

# Accrington: The Next Chapter

Pride in Place Funding

2026 - 2036

 Funded by  
UK Government

 **Hyndburn**  
Borough Council

# From Heritage to Horizon: Building Accrington's Future

## Introduction from Sami Smithson, Chair of the Neighbourhoods Board

Accrington stands at a moment of extraordinary possibility. With pride in our heritage and confidence in our future, we're ready to write the next chapter of our town's remarkable story. The Pride in Place Funding gives us something precious: a decade-long opportunity to transform ambition into reality. With £20 million and the backing of our communities, we can create lasting change that touches every life in Accrington.

This isn't just about buildings and streets, though we'll restore our heritage and renew our spaces. It's about our people: their health, their opportunities, their pride in calling Accrington home. It's about creating a town where families want to stay, where businesses choose to invest, and where everyone can see themselves in our shared future.

As Chair of the Neighbourhoods Board, I'm inspired by what we can achieve together. This plan balances careful preparation with swift action, delivering visible improvements from day one while building the foundations for transformational change. It's flexible enough to respond to what matters most to our residents, yet focused enough to drive real progress. Our aspiration is simple and powerful: to make Accrington a great place to live, work, and raise a family. A place we can all enjoy and be truly proud of.

Accrington's story has always been one of innovation and determination. From the Spinning Jenny to the world-renowned Accrington brick, from Tiffany glass to the courage of the Accrington Pals - our past is remarkable. We're also proud to be part of football history, as one of the founding members of the Football League in 1888, and home to Accrington Stanley, whose name is known across the nation.

Now we write the next chapter: one of renewal, opportunity, and pride. Together, we will build a brighter Accrington - one where everyone can see, feel, and share in real progress.



## Our Vision: A Town Reborn

### The Accrington We're Creating

Picture Accrington in 2036: a vibrant market town where heritage buildings buzz with life, where green spaces connect our communities, where independent businesses thrive, and where every resident has access to opportunity.

The Accrington Masterplan sets out this inspiring long-term vision, structured around five transformative themes:

**Celebrate Accrington's unique identity**  
honouring our past while building our future

**Encourage enterprise and economic growth**  
creating jobs and opportunity

**Green the town centre**  
bringing nature into the heart of our town

**Connect communities**  
making it easier to get around and bring people together

**Develop town centre living**  
creating homes people are proud to live in

## Our Masterplan Vision in Full

Accrington is a proud market town steeped in industrial, cultural, and architectural heritage.

Celebrating this unique character, the Town Centre will become a vibrant, bustling and thriving place. Revitalised heritage buildings and streets will welcome visitors and locals to sample the best of Lancashire's home-grown produce and diverse mix of local eateries, browse independent shops and cultural venues, and relax in family-friendly green spaces.

Accrington will promote direct connections to the delights of the surrounding Lancashire countryside. Verdant green and blue corridors will reflect the area's landscape character, while vibrant open spaces and animated waterways will reinforce the town's identity as a place that offers its residents and visitors alike wonderful access to nature, walks and green spaces.

The Town Centre will boast a permeable network of safe and attractive cycling and walking routes, connecting surrounding communities into the heart of the town. New homes, businesses, leisure and community activities will drive a growing Town Centre population.

Building on the town's legacy of hard working and dedicated entrepreneurs, distinct neighbourhoods will support communities of innovative and complementary enterprises. New attractive, dynamic and accessible public, social and commercial spaces will host numerous popular events, with diverse leisure facilities for all ages, supporting flourishing business communities to prosper and grow.

We are proud of our history and look forward to a renewed and exciting future.

# Why This Matters: The Case for Change

## Our Proud Heritage

Accrington's story is woven into the fabric of Britain. We invented the Spinning Jenny, produced the Accrington brick that built empires, and gave the nation the Accrington Pals - a testament to courage that still defines us. Accrington houses one of the most significant collections of Tiffany glass outside the United States, we were there at the birth of the Football League in 1888, and Accrington Stanley carries our name with pride across the country every weekend. This heritage isn't just history - it's the foundation of who we are and who we can become.

## The Challenge We Face

Despite our proud past, Accrington faces real challenges today. We're ranked among the 10% most deprived towns in England. Our residents live shorter lives than the national average, earn less, and have fewer qualifications. Too many of our beautiful historic buildings stand empty or under-used. Young people leave to find opportunities elsewhere. These facts don't define us, but they demand action.

## The Opportunity Before Us

Momentum is building. Over £60 million from the Levelling Up Fund and UK Shared Prosperity Fund is already transforming our town square and restoring key buildings. The Market Hall will become a food and drink destination. Market Chambers will be a new cultural venue. Burtons Chambers is being restored for co-working space. These projects prove that change is possible and that Accrington's time has come.

The Pride in Place funding allows us to build on this success - spreading the benefits wider, reaching into our neighbourhoods, and tackling the deeper challenges that have held us back for too long.



## Our Community's Voice

This plan is built on what residents have told us matters most. Through years of consultation - community meetings, surveys, social media discussions, focus groups - you've been clear about your priorities.

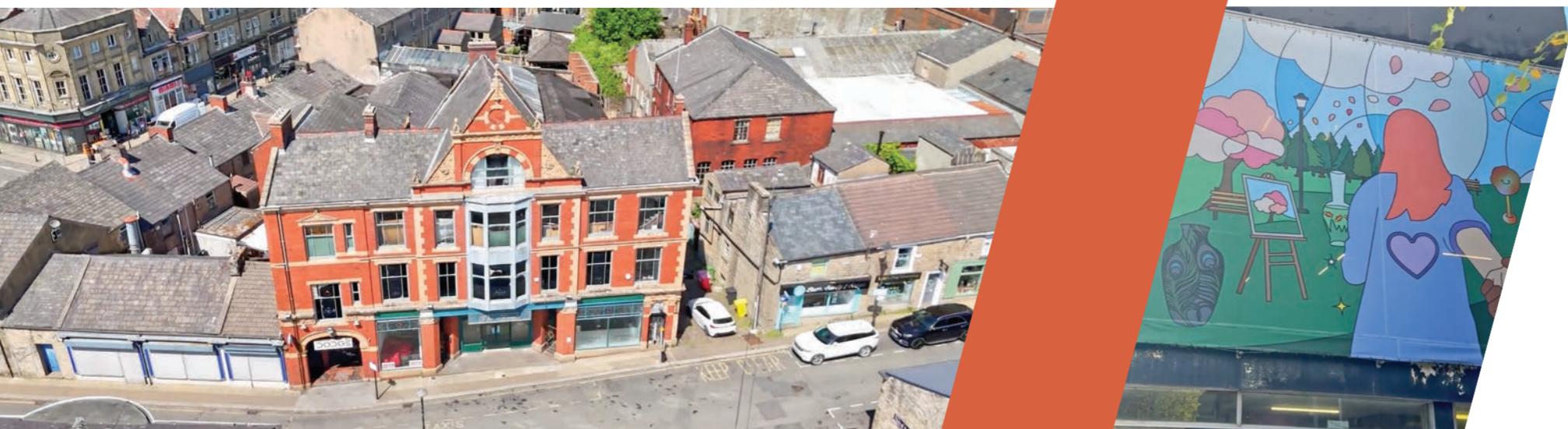
In the month leading up to this submission, we held a dedicated series of consultation sessions focused specifically on this Pride in Place Plan. These recent conversations refined and reinforced the priorities that emerged from earlier masterplan engagement, ensuring this plan truly reflects what matters most to our community right now.

## What You've Told Us

### Your Top 10 Priorities:

1. Safety First - A safer town centre with better lighting, visible security, and action on anti-social behaviour
2. Things to Do - More activities for families, cultural venues, and evening entertainment
3. Clean and Green - Cleaner streets, more green spaces, better-maintained areas
4. Heritage with Purpose - Historic buildings back in use, not left to decay
5. Better Connections - Improved transport, safer walking and cycling routes
6. Modern Infrastructure - Free WiFi, better digital connectivity, accessible facilities
7. Housing That Works - Affordable, energy-efficient homes with good standards
8. Support for Local - More opportunities for local businesses and independent shops
9. Community Spaces - Places where all generations and communities can come together
10. Jobs and Skills - Training, apprenticeships, and pathways to employment

This plan delivers on these priorities.



## Key Facts About Our Town

### Our People:

- Population of around 35,000 in Accrington, 86,000 across Hyndburn
- Younger than regional and national averages
- Diverse communities bringing richness and vitality
- Strong community networks and resilience

### Health and Opportunity Gaps:

- Life expectancy 3 years shorter than national average for men, 3.3 years for women
- Educational attainment below regional benchmarks
- Hyndburn average earnings 7% below national figures
- Economic inactivity higher than average

### Our Strengths:

- Strategic location close to Manchester, Fylde Coast, and national parks
- Lower costs for businesses and housing
- Skilled, adaptable workforce
- Strong manufacturing, textiles, green technology, and engineering sectors
- Growing momentum from recent investment

The challenges are real, but they're not insurmountable. With strategic investment, community partnership, and sustained commitment, we can close these gaps and create opportunity for everyone.

## Regeneration for Everyone

We want Accrington to be a place where everyone belongs. Whether you're young or old, whether you've lived here for generations or just arrived, whether you're raising a family or building a business - this is your town, and this plan is for you.

### Regeneration will create:

- Safer public spaces where everyone feels welcome
- Affordable homes that meet modern standards
- Opportunities to learn, train, and work
- Cultural and leisure activities that reflect our diversity
- Places where different communities come together
- Support for residents at every stage of life

By putting inclusivity at the heart of everything we do, we'll not only improve buildings and streets - we'll strengthen the sense of belonging and pride that makes Accrington special.

# How We'll Deliver: The Four Pillars



Our strategy is built on four interconnected pillars that ensure balanced, lasting impact:

## Pillar 1 - People (Skills, Health and Recreation)

Our towns are nothing without our people. This pillar puts residents at the centre of regeneration, supporting health, wellbeing, skills development, and community connection.

We'll work with NHS, social care, and community partners like the Hyndburn Way network to embed health into regeneration.

**That means:**

- Supporting adults back into training and work
- Creating opportunities for young people not in education, employment or training
- Developing life skills that build resilience
- Better integration of sport, recreation, and health services
- Social prescribing connecting people to community support
- New facilities like the proposed Extra Care scheme on the former Victoria Hospital site

When people thrive, places thrive.



## Pillar 2 - Urban Regeneration and Housing

**Beautiful buildings and vibrant spaces inspire pride.**

Physical renewal is central to our vision, focusing on creating attractive, connected neighbourhoods where people want to live and spend time.

**This means:**

- Restoring historic buildings to their former glory
- Transforming redundant mills into new uses
- Repurposing under-used shops into quality homes
- Improving housing standards across post-industrial areas
- Focusing on key town centre quarters from the station to Abbey Street, Grange Lane, and the viaduct
- Spreading investment across Accrington, with benefits to surrounding communities like Church, Clayton-le-Moors, and Oswaldtwistle

## Pillar 3 - Environment, Transport and Industry

### **A cleaner, greener, more connected town attracts people and businesses.**

This pillar focuses on environmental quality, accessibility, and economic opportunity.

**We'll invest in:**

- Green corridors and pocket parks, bringing nature into the town
- Retrofitting homes to higher environmental standards
- Better connections into the town centre
- Gateway improvements that welcome visitors
- Safer walking and cycling routes
- Electric vehicle charging and sustainable transport
- Support for green technologies, creating jobs
- Promoting Accrington's strategic location to attract business

## Pillar 4 - Delivery, Investment and Monitoring

### **Strong delivery turns plans into reality.**

This pillar ensures every project is credible, fundable, measurable, and accountable.

**We'll ensure:**

- Clear performance measures track progress
- Delivery partners are held to account
- Investment decisions are guided by evidence
- Risks are assessed and managed transparently
- Projects move efficiently from design to delivery
- Outcomes are evaluated and lessons learned

These four pillars work together to deliver balanced, measurable, and lasting impact across every aspect of town life.



## Building on Success: Strategic Fit

This plan doesn't exist in isolation. We're aligning with and building upon strong foundations:

Major Investments Already Secured

**£20 million Levelling Up Fund** - Market Hall, Market Chambers, Burtons Chambers

**Heritage Fund development funding** - Market Chambers with delivery bid planned for 2026

**UK Shared Prosperity Fund** - Town centre public realm and economic development

**Huncoat Garden Village** - £460 million investment delivering 1,816 new homes

**Wilson's Sports Village Leisure Centre** - Strengthening our leisure offer

**Lancashire County Council rail improvements** - Enhancing connectivity

Alignment with Wider Strategies

**Accrington Masterplan Framework (2025)** - Our long-term vision

**Town Centre Investment Plan (2021)** - Foundation for successful funding bids

**Hyndburn Local Plan** - Shaping housing, employment, and infrastructure

**Lancashire 2050 Framework** - County-wide priorities for growth and wellbeing

**Lancashire Growth Plan 2025-2035** - LCCA's blueprint for economic growth

**Lancashire Local Transport Plan 2025-2045** - LCCA's transport transformation strategy

**Get Lancashire Working** - LCCA's plan to tackle economic inactivity.

This Pride in Place funding fills gaps, extends benefits, and ensures recent investments deliver maximum impact for our communities.

## Supporting Surrounding Communities

While the town centre is our immediate focus, we recognise the importance of Church, Clayton-le-Moors, and Oswaldtwistle. We'll support opportunities to develop neighbourhood masterplans for these areas, ensuring regeneration is coordinated, consistent, and mutually reinforcing across the borough.



## Our Delivery Model: Three Tiers of Impact

To deliver balanced, responsive, and visible change, we'll operate a three-tier system during Years 1-4:

### TIER 1: Strategic Capital Projects

Board-Led Major Infrastructure

Purpose: Large-scale projects that transform town centre infrastructure and create lasting impact.

Funding Threshold: £500,000+

Examples of potential projects (all subject to Year 1 feasibility studies, full costings, and Board approval):

#### 1. Integrated Town Centre Security Programme

- CCTV expansion, enhanced lighting, environmental design to reduce crime
- Addresses residents' number one concern

#### 2. Digital Connectivity Infrastructure

- Public WiFi across town centre
- Smart city infrastructure supporting businesses and digital inclusion

#### 3. Electric Car Charging Network

- Hyndburn needs 350 chargers by 2030 (currently has 57)
- Attracts visitors and businesses while meeting residents' needs

#### 4. Gateway and Wayfinding Improvements

- Station approach improvements
- Signage, public art, identity markers
- Creating positive first impressions

#### 5. Green Corridor and Connectivity Projects

- Linking green spaces through walking/cycling routes
- New pocket parks and biodiversity improvements

Year One feasibility studies will determine which projects proceed, provide accurate costings, and identify partnership funding opportunities.

## TIER 2: Match-Fund Partnership Projects

Collaborative Investment with Strategic Partners

Funding Threshold: £100,000 - £500,000 (with partner match funding)

Match-Fund Ratio: Typically 50:50, flexible based on project merit

Examples:

### 1. Community Health Hub

- Partnership with NHS and health providers
- Co-located services in accessible town centre location
- Social prescribing and wellbeing activities

### 2. Youth Opportunity Centre

- Partnership with colleges, training providers, businesses
- Skills development and employment support
- Creative and digital facilities

### 3. Heritage Building Community Uses

- Partnership with community organisations and housing associations
- Affordable workspace, community facilities, social enterprise space

### 4. Sustainable Transport Infrastructure

- Partnership with Lancashire County Council
- E-bike charging, cycle parking, improved bus facilities

### 5. Town Centre Living: Mill Conversion Pilot

- Partnership with housing association or developer
- Demonstrator project for residential conversion
- Energy-efficient affordable homes

## TIER 3: Community Impact Projects

Agile, Community-Led Improvements

Funding Threshold: Up to £100,000

Purpose: Smaller projects delivering immediate, visible benefits and enabling community innovation.

Open to:

- New community-led initiatives
- Existing charities seeking support for aligned programmes
- Local businesses making improvements
- Social enterprises and community interest companies
- Resident groups and informal associations

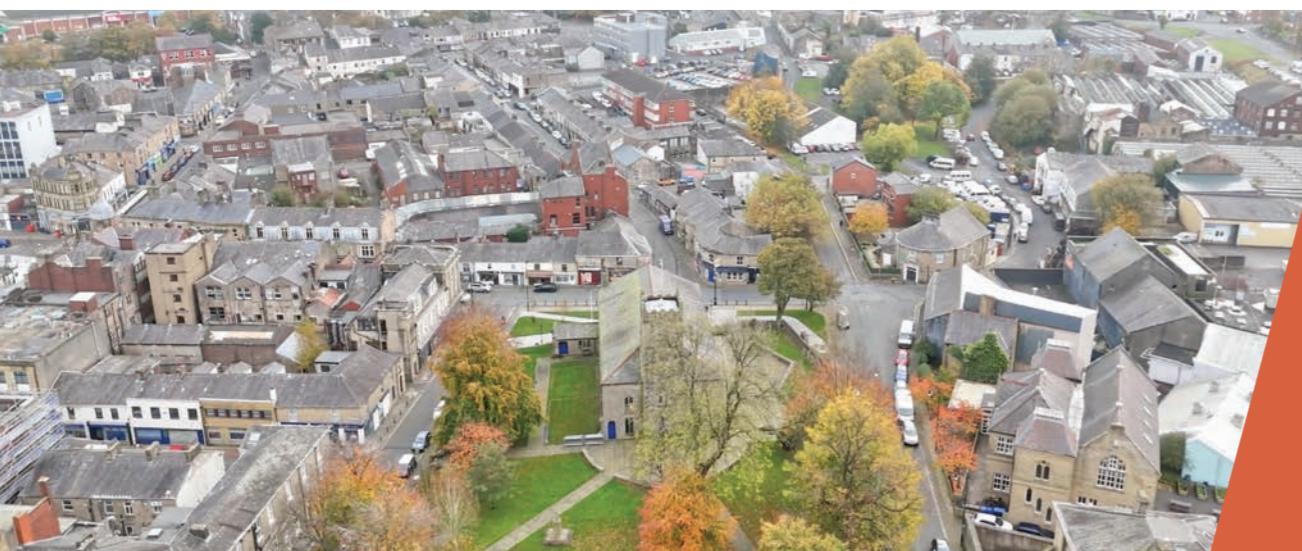
Examples:

1. Shopfront improvement grants
2. Community gardens and growing spaces
3. Youth engagement activities
4. Pop-up spaces and meanwhile uses
5. Street art and cultural animation
6. Community event support
7. Neighbourhood environmental champions
8. Accessibility improvements
9. Local history and heritage interpretation
10. Continuation funding for existing charity programmes delivering against priorities

Year One will develop the Tier 3 framework and deliver initial pilot projects.

Timeline: Years 1-4 (2026-2030)

**Important Note:** While most projects are designed for Years 1-4 delivery, some transformational projects may require longer timescales. Major heritage projects or large-scale infrastructure may be initiated in Years 1-4 with delivery extending into Years 5-10.



## Year One (2026-27): Foundation and Momentum

Strategic Focus: Prepare major projects while delivering quick wins

### Tier 1:

- Commission feasibility studies for major projects
- Develop detailed costings and value for money assessments
- Explore partnership and additional funding opportunities
- Property assessment and place branding strategy
- Board reviews findings and prioritises projects

### Tier 2:

- Issue partnership calls
- Agree first wave of match-funded projects
- Begin feasibility and design for 2-3 priority partnerships

### Tier 3:

- Launch Community Impact Fund
- Deliver 10-15 small-scale projects creating immediate visible change
- Establish meanwhile uses
- Support community events
- Quick wins residents see within first 6 months

### Budget Allocation:

- Tier 1: 30% (feasibility, design, early groundwork)
- Tier 2: 30% (partnership development)
- Tier 3: 25% (immediate visible improvements)
- Capacity and management: 15%

## Year Two (2027-28): Build and Deliver

Strategic Focus: Move major projects into delivery; expand partnerships

### Tier 1:

- Board prioritises projects based on feasibility findings
- Begin capital delivery on approved major projects
- Detailed design and procurement for priority infrastructure
- First phase delivery commences

### Tier 2:

- Full delivery on Year 1 partnership projects
- Second wave of match-funded projects approved
- Youth opportunity hub progresses to delivery
- Sustainable transport infrastructure begins

### Tier 3:

- Continue community impact fund (increased allocation)
- 15-20 new small-scale projects
- Expand shopfront improvement scheme
- Further meanwhile uses established

### Budget Allocation:

- Tier 1: 45% (major capital delivery underway)
- Tier 2: 30% (multiple partnerships in delivery)
- Tier 3: 20% (sustained small project pipeline)
- Capacity and management: 5%

## Year Three (2028-29): Accelerate and Integrate

Strategic Focus: Peak delivery period; all tiers at capacity

### Tier 1:

- Major capital projects in full delivery
- Completion of priority projects from Year 1 feasibility
- Monitoring outcomes and impact
- Consider additional projects based on success

### Tier 2:

- First partnership projects completing and demonstrating impact
- Third wave of match-funded projects approved
- Heritage conversions and housing pilots in delivery
- Expand successful partnership models

### Tier 3:

- 20-25 new community projects
- Evidence base building on what works
- Community capacity strengthened
- Celebration of achievements

### Budget Allocation:

- Tier 1: 50% (peak capital delivery)
- Tier 2: 30% (multiple projects completing and starting)
- Tier 3: 15% (mature, efficient delivery)
- Capacity and management: 5%

## Year Four (2029-30): Consolidate and Evolve

Strategic Focus: Complete first phase; plan for Years 5-10

### Tier 1:

- Completion of projects designed for Years 1-4 delivery
- Continued delivery of multi-year strategic projects extending into Years 5-10
- Evaluation of impact and outcomes
- Business cases for next phase major projects
- Consider replication in surrounding neighbourhoods

### Tier 2:

- Partnerships embedded and mature
- Focus on sustainability and ongoing management
- Transitioning successful projects to independent operation
- Planning next phase partnership priorities

### Tier 3:

- Continue supporting community-led innovation
- Build evidence for what works
- Celebrate successes and community champions
- Prepare for Years 5-10 approach

### Budget Allocation:

- Tier 1: 40% (completing and evaluating)
- Tier 2: 35% (consolidating and planning)
- Tier 3: 15% (continued community support)
- Evaluation and planning for Years 5-10: 10%

# Heritage: The Heart of Renewal

Heritage isn't just about preserving the past - it's about creating a vibrant future. Our restored buildings will be active drivers of town centre life, providing space for businesses, cultural venues, and community activities while reinforcing our sense of pride and identity.

## Complementing Existing Heritage Investment

Market Chambers is particularly crucial given its key Town Square location. The Council has Heritage Fund development funding and plans to submit a delivery bid in 2026. The Neighbourhoods Board may consider how to support this through complementary investment, public realm improvements or meanwhile uses during development, rather than duplicating the primary Heritage Fund investment. More widely, we'll explore how under-used or derelict spaces can be transformed to meet residents' needs and contribute to a thriving town centre. Initial feasibility studies will ensure coordination with Levelling Up Fund projects to create a coherent programme of heritage-led renewal.

## Creating a New Identity: Place Branding

Regeneration isn't just about physical change, it's about how Accrington is perceived. Strategic investment in place branding will transform our town's image and reputation.

### Our Story to Tell

A strong place identity celebrates:

- Our heritage of innovation and determination
- Our transition from industrial past to dynamic future
- Our community resilience and pride
- Our position as a gateway to Lancashire's landscapes
- Our emerging role as an affordable, connected, vibrant town

### Place Branding Activities

- Visual identity and wayfinding
- Digital presence and promotion
- Events and cultural programming
- Business attraction campaigns
- Resident pride initiatives



## Supporting Business Growth

Accrington's cost advantages, skilled workforce, and strategic location make it attractive for business. We'll promote these strengths while investing in green technologies and digital infrastructure to ensure Accrington is recognised as a competitive place to do business.

Supporting business through all three tiers:

- Tier 1: Digital infrastructure and security improvements
- Tier 2: Co-working spaces, training facilities, business support
- Tier 3: Shopfront improvements, start-up spaces, small business grants

**Note: Place branding will require dedicated funding for effective implementation alongside other programme priorities.**

## The Funding: Making Every Pound Count

Pride in Place provides £19.537 million over 10 years (plus £450k capacity funding provided in 2024-25 and 2025-26). The funding is structured as approximately 76% capital (£14.936m) and 24% revenue (£4.599m including capacity funding).

Official Government Funding Profile (Years 1-4: 2026-2030)

The table below shows the official funding allocation from the UK Government:

Year	Total	Capital	Revenue (Delivery)	Revenue (Capacity)	Total Revenue
2026 - 27	£742k	£360k	£232k	£150k	£382k
2027 - 28	£1.992m	£1.736m	£256k	-	£256k
2028 - 29	£2.037m	£1.605m	£432k	-	£432k
2029 - 30	£2.037m	£1.605m	£432k	-	£432k
<b>TOTAL Years 1-4</b>	<b>£6.808m</b>	<b>£5.30m (78%)</b>	<b>£1.352m</b>	<b>£150k</b>	<b>£1.502m (22%)</b>

## Key Budget Characteristics

### Year 1 (2026-27) - Foundation Phase:

- Modest allocation (£742k total) with £360k capital
- £150k dedicated capacity funding for Programme Director recruitment
- Focus on feasibility studies, engagement, detailed design
- Limited capital delivery—primarily preparatory work

### Year 2 (2027-28) - Ramp-Up Phase:

- Significant increase to £1.992m total
- Capital jumps to £1.736m (87% of year's budget)
- Major projects move from design into construction
- Capacity funding ends as systems established

### Years 3-4 (2028-29 and 2029-30) - Sustained Delivery:

- Consistent £2.037m per year
- Sustained capital delivery (£1.605m per year, 79%)
- Higher revenue allocation (£432k per year) for project management

### Indicative Three-Tier Allocation

The following shows how government funding could be distributed across the three-tier system (subject to Board approval and flexibility):

Year	Tier 1 (Strategic)	Tier 2 (Partnership)	Tier 3 (Community)	Capacity Management
2026 - 27	30% (223k)	30% (223k)	25% (186k)	15% (111k)
2027 - 28	45% (896k)	30% (598k)	20% (398k)	5% (100k)
2028 - 29	50% (1.019m)	30% (611k)	15% (306k)	5% (100k)
2029 - 30	40% (815k)	35% (713k)	15% (306k)	10% (204k)
<b>TOTAL</b>	<b>£2.953m</b>	<b>£2.145m</b>	<b>£1.196m</b>	<b>£517k</b>

## Budget Principles

1. Year 1 is preparatory - feasibility and design, not major construction
2. Capital ramps up in Year 2 for major project delivery
3. Tier 1 grows with capital availability
4. Tier 2 maintains consistency for steady partnerships
5. Tier 3 provides early wins - highest proportion in Year 1
6. Capacity funding front-loaded, then absorbed

## Budget Flexibility

The Board, working with the Council as the accountable body, retains flexibility to:

- Adjust tier allocations based on project readiness
- Reallocate between capital and revenue within parameters
- Carry forward underspend
- Bring forward future allocations (subject to government agreement)
- Phase multi-year strategic projects across Years 1-10
- Borrow against guaranteed funding stream

The three-tier percentages are indicative. Final allocations will be based on feasibility findings, community priorities, partnership readiness, and value for money assessments.



# Leadership: Programme Director

The scale and complexity of this 10-year programme requires dedicated, expert leadership. Success depends on having the right capacity in place from day one.

We'll use capacity funding to recruit a Programme Director / Delivery Lead with responsibility for:

- Strategic programme management
- Leading delivery of major capital projects
- Coordinating partnership projects and match-funding
- Overseeing community-led initiatives
- Partnership development across sectors
- Investor attraction and business engagement
- Community leadership - inspiring residents and building confidence
- Performance monitoring and reporting to the Board
- Financial oversight with Hyndburn Borough Council
- Risk management and quality assurance

The Board has developed detailed job requirements to attract high-calibre candidates with proven track records in delivering complex regeneration programmes.

## Supporting Delivery Capacity

The Programme Director will be supported by:

- Council officers with technical expertise
- Project-specific consultants and contractors
- Administrative and coordination support
- Partnership resources from collaborating agencies
- Board members providing strategic oversight and community links

## Measuring Success: How We'll Know We're Making Progress

Success means real, measurable improvements in people's lives. We'll track clear indicators across all areas:

### Economic Vitality

- Increased footfall and dwell time in town centre
- Reduction in commercial vacancy rates
- New business starts and job creation
- Increased employment rates
- Higher average wages and household incomes

### Physical Environment

- Reduction in empty buildings
- Improved housing quality and energy efficiency
- Expanded green space and improved public realm
- Heritage assets back in beneficial use

### Community and Safety

- Improved perceptions of safety (measured through surveys)
- Reduced recorded anti-social behaviour
- Increased usage of town centre evening economy
- Diverse participation in cultural and community activities
- Stronger community networks and social capital

### Health and Wellbeing

- Improved life expectancy indicators
- Increased physical activity levels
- Better access to health and community services
- Reduced health inequalities

### Skills and Opportunity

- Reduced proportion of NEETs
- Increased Level 2 and Level 3 qualifications
- More apprenticeships and training opportunities
- Improved school attainment

### Connectivity

- Increased bus patronage
- More active travel (walking and cycling)
- Improved digital connectivity usage
- Better accessibility for all residents

## Tier-Specific Measures

### Tier 1 Impact:

- Infrastructure delivered on time and budget
- Usage metrics (EV charging, CCTV coverage, footfall, digital uptake)
- Safety perception improvements
- Partnership leverage achieved

### Tier 2 Impact:

- Match funding secured (£ for £)
- Partnership sustainability beyond initial funding
- Service reach and usage
- Community satisfaction with facilities

### Tier 3 Impact:

- Number and diversity of projects delivered
- Mix of new initiatives and support for existing programmes
- Community organisations strengthened
- Resident engagement levels
- Speed of delivery
- Innovation and learning captured

## Reporting and Accountability

- Quarterly: Internal Board reports from Programme Director
- Annually: Public annual report with outcomes data and community feedback
- Real-time: Project dashboards and financial monitoring
- Public engagement: Regular community updates and consultation

The Board will ensure compliance with environmental considerations, procurement regulations, and equality duties throughout delivery.

## Key Milestones 2026-2030

### 2026-27:

- Three-tier delivery model operational (Q1)
- Programme Director appointed (Q1)
- First Tier 3 projects delivered (Q2)
- Tier 1 feasibility studies commissioned (Q2)
- Partnership agreements for first Tier 2 projects signed (Q3)
- Place branding strategy launched (Q4)

### 2027-28:

- Major capital works commence on Tier 1 projects
- First Tier 2 partnership projects in delivery
- 10+ Tier 3 projects completed and demonstrating impact
- Monitoring and evaluation of early projects underway

### 2028-29:

- Major Tier 1 projects completing or in full delivery
- Priority infrastructure operational and demonstrating impact
- Multiple Tier 2 projects completing
- Sustained pipeline of Tier 3 community projects
- Mid-term evaluation completed

### 2029-30:

- Completion of projects delivered within Years 1-4 timeframe
- Continued delivery of strategic multi-year projects extending into Years 5-10
- Comprehensive evaluation of completed projects
- Business cases for Years 5-10 approved
- Celebration of achievements and learning shared

## Skills, Resources and Support

### Delivery of this plan will draw on:

- Programme Director leading strategic delivery and coordination
- Council officers with expertise in regeneration, finance, legal, and cultural development
- Specialist consultants for feasibility, design, engineering, and technical studies
- Partnerships with local businesses, education providers, health organisations, community, faith and voluntary sector organisations
- Third-party project management support where required
- Additional technical support or shared learning from government and peer authorities where needed

## Alignment with Government Objectives

The Pride in Place Funding provides a 10-year framework aligned with government's three objectives:

- Creating thriving places - investing in local environments and infrastructure to revitalise areas
- Strengthening communities - fostering connection, resilience, and local capacity
- Empowering people to take back control - shifting decision-making power to local boards and communities



# Looking Ahead: The Next Decade

This plan sets out our roadmap for Years 1-4. Beyond 2030, we'll build on the foundations laid, extend successful models into surrounding neighbourhoods, and continue the transformation that will make Accrington a place of opportunity and pride for generations to come.

The journey starts now. Together, we will build the Accrington we all deserve.

## Declarations

This plan has been developed by the Neighbourhoods Board for Accrington, who will ensure compliance with all requirements set out in government guidance, including the public sector equality duty.

The Chair of the Neighbourhoods Board:  
Sami Smithson



# Annex: Governance and Accountability

## Accountable Body and Governance Structure

The Neighbourhoods Board provides local leadership, community insight, and strategic direction for the programme.

**Hyndburn Borough Council** is the accountable body for the Pride in Place Strategy and holds ultimate legal and financial responsibility for the programme, including accountability to government for ensuring that all funding is used in accordance with grant terms and conditions, Managing Public Money principles, and all relevant legal and regulatory requirements.

## This includes:

- Final approval of expenditure
- Procurement, contract execution and legal commitments
- Financial reporting and compliance assurance to government
- Oversight of risk management and audit functions

The Section 151 Officer (Chief Finance Officer) and Monitoring Officer provide statutory oversight and advice to both the accountable body and the Board, and their professional judgment on matters of financial propriety and legality is binding.

## Board Governance and Transparency

The Neighbourhoods Board operates in accordance with gov.uk guidance on neighbourhood boards and adheres to established governance principles.

## The Seven Principles of Public Life (Nolan Principles)

All Board members have signed up to a code of conduct based on the Seven Principles of Public Life:

- Selflessness – Acting solely in the public interest
- Integrity – Not placing themselves under any obligation to people or organisations that might influence their work
- Objectivity – Making decisions on merit
- Accountability – Submitting themselves to scrutiny and being accountable for their decisions and actions
- Openness – Being as open as possible about decisions and actions
- Honesty – Being truthful
- Leadership – Promoting and supporting these principles by leadership and example

## Transparency Requirements

The Board is committed to operating transparently.

The following will be published on Hyndburn Borough Council's website:

- Board membership and profiles of board members
- All board papers in advance of meetings (within 5 working days)
- Draft minutes of meetings (within 10 working days following the meeting)
- Final approved minutes (within 10 working days of approval)
- Conflicts of interest declarations within published minutes

The Board will meet at least quarterly. The default position is that all papers are open to the public, with private reports only considered in accordance with established governance procedures and relevant legislation (including the Local Government Act 1972). Where decisions or documents are withheld from public view, this will be properly justified under legal obligations and the reasons will be clearly recorded. Extraordinary Board meetings may be called where programme delivery, compliance, or governance issues require urgent attention.

Appropriate officers will attend Board meetings to provide advice on governance, legal, and financial matters.

## Conflicts of Interest

The Board follows established guidance on conflicts of interest, including:

- The financial and non-financial interests individuals must declare
- The process Board members must follow for declaring interests
- The process for requesting exemptions where appropriate
- The circumstances in which members must recuse themselves from decisions

All Board members have completed a declaration of interests, which is held by the accountable body and published on its website. Members are required to update their declarations promptly when circumstances change and must declare interests at the start of any meeting where relevant matters are to be discussed.

An official register of interests is maintained and monitored for compliance, recording:

- All declarations made by Board members
- Actions taken in response to any declared interest
- Any gifts or hospitality received by the Board or individual members
- Any exemptions granted and the justification for them

As vested members of the community, it is reasonable that many Board members will have interests that may indirectly benefit from the Board's work. This does not preclude individuals from joining the Board, but interests must be declared, and members will recuse themselves from decisions where they have a material interest. The Monitoring Officer provides advice on complex or disputed conflicts of interest, and their determination is final. Board members who fail to comply with conflicts of interest requirements or whose conduct brings the programme into disrepute may be removed.

## Managing Public Money Principles

As the accountable body, Hyndburn Borough Council is responsible for ensuring that all Pride in Place funding is managed in line with Managing Public Money principles, providing financial oversight, conducting assurance activities, and reporting to government on programme compliance and performance.

The Board makes recommendations to the Council, as the accountable body, in respect of investment decisions. The Council will ensure that expenditure complies with relevant legislation, appropriate budgetary authority, and the terms and conditions of the Pride in Place funding.

This is ensured through:

- Verifying that all spending is within legal powers and grant conditions
- Confirming that expenditure is for purposes intended by government
- Ensuring that projects are within the scope of pre-approved interventions or properly approved off-menu activities
- Maintaining financial controls and segregation of duties
- Ensuring that Subsidy Control requirements are met

The Board will endeavour to ensure its recommendations align with these requirements. The Section 151 Officer has the authority to refuse or suspend any expenditure that does not meet the requirements.

## Propriety

All expenditure must observe the highest standards of public conduct, ensuring fairness and impartiality.

Propriety is ensured through:

- Maintaining and enforcing procurement policies
- Operating transparent grant assessment processes
- Managing conflicts of interest rigorously
- Ensuring ethical decision-making throughout the programme
- Investigating and addressing any concerns about impropriety

The Board will conduct its business with integrity, transparency, and in accordance with established standards. Any concerns about propriety must be reported immediately to the Council's Monitoring Officer.

### **Value for Money**

The programme must achieve value for money - the optimal use of resources to achieve intended outcomes.

The Board and the Council will embed value for money considerations in all investment decisions through:

- Competitive procurement processes in accordance with procurement rules and Public Contracts Regulations
- Cost-benefit analysis for major investments
- Assessment and documentation of options and alternatives
- Monitoring of delivery costs against benchmarks and industry standards
- Evaluation of outcomes achieved relative to investment

### **Feasibility**

The Board will assess all proposed projects for deliverability, with realistic timescales, available capacity, and manageable risks. It will only recommend projects where there is reasonable confidence in successful delivery and sustainable outcomes.

A risk register will be maintained for the programme, and projects that present unacceptable risks to public funds or reputation will not be approved.

### **Audit, Assurance, and Compliance**

Oversight of the programme will include:

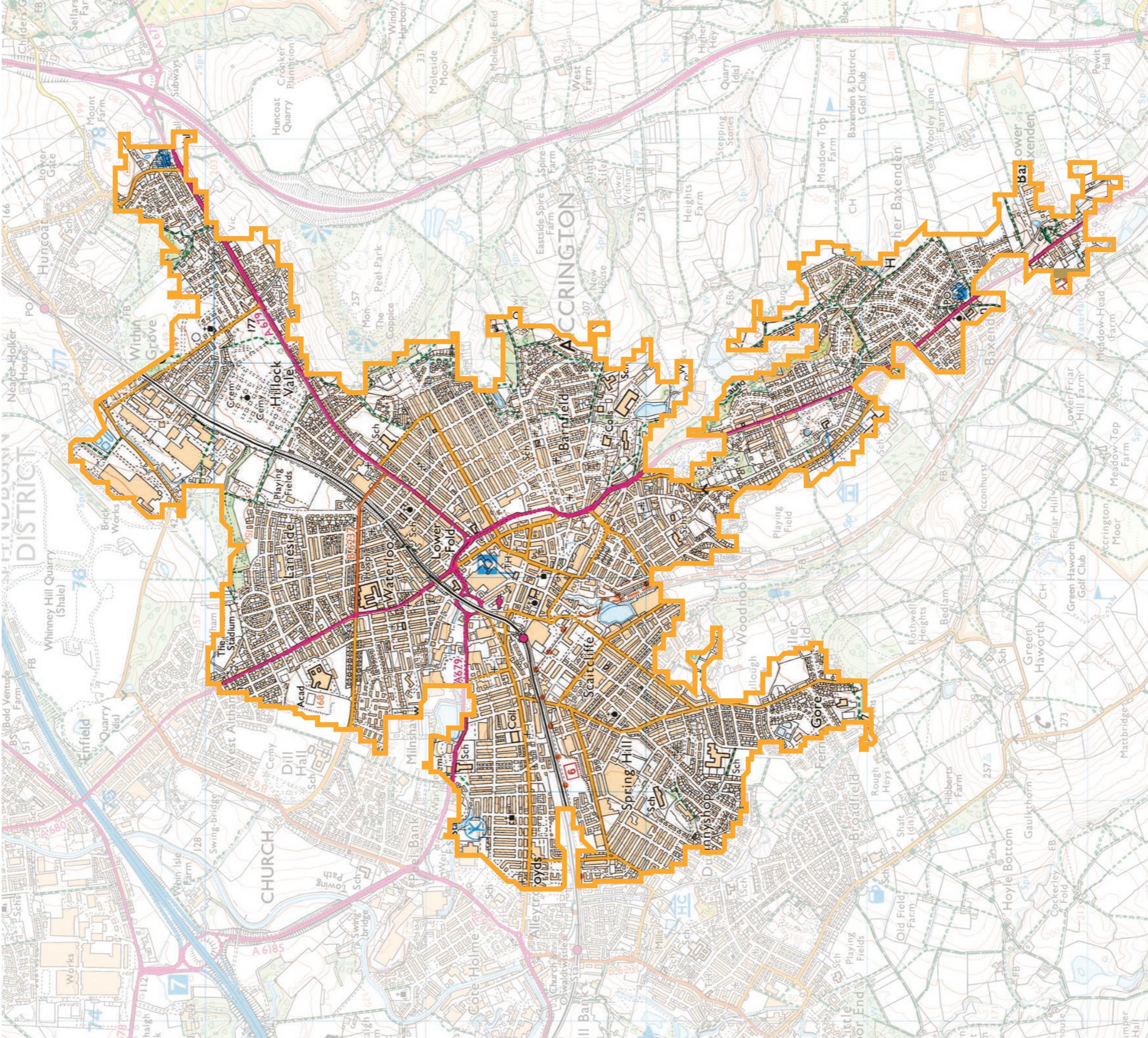
- Regular financial monitoring and budget variance reporting
- Compliance checks on expenditure, subsidy control and procurement
- Risk and issue management
- Internal audit reviews in accordance with the audit plan
- Cooperation with external audit and government assurance reviews
- Reports to the relevant committee
- Reporting to government as required under grant conditions

### **Governance for Three-Tier Model**

- Tier 1: Full Board approval with detailed business cases and public consultation
- Tier 2: Board approval with streamlined process for partnership projects meeting criteria
- Tier 3: Delegated authority to sub-committee or officers against clear published criteria; regular reporting to Board



# Investment Area



**Hyndburn**  
Borough Council



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to be added to the mail list.

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