CPCA | Cllr Chris Boden |

Officer attendees (no voting rights):

| | |
|-------------|--------------|
| FDC Officer | Matt Wright |
| FDC Officer | Phil Hughes |
| FDC Officer | Simon Machen |
| FDC Officer | Jo Blackmore |

Responsibilities of the Board:

To work together to shape and manage the investment of the Long-Term Plan for Towns Funding from the Department for Levelling Up, Housing and Communities through the development of a 10-year Vision document and the development of a 3 year delivery plan.

To explore new ways of working to maximise the impact of resource deployment within core organisations to address the priorities for the community identified in the Vision document.

To seek to add social value to the Wisbech Long Term Plan for Towns project by considering wider socioeconomic, environmental and health impacts through the Vision document and the 3-year Delivery Plan.

To work together to deliver a collaborative approach towards strategic interventions which improve the long-term opportunities for the community.

To explore and progress opportunities to deliver against the Vision for Wisbech town.

To provide support and advice to the accountable body (Fenland District Council) in developing and managing the Vision plans in accordance with Government requirements.

To explore and maximise synergy of the Vision with other projects that are already underway or planned within the town.

To maintain strategic oversight of the Vision document.

To approve the 3 year Delivery Plan and monitor delivery performance against that Plan.

To ensure that the project team has sufficient resource, knowledge and capacity available to deliver the objectives of the Delivery Plan.

To ensure the necessary liaison arrangements are in place to maximise capacity and resources across a range of potential partners within the town and regionally and nationally, and to work collaboratively to deliver the shared objectives of the Vision.

To ensure the views of the community are represented and considered through the development of the 10-year Vision and 3-year delivery plan and communicated effectively to the local community through the development of a communications plan.

Professional and Administrative Support:

Fenland District Council (FDC) shall act as the accountable body and FDC's governance and financial procedures will apply when developing and delivering Town Board recommended projects and initiatives.

Advice, Board management and administrative support to the Board will be provided by professional Fenland District Council officers.

Quorum:

The quorum for meetings in terms of voting Members of the Board will be determined at the inaugural meeting in May 2024.

Where applicable, FDC may have a number of supporting officers in attendance, however officers cannot vote.

If there is no quorum at the published start time for the meeting, the meeting can proceed and if the meeting becomes quorate within 30 minutes of the published start time, decisions can be made at the meeting so long as sufficient members are present for it to remain quorate when the decisions are made.

No decisions taken by the Board will be binding upon individual partner organisations — each organisation will be subject to their normal governance processes and expected to seek appropriate authority where relevant, as a result of any decisions / recommended actions determined by the Board.

Frequency of Meetings:

Meetings will be held monthly. The frequency of meetings can be varied following a discussion and vote of the Board, at the discretion of the Chair.

Conduct:

Board members shall be bound by the Code of Conduct Document.

Notice of and invitations to meetings (apart from the inaugural meeting):

At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the Board. The agenda will give the date, time and place of each meeting and specify the business to be transacted and will be accompanied by such details as are available.

The meeting dates, agenda and accompanying documents will be made publicly available.

Voting:

Board members commit to seek, where possible, to operate on the basis of consensus.

Should it not be possible in a specific instance to find a consensus, the decision will be made on the basis of a simple majority. Where there is an equality of votes cast the Chair will have a second and casting vote.

Matters which are the responsibility of the Accountable Body, (for externally secured funding) will be referred to Fenland District Council. This includes taking responsibility for the appropriate defrayal of all funding. The Council will not be bound by decisions of the Board as this would potentially compromise the Council's position as accountable body.

Declaration of Interests:

Board Members will be required to declare any interests in line with the Code of Conduct Document at the relevant time outlined by the agenda for each meeting. A register of interests declared will be held by the Board Secretary and will be available publicly.

Minutes:

The Chair will move that the minutes of the previous meeting be signed as a correct record. Once approved the Chair will sign the minutes of the prior meeting's proceedings.

Wisbech Town Board Code of Conduct

The Wisbech Town Board has adopted this code setting out the expected behaviours required of Board Members, acknowledging that they each have a responsibility to represent the ambition of the Vision for Wisbech and are also agreeing to work constructively with Fenland District Council's delivery officers and partner organisations to develop and deliver the Vision and associated 3-year delivery plan as stipulated by the Department for Levelling Up, Housing and Communities (DLUHC).

The Role of the Wisbech Town Board in relation to the Vision for Wisbech is to;

- Develop and agree an evidenced based 10-year Town Investment Plan delivered to DLUHC before November 1 2024, comprising of:
 - 10-year Vision
 - 3-year Investment Plan
- Agree a clear programme of interventions for Wisbech
- Coordinate resources and influence local stakeholders to facilitate delivery
- Approve submission of the Vision and 3-year delivery plan to DLUHC
- Self Govern and work closely with Fenland District Council as the Accountable Body

Board Member Standards:

When acting in a Board Member capacity, members must be committed to behaving in a manner that is consistent with the Nolan principles (The Seven Principles of Public Life - [The Seven Principles of Public Life - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/the-seven-principles-of-public-life)) to achieve best outcome for residents and to maintain public confidence in the actions of the Board;

SELFLESSNESS:

Members of the Board should act solely in terms of the public interest.

INTEGRITY:

Members of the Board must avoid placing themselves under any obligation to outside individuals or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

OBJECTIVITY:

Members of the Board must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

ACCOUNTABILITY:

Members of the Board are accountable for their decisions and actions to the public and must submit themselves to the scrutiny necessary to ensure this.

OPENNESS:

Members of the Board should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

HONESTY:

Members of the Board should be truthful.

LEADERSHIP:

Members of the Board should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Conflict of Interests

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

A conflict of interest arises where a Board Member or

- a close associate of a Board Member
- an immediate family member of a Board Member,
- a business or an, organisation in which a Board Member has an interest, a significant shareholding or is in a position of control in;
- or the employer of a Board Member

has an interest in a matter which is the same as, connected to or may be affected by the matter under discussion.

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 Member's judgement of the Board's interest in the matter, then the Board Member must declare the interest at the start of the meeting and must not vote on the matter. However, due to the nature of information the Board Member may have relating to the topic under discussion, such as financial, viability, feasibility and volume, the Board Member will be able to take part in the debate.

A Register of Interest will be maintained by the District Council and will be available publicly and will include the following, with any other conflicting interests to be declared and added to the register as detailed above.

- Employment
- Any beneficial interest in land in the town
- Positions of significant control in any businesses or voluntary of charitable organisations such as owner, director, trustee or ownership of 25% or more of the share capital
- Extend to interests of partners regarding the matter above.

Registration of Gifts and Hospitality

Board Members must register in the Register of Members Gifts and Hospitality, held by the Council's Monitoring Officer any gift or hospitality worth £50 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.

Complaints

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;

Fenland District Council,
Fenland Hall,
County Road,
March,
PE15 8NQ

Or email the Complaints team at 3cs@fenland.gov.uk

The complaint should set out as follows;

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

An appropriate FDC Officer will review the complaint and determine if the Board Member was acting in an official capacity and if the complaint was proven, and whether a Nolan Principle may have been breached. If both of these are criteria are met, the complaint will be referred to the Chair of the Wisbech Town Board (or Deputy Chair in the event that the Chair is subject to a complaint).

Removal of a Board Member from the Board

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

This may only occur when;

- The Board Member has been given at least 14 days 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
- 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 the Board's decision to terminate the membership of a Board Member.

Composition of the Town Board

COMPOSITION OF THE TOWN BOARD

1. In December 2023, DLUHC published the "Long-Term Plan for Towns - Guidance for Local Authorities and Town Boards". This guidance is published in full at www.gov.uk/dluhc. This guidance was supplemented in a further publication by DLUHC on 6th March 2024, under which Wisbech was designated by DLUHC as one of the additional towns to benefit from funding for a Town Board.
2. The guidance is, with the few exceptions given below in paragraphs 3 to 7, wholly non-prescriptive as to the membership of Town Boards, with membership varying dependent upon the local context. The Town Board must be a community-led institution that builds civic capacity in the town. The Town Board must be chaired by a local community leader or local businessperson.
3. The Independent Chair should be invited to take up the role by the local authority, considering who is best placed to convene partners and is a respected figure in the community. The Chair must not be the MP or an elected member in any authority.
4. The Chair should act as a champion for the town and provide leadership for the Town Board, ensuring it is community-led and embedded within the local area.
5. The relevant local MP must sit on the Town Board.
6. In two-tiered local authority areas such as Fenland, there should be a County Councillor and a District Councillor on the Board.
7. A Senior Representative of the Police must be a member of the Board. This will be the Police & Crime Commissioner although, subject to the agreement of the Chair, it may be a local senior representative from the Police who can act as an alternative. Should a Town Board feel that they require further contribution from the Police, noting particularly the different skills and input that could be provided by an operational representative, then it is within their discretion to invite whomever they deem appropriate to sit on the Board.
8. In the case of Wisbech, the Chair and the local authority agree that there is no suitable existing Board which can be utilised as the Town Board, and the Chair has therefore engaged with the local authority to agree that a new Town Board be established, with membership as listed in Appendix 4. Town Boards should be run by local people, for local people, to support local communities by putting them in control.

9. In considering the membership of the Town Board, it has been noted that the guidance states that the membership of a Town Board should be tailored to local context and is at the Chair's discretion, but might comprise (inter alia) individuals from community partners, local businesses and social enterprises, cultural, arts, heritage and sporting organisations, public agencies and anchor institutions.
10. The guidance is entirely silent about Combined Authorities. However, the Chair has agreed, in our particular local circumstances, that it is appropriate to invite the local member of the CPCA Board to sit on the Town Board.
11. On March 23rd, 2024, DLUHC published a technical Q&A on its Long-Term Plan for Towns. This publication included the following additional advice:
- i) By 1 June 2024 DLUHC expects:
- a chair to be appointed to the Town Board
 - local authorities to work with the chair to set up the Town Board or repurpose an existing Town Deal Board
 - a Town Board to be fully established
 - the Town Board start planning and initiating community engagement.
- ii) DLUHC strongly encourages consistency and continuity in terms of Town Board membership, in line with the long-term nature of this programme.
- iii) It is up to the chair of the Town Board to determine membership. The board should comprise representatives from a cross-section of the local community to promote community leadership.
- iv) The guidance is intentionally flexible in terms of Board membership, leaving as much as possible up to the local area to decide.
- v) Town Boards can design their own process to update the membership of the Board, in collaboration with the relevant local authority, which in this case is Fenland District Council. Any updates to the Board membership will need to be communicated to government.