

REPORT TO:	Resources Overview and Scrutiny Committee
DATE:	29th July 2026
REPORT AUTHOR:	Stuart Sambrook (Policy Manager)
TITLE OF REPORT:	Review of progress made against the Corporate Strategy 2025 to 2030

1. Purpose of Report

- 1.1 To update the Committee on progress made against the actions set out in the Corporate Strategy 2025–2030, adopted in July 2025.

2. Recommendation

The Committee:

- 2.1 Note the report;
- 2.2 Review progress made against the Corporate Strategy actions (monitoring the success of the strategy);

3. Background

Corporate Strategy:

- 3.1 In July 2025, the Council published its latest Corporate Strategy, ***Building a Better Hyndburn for Everyone***, which forms part of the Council’s Policy Framework. Its development responded to one of the ten recommendations from the 2024 Corporate Peer Challenge (CPC), which advised the Council to ‘conduct the planned review of the corporate strategy and align the organisational structure accordingly.’
- 3.2 The 2025 Corporate Strategy articulates the Council’s vision and key strategic objectives, incorporating the priority themes of sustainable growth, environment & climate change, a thriving and cohesive community and embrace the opportunities of devolution.
- 3.3 The return visit of the 2025 LGA Corporate Peer Challenge (CPC) Progress Review reported that there has been good progress made in many areas. Since the original CPC, the Council’s context has significantly changed with the Local Government Reorganisation (LGR) and the Fair Funding Review 2.0, both of which have created uncertainties and have absorbed significant officer and member capacity.
- 3.4 The 2025 strategy priority themes are listed below and covered in more detail in Appendix 1 and includes a set of high-level actions and outcomes needed to measure and monitor how well the Council is delivering against the strategic objectives (success of the strategy).
 - **Sustainable Growth**
 - *Employment & Business Growth*
 - *Revitalise our Townships*
 - *Housing Growth*
 - **Environment & Climate Change**
 - *Reduce Fuel Poverty (Home Energy Efficiency)*
 - *To Make the Council’s Activities and Operations Net Zero by 2030*
 - *Green Open Spaces & the Natural Environment*

- **A Thriving and Cohesive Community**
 - *Partnership Working*
 - *Health & Wellbeing*
 - *Culture, Heritage & Arts*
- **Embrace the Opportunities of Devolution**
 - *Local Partnerships and shared working*
 - *Workforce Planning and Organisational Readiness*
 - *Building a stronger place identity*

3.5 **Appendix 1** sets out the progress made against the 58 actions in the Corporate Strategy, grouped by theme. As we are still at the beginning of the five-year plan (2025–2030), we currently only have 2 actions' **complete**, 53 actions marked as **On Track**, and 3 have either **not started or are still at an early stage of delivery**.

Corporate Strategy Review

- 4.1 It is always good practice to review the Corporate Strategy on an annual basis, and Scrutiny Committee is the perfect sounding board to discuss ideas, progress and align with the Council's vision and objectives.
- 4.2 **How do we know we have achieved our objectives?**
The success of the plan is monitored through the Council's Performance Management Framework, which sets out how the organisation delivers using a cycle of continuous planning, monitoring, scrutiny, learning and improvement. The Framework supports the Council in communicating and tracking progress against the objectives and priorities within the Corporate Strategy, and in cascading these into service plans. Through this approach, the Council aims to use performance data and processes to drive ongoing improvement.
- 4.3 As a Council, we are committed to upholding the Nolan Principles of Public Life- Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership- in all our decision-making and service delivery. These principles guide how we operate, ensuring that we act in the best interests of our residents, conduct business transparently, and are accountable for the outcomes we deliver. We will apply them by embedding ethical governance in all policies, strengthening public engagement and scrutiny, and maintaining the highest standards of integrity across our leadership and workforce. Through this, we will build trust, fairness, and confidence in local government, ensuring that Hyndburn Borough Council serves its communities with responsibility and respect.
- 4.4 Our Council values- Teamwork, Integrity, Customer Focus, and Positive Attitude- shape everything we do.
- Teamwork means working collaboratively across services and with partners to deliver the best outcomes for residents.
 - Integrity ensures that we act honestly, honour our commitments, and take responsibility for our actions.
 - Customer Focus drives us to use our resources efficiently and treat every resident with fairness, respect, and sensitivity to their needs.
 - Positive Attitude means we are proactive in tackling challenges, open to innovation, and committed to continuous improvement.

By embedding these values in our work, we will strengthen communities, enhance services, and build a borough where everyone has the opportunity to thrive.

- 4.5 A lot has happened since the first LGA Corporate Peer Challenge (CPC) in October 2024. We've seen significant progress on our major strategic projects with momentum continuing:
- **Cath Thom Leisure Centre** (Finished)
 - **Burton Chambers** (Phase 1 complete, Phase 2 planned to be completed Summer 2026)
 - **Market Hall** (Phase 1 complete, Phase 2 planned to be completed Summer 2026 with final fit-out and ongoing operations handled by Council in-house team)
 - **Market Chambers** (Detailed work on next stage delivery bid ongoing)
 - **Huncoat Garden Village** (Homes England approved Hyndburn Borough Council's submission for circa £30 million grant funding for Huncoat Garden Village for infrastructure works. This was a major step forward for the Huncoat Garden Village project that will lead to the development of over 1,800 new high-quality homes at Huncoat over the next 15 years).
 - **King George Playing Fields** (Over the summer the contractor will return to site and complete the remaining drainage work. They will then sand slit and re-seed the grass pitches)
 - **Plan for Neighbourhood** (10 year Regeneration Plan Accrington: The Next Chapter, signed off by MHCLG)
- 4.6 At the same time, the wider context has been shifting. A new Lancashire County Combined Authority has been set up and started to meet and will be taking on the responsibility of Transport. On the 16th July we received the Made to decision on Local Government Reorganisation (LGR) in Lancashire. Subject to Parliamentary approval four new unitary councils will be created, replacing all 15 existing councils, including Hyndburn.
- 4.7 We have reflected these developments in our new Corporate Strategy and they have informed our review of organisational structures and resources. We are approaching the future positively and helping our staff to have the best opportunity in their future careers and continue to deliver excellent services. The recommendations from the CPC team have helped us to focus and to build on our strengths so that we can support Hyndburn's future in a wider Unitary. Some of those strengths are listed below:
- Strong progress on key projects, such as Accrington Town Centre Regeneration, Huncoat Garden Village, and Leisure Transformation.
 - Leveraging cultural and industrial heritage to drive economic growth and community engagement.
 - Positive relationships with partners, including police, businesses, and the voluntary sector.
 - Strong focus on improving health and well-being through partnerships and innovative projects.
 - Successful initiatives to reduce carbon emissions and address climate change.
 - Loyal, committed staff with high retention and a friendly, collegiate culture.
 - Robust audit arrangements and a commitment to modernisation.
 - Improved reserves, better financial systems, and effective management.
 - Investments in training and development, internal promotions, and effective apprenticeship schemes.
 - A more constructive and collaborative political environment.
- 4.8 With the recent Government's decision on LGR Hyndburn Borough Council will cease to exist in April 2028, it is important to focus the remaining time on completing / progressing key strategic priorities.

6. **Alternative Options considered and Reasons for Rejection**

Not applicable

7. **Consultations**

8. **Implications**

Financial implications (including any future financial commitments for the Council)	This report is an update for noting only. There are no financial implications associated with the review and reporting of the Corporate Strategy. Any financial implications related to the delivery of specific objectives set out in the strategy will be dealt with in any reports presented relating to those objectives and / or will be dealt with in the budget setting and financial management processes.
Legal and human rights implications	There are no legal and human rights implications associated with this report. Any legal and human rights implications related to the delivery of specific objectives set out in the strategy will be dealt with in the any reports presented relating to those objectives.
Assessment of risk	Regularly reviewing the Corporate Strategy and performance helps strengthen the governance of the Council and helps to focus the Council's efforts and resources on those areas it has identified as important.
Equality and diversity implications <i>A Customer First Analysis should be completed in relation to policy decisions and should be attached as an appendix to the report.</i>	N/A

8. **Local Government (Access to Information) Act 1985:**

List of Background Papers

[Corporate Strategy 2025 to 2030](#)

[Corporate Peer Review Feedback Report](#)

9. **Freedom of Information**

The report does not contain exempt information under the Local Government Act 1972, Schedule 12A and all information can be disclosed under the Freedom of Information Act 2000.

10. **Exempt Report**

The report **does not** contain exempt information under the Local Government Act 1972

Appendix 1 - Corporate Strategy 2025 – 2030 Action Update

- Building a Better Hyndburn for Everyone

Four themes:

- Sustainable Growth
- Environment and Climate Change
- A Thriving and Cohesive Community
- Embrace the Opportunities of Devolution

KEY:	Complete	On Track	Not started / Early stages	Chasing up progress
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Sustainable Growth

To support employment and business growth, revitalise our town centres and deliver new homes, balancing growth with sustainability

Priority	Action	Status (RAG Rated)
Employment and Business Growth	• Identify and secure economic investment opportunities	• Over the past few years, the Council has focussed on unlocking funding, accelerating key infrastructure programmes, improving public services, and protecting the most vulnerable in our borough through the following projects:.. ○ Over £60 million has already been secured to restore and repurpose our most iconic heritage buildings; ○ A £4.5 million Delivery Stage bid will be submitted later this year to fund the transformation of Market Chambers (The Dome); ○ £500k committed to critical repairs at the Civic Theatre; ○ £12 million Cath Thom Leisure Centre; ○ £30 million Homes England funding to support infrastructure, roadworks, land remediation, and improvements at M65 Junction 8 for Huncoat Garden Village project; ○ £75k Business Grants to carry on providing business support • The latest figures from the Office for National Statistics show Hyndburn leading the way in business growth across Lancashire, with the borough recording the strongest net increase in enterprises in 2024 (<i>2025 data won't be available until Sept 26</i>).

		- The latest Business Demography data confirms that Hyndburn's economic performance continues to strengthen. Business births have risen each year since 2022 and now account for around 5% of all new enterprises across Lancashire. The borough also outperforms the Lancashire, North West and UK averages for business birth rates, underlining the area's growing reputation as a place where new ideas and ventures can thrive. - Business resilience has also improved. For the first time since 2020, the number of business closures has fallen, returning to levels last seen in 2021. Hyndburn's business death rate is now lower than the Lancashire average and sits below both regional and national benchmarks, showing comparatively strong stability in the local business base.
	Attract new and relocating businesses to our employment sites by finalising the new Local Plan	Submission of the Local Plan to the Planning Inspectorate in March 2025 and completion of hearing sessions in September. Final consultation on the Local Plan, with a view to taking this to Council with a recommendation for adoption in July 2026.
	Strengthen links with local businesses and business groups and provide them with advice on growth and investment opportunities	- There is a lot of work around promoting Hyndburn to new businesses relocating into the borough, as well as showcasing, through case studies, the businesses supported by the Economic Development Team. - Business support - This includes 1-1 meetings with business owners to help, guide and advise; in addition, workshop attendance is currently at 186, this includes 39 new business start-ups. - Business workshops - 14 workshops delivered on a wide range of topics from start-up support through to learning how to use marketing tools such as Canva and mastering AI. - Business Grants - £75k invested in Business grants, which has already created 8 jobs and is expected to result in the creation of 32 jobs and leverage in circa £200k into the borough.
	Support the creative economy by encouraging heritage-led regeneration, cultural tourism and investment in arts and creative industries	- Continued investment in Business support programmes provided through tailored support programmes for different stages ranging from start-up through to high growth, as well as support to help companies increase International trade. Currently provided through Boost Business Lancashire, and the East Lancashire Chamber of Commerce we will look to continue engaging in similar programmes to provide this ongoing support. - The Economic Development team offers a 1-1 bespoke service for all Hyndburn based companies, tailoring advice and sign posting to stakeholders for additional assistance as necessary. - A range of activities focused on inclusivity and determination to ensure the majority of businesses have access to business support are in place. These range from a

		series of online and in person workshops, through to business drop-in sessions and a quarterly business newsletter. • Additionally a range of workshops have been delivered on various topics, which have been based on feedback from the business community on support to help business growth. • The Economic Policy Forum is a platform where the council invites business leaders to discuss challenges, identify gaps and emerging trends, which enables the council to tailor support in line with the requirements of businesses in the borough. • Continuous outreach is conducted through engagement with a range of stakeholders across the borough, through attendance at networking events and business expos. • Engagement with the local college is another key activity which will continue through sector specific industry boards, which provide an opportunity for businesses to provide details of skills needs in the region, which in turn helps the senior management at the college to tailor curriculums in line with business needs. • Through the Culture and Heritage Grant Programme, the Council awarded more than £75,000 to local organisations and community groups to deliver creative, cultural and heritage projects across the borough including plays, workshops and artwork. The programme increased opportunities for residents to participate in cultural activities, celebrate local identity and heritage, and strengthen pride in place.
	• Support new businesses/ entrepreneurs to start up or relocate to the Borough	• Hyndburn currently has 2 employment sites which will become available for businesses to locate to and we expect this will have a considerable impact on the local economy over the coming years. • Burtons Chambers is a town centre located building which has been purchased by the council and will operate as a co working space (2-Work). Due to its central location and good transport links, this will provide another opportunity for local economic growth, • The Economic Development team is looking to host regular Job fairs to make it easier for employers to recruit locally, as well as sector specific networks which will offer businesses a peer learning opportunity as well as a channel for the council to gain further business intelligence for each sector. This in turn will provide further insight into where business support should be focused. • Providing Boost Lancashire with £122k in 23/24 and £138k in 24/25 to fund business support. • The Council has launched a new round of business start-up and growth grants for 2026/27 to support a new wave of local entrepreneurs, helping to boost the

		borough's economy, create jobs and unlock new private investment. After the success of last year's programme which was funded through the UK Shared Prosperity Fund (UKSPF), the Council has this year extended the scheme through internal funding. The programme offers financial support to both new enterprises and established businesses looking to invest, diversify or grow. Start-ups can apply for grants of up to £2,000, and those looking to grow an existing business up to £5,000.
	• Work with partners to support businesses to become more carbon efficient	• The council has invested in the Low Carbon programme, delivered by the East Lancashire Chamber of Commerce, which is supporting business with energy efficiency and providing assistance to reduce their carbon footprint. • The Council has commissioned the East Lancashire Chamber of Commerce to support local businesses to be more carbon efficient through funding packages with £65k in 23/24 and £75k in 24/25 and additional funding for carbon manufacturing industry.
	• Work with the County Council and other partners to improve transport infrastructure and connectivity	• £30 million Homes England infrastructure funding • LCCA taking on Transport responsibilities • Safer, Greener, Healthier Streets projects focussing on Safer Road crossings; Improved pavement and road surfacing; Better lighting; Community-focused public realm improvements • Infrastructure aligned with the Hyndburn Local Plan 2040 • The Hyndburn Infrastructure Delivery Plan (IDP) is a core evidence document supporting the Hyndburn Local Plan 2040
	• Build Social Value considerations into our procurement activity	• This is built into our Procurement Strategy and there are several examples of this operating, in particular via larger contracts such as Accrington Town Centre work with Morgan Sindell and now Krol Corlett, and in the construction of the Cath Thom Leisure Centre. This ranges from recruiting locally, ensuring local businesses are aware of how they can apply for opportunities to work on projects, through to spending time with students in relevant subject areas, through links with local training providers.
	• Work with our colleges and training providers to equip young people and residents with the skills they need to access high quality employment. Including apprenticeships	• The Economic Development team is supporting the East Lancashire Learning Group (Accrington and Rossendale College) Industry engagement boards. These boards are sector specific, covering areas such as construction and digital and focused on using the knowledge of businesses within these industries to help improve college curriculums. • We are also working with our MP, on the government initiative "Get Hyndburn Working". This involves working with various stakeholders to develop pathways into work for young people and residents. • We are in the process of running focus group activities with businesses in Hyndburn to understand their perspective on issues such as training required, and

		the impact on productivity and efficiency if they provide work trials for unemployed and or long term inactive people. • The Council's recruitment procedures include consideration of whether apprenticeships and be created and advertised locally.
Revitalise our Townships	• Working with local stakeholders to revitalise and transform our town centres to increase footfall and local pride in place	• The Council has worked extensively and collaboratively with local stakeholders to revitalise town centres by: ○ Creating partnership boards for coordinated local leadership. ○ Developing shared regeneration and investment plans. ○ Securing significant Levelling Up, UKSPF, and heritage funding. ○ Transforming public spaces through greening and public realm improvements. ○ Delivering a rich cultural events programme to boost footfall. ○ Supporting businesses and creative industries. ○ Establishing long-term regeneration partnerships. • Visitor data analysis shows that with the exception of 2020 where we saw the nation locked down, we can see a consistent increase in footfall in Accrington Town Centre: ○ 2019 - 7,220,788 ○ 2020 - 4,281,258 ○ 2022 - 7,367,504 ○ 2023 - 9,240,079 ○ 2024 - 11,587,965 ○ 2025 – Reporting information changed. • Daily Footfall - Mondays, Thursdays and Saturdays have seen a growth of approx. 40% from 2023 to 2024 • Visitors by Age - Accrington town centre is still not attracting the younger demographic, seeing less than the North West and National Average visitors in the 15-29 age group and is performing well in the 30-44, 45-59 and 60+ age groups. • Accrington and other town centres have also held a number of events across 2025 / 26 including the Food Festival, Eco Fest, Soapbox Challenge, Easter events, Lights Switch On events, and Christmas Tree Festival.
	• Working with the Neighbourhoods Board, develop and begin delivery of the new regeneration plan for Accrington, using the Plan for Neighbourhood funding	• The Plan was approved at Cabinet on 19th November and signed off by MHCLG 31st March 2026. The Plan for Neighbourhoods (now Pride in Place) fund allocates 10-year investment across 75 areas in the UK, with up to £20 million per place to regenerate communities, strengthen social infrastructure, and empower local decision-making. This funding will be given over a 10 year period, starting in the 2026/27 financial year. • The objectives of the funding Thriving Places: Revitalise high streets, improve public services, and enhance physical infrastructure. Stronger Communities:

		Foster social cohesion, reduce crime, and rebuild trust, Taking Back Control: Boost skills, employment, and local economic opportunities.
	Complete the Accrington Town Square projects, including the Market Hall, Burtons Chambers and Market Chambers	- Phase 1 complete with Phase 2 Burton Chambers and Market Hall planned to be complete in summer 2026, opening for use by the end of 2026. - Market Chambers depends on additional funding and is currently at development stage. The bid for delivery stage funding is scheduled to be submitted in November 2026. - The Town Square will be restored to its former condition after the temporary market cabins are removed.
	Developing Market Chambers into new Creative Hub	- The development stage is well underway, with various workstreams including activity, interpretation, business and access planning, as well as survey and design work. - The external surveys have been carried out by the LUF team, while internal work is funded via our Heritage Fund project. Work is now progressing as a unified project, alongside delivery stage funding (yet to be bid for). An initial allocation has been made for urgent external work to ensure the building is weathertight. - The Dome project team is undertaking meaningful engagement work to inform future plans, with a series of activities and exhibitions. It has also worked with creative partners such as Super Slow Way, British Textile Biennial and Art in Manufacturing, on a range of activity. Work also included learning sessions for schools and volunteers and developing community, heritage and youth panels to inform decision making.
	Support a balanced and thriving night-time economy that encourages safe, inclusive and sustainable evening activity within our town centres, contributing to the local vibrancy and economic resilience	- Hyndburn's regeneration approach is strongly partnership-led, which directly helps manage and support the night-time economy. - Town Centre Partnership Board brought together local businesses, community groups, police partners, and cultural organisations to shape the future of the town centre and develop the Town Centre Investment Plan and the LUF submissions. - Improved public spaces, greening and lighting to make town centres safer and more welcoming. - Delivered major evening cultural events attracting tens of thousands of people into town centres. - Investing in long-term cultural infrastructure capable of hosting evening activities, including Accrington Market and Town Hall. - Strengthened partnership structures, including boards that bring police, businesses and communities together – with the recent appointment of a Community Safety Officer to support partnerships and tackle ASB. - Embedded safety, inclusion and vibrancy goals within wider corporate and community strategies.

		This is factored into the Regeneration Plan created by the Neighbourhoods Board and the Council will work collaboratively where required.
Housing Growth	Improve housing choice to meet the needs of the Borough's current and future population	- The draft Local Plan makes provision for at least 3,686 dwellings over the period 2021-2040 including the requirement for an appropriate mix of dwelling sizes and tenures based on local housing needs. - One of the largest housing-led projects in East Lancashire, Huncoat Garden Village, is central to increasing future housing supply and housing diversity. - The Council works to improve standards and widen housing choice by: - Regulating and licensing private landlords and Houses in Multiple Occupation (HMOs). - Tackling empty properties to bring unused homes back into the market. - Supporting energy efficiency measures to make homes warmer, safer and more affordable to run. - Offering advice and support on repairs, adaptations and grants. - Disabled Facilities Grants (DFGs) to improve accessibility, mobility and safety in homes. - Housing advice on renting, benefits and dealing with landlords. - Homelessness prevention services and crisis support.
	Continue to work with Homes England and other partners to bring forward proposals for additional homes, and for housing regeneration	- Homes England approved Hyndburn Borough Council's submission for circa £30 million grant funding for Huncoat Garden Village for infrastructure works. This was a major step forward for the Huncoat Garden Village project that will lead to the development of over 1,800 new high-quality homes at Huncoat over the next 15 years. The project is progressing at pace but is still subject to adoption of the new draft Local Plan. - Agreed Milestones with Homes England for Huncoat Garden Village: - Former Power Station Site – McDermott Homes completed the acquisition of the site from Clowes Developments on the 30th March 2026. - Revised outline application submitted on the 5th March 2026. - Appointment of preferred main contractor for the relief road (Planning approval, subject to conditions, granted on the 11th of March 2026). - Junction 8, M65 – Read Investment Strategy 3 (RIS3) approved by National Highways including safety improvements for J8.
	Agree policies covering the approval and regulation of children's home and homes of multiple occupation	Implementation of Article 4 Direction to remove permitted development rights for HMOs in 9 wards in the borough. Consultation in place until July which removes permitted development rights within the Wards of Altham, Baxenden, Huncoat, Immanuel, Milnshaw, Overton and St Oswalds.

		Adoption of Supplementary Planning Guidance for HMOs and Children's Homes to provide a policy framework for the determination of planning applications.
	Strengthen prevention and early intervention to reduce homelessness and support people at risk of losing their homes	Demands for the service remain high and there are particular pressures on temporary accommodation use. The Housing Advice & Homelessness (HA&H) service has recently recruited a Triage officer to help manage workflows and are presently advertising internally for a HA&H (Resettlement and Integration) officer. Both posts will help improve staffing capacity and subsequently help strengthen prevention and early intervention work. At present, a Review of Homelessness in Hyndburn is being undertaken and the findings of the Review will inform the forthcoming Homelessness and Rough Sleeping Strategy 2026 – 2031, which will align with the Governments recent launch of A National Plan To End Homelessness. A major part of the new strategy will be aimed at the prevention of homelessness.

Environment and Climate Change

Make the Council's activities and operations net zero by 2030, make the most of our natural environment and green spaces and reduce fuel poverty by encouraging home energy reduction measures

Priority	Action	
Reduce Fuel Poverty - Home Energy Efficiency	Secure funding and work closely with partner organisations to help deliver affordable warmth and energy reduction measures improving the conditions and energy efficiency of homes in the Borough	- Warm Homes: Local Grant – latest government scheme – to take place for next 3 years. CHiL awarded extra £5m on top of allocation for 2025/26, the waiting list for measures has already spent the full amount. Little Van of Warm initiative very successful throughout Lancs, CHiL attempting to put another van on the road to cope with demand. - Warm Homes Plan will provide £15bn to households across the UK over the next five years, as well as introducing new rights for renters and will focus on funding solar panels, heat pumps and batteries for households across the UK via low-interest loans and grants.
	Explore the feasibility of setting up a Community Energy Scheme helping people to reduce their home carbon use and keep energy prices down	The HGV Masterplan Framework and Design Code encourage and supports the transition to low carbon and sustainable development. There is an opportunity to look at how renewable energy could be installed / sourced. House builders' preference is electric sourced heating and hot water.
	Deliver a home energy transformation programme supporting and guiding households to renewable energy from fossil fuels	- Ideas have been discussed, but no direction or plan in place. Need to work with neighbouring authorities to achieve some type of progress from exploring renewable energy sources such as geothermal capability, surface mine water opportunities, use of boreholes and hydrogen options. We will carry on working with neighbouring authorities on the Cosy Homes in Lancashire project and delivering the Affordable Warmth grant. - The HGV Masterplan Framework and Design Code encourage and supports the transition to low carbon and sustainable development. There is an opportunity to look at how renewable energy could be installed / sourced. House builders' preference is electric sourced heating and hot water.
	Help reduce fuel poverty, ill health, and provide warmer homes for residents of Hyndburn by assisting and supporting households with energy support measures, thereby improving the quality of life	- From 2030, landlords will need to make sure rental properties have a minimum energy efficiency score of EPC C - up from E. - Funding provided by MHCLG under the Healthy Homes project has been in part utilised to undertake enforcement of the Minimum Energy Efficiency Regulations of private rented properties in the Borough. - To date over 750 properties have been checked and 385 Energy Efficiency ratings improved to equal to or above the minimum legal standard of an E rating. - Hyndburn have worked closely with the majority of other authorities in Lancashire through Cosy Homes in Lancashire (CHiL) to secure, promote and spend the funding allocated from Central Government in Energy Grants. The current iteration

		is the Home Upgrade Grant (HUG) which has been in place since 2022, this funding stream ends in April 2025 and Lancashire are on course to meet our projected aims of helping at least 1400 homes throughout the County and spending over £28m. CHiL are now bidding for the next allocation of funding for the Warm Homes: Local Grant – the new funding scheme – and have asked for over £90m for the next 3 years to be spent on Lancashire residents. - Hyndburn BC are also working closely with other organisations throughout the district to reach and assist as many residents as possible. Whether this is through signposting, direct contacts, phone calls or other methods, we have worked with organisations such as: - Homewise, Citizen's Advice Bureau, Community Solutions, Electricity Northwest, Lancashire Women, 1st Call, Age Concern, Age UK, Integrated Care Board, Social Services, and others to try and access as many people as possible to make them aware of the support available. - Alongside national funding, Hyndburn have also been allocated Affordable Warmth Funding through L.C.C. This funding is in the form of Grants to the most vulnerable residents to assist with varying energy-efficiency measures and help with heating issues, there are eligibility criteria set by L.C.C. and each application is measured against these prior to approval. Since the first Grants were approved in May 2023, Hyndburn have now spent and committed over £166k in Affordable Warmth Funding through L.C.C and currently have around £32k left to spend before April 2025. - Hyndburn have been more pro-active than a lot of other authorities when it comes to Energy Efficiency funding as we have allocated our own Grants from the Better Care Fund, this has been allocated annually since the end of 2017 and in FY 2024/25 we allocated £200k to this scheme. Again this funding was subject to eligibility criteria – ours is actually more stringent than L.C.C's – but, due to the high number of vulnerable residents and the condition of much of our older housing stock, we have currently spent all the allocated funding for this year.
To Make the Council's Activities and Operations Net Zero by 2030	To take actions designed to achieve the Council's activities and operations being Net Zero by 2030	- Lead by the Net Zero Working Group (Refer to Key climate projects update sent out on 28th November 2025) - Draft Climate Strategy & Action Plan waiting to be approved - Focus now shifted to what can be achieved ahead of LGR
	Carry out annual carbon footprint studies and deliver on energy reduction / carbon insetting across all council activities	In 2024 the Council has reduced its CO2 emissions from 1850 down to 1312 (reduction of 28%). All the Councils fleet now runs on HVO (hydro treated vegetable oil) fuel which has the potential to reduce to CO2 emissions in the vehicle fleet by 90% (or 450 tons). However, in 2025 these figures have levelled off (refer to Climate Strategy & Action Plan)

	Remove fossil fuel from council owned assets focussing on high emitters and buildings at risk, such as the Market Hall.	- In addition to the buildings that have already had gas removed from the sites, (Hyndburn Leisure Centre, Scaitcliffe House, Market Hall, Oakhill Park Tennis Pavillion), the Haworth Art Gallery is the subject of a Net Zero Pilot Study which is 50% funded by Historic England to reduce the carbon emissions without causing harm to the historical significance of the Grade II Listed building. - The new Cath Thom Leisure Centre rated Energy Performance Certificate A.
	Prepare for and implement food waste collections	- Food waste collections commenced on 1 April 2026. Vehicles, caddies and liners have been provided. - Each house in the Borough has received an outside caddy, kitchen caddy and roll of 52 bags. These were delivered in January/February 2026. - A full and ongoing marketing campaign will aim to ensure all residents are aware of how to use the new service.
Green Open Spaces and the Natural Environment	Promote and protect our green open spaces including our Green Flag accreditations to enable our communities to enjoy and participate in natural spaces	- The Council was successful in securing green flag awards for 11 of its green spaces in 2024. This is the highest number of green flag awards for a Council in Lancashire. - The Council's Parks team was named the 2025 Green Flag Team of the Year – the “Best of the Best”. The Green Flag team noted that a standout achievement was the comprehensive, heritage-led regeneration of Memorial Park in Great Harwood. They also highlighted that the team delivered bold and innovative outcomes around ecological resilience, inclusive design and community co-creation. The Green Flag team concluded that the Hyndburn Parks team “has set a new benchmark for excellence across the country and beyond”. - Hopefully in the future we can secure Bullough Park as the 12th green flag awarded park in the borough. Applications for the Green Flag awards will be submitted in January 2027 with a view to being judged in April 2027 at the earliest.
	Plant a tree for every household in Hyndburn (30,000 plus) and scale up woodland coverage from 9% to 12% across the borough for flood management and habitat connectivity	- Tree Action Community tree planting is a tangible way for local people to get involved in positive action. - Over 14,000 trees planted on HBC land so far, :- 2022/23 Treescapes – 2,800 trees 2023/24 TreeACTION – 4,969 trees 2024/25 TreeACTION – 2,590 trees 2025/26 TreeACTION - 3,700 trees will be planted at Bullough Park in autumn 2025 - Tree planting on privately owned land brings added benefits for natural flood management, reduced pollution and farm investment opportunities. - Nearly 15,000 trees planted on privately owned land so far:- 2023/24 – 3 farms, 3,200 trees - Hedgerows – 4,956 shrubs/trees 2024/25 – 2 farms, 6,610 trees

		• A carbon calculation for the 24/25 planting shows lifetime carbon capture of 2,754 tonnes. • A Hyndburn farm group with 15 landowners has been established. • External investment of some £176k has been secured from Woodland Trust and Countryside Stewardship.
	• Deliver net biodiversity gain by creating and enhancing habitats in association with new development and ensuring the natural environment is left in a measurably better state than it was prior to development	• Biodiversity Duty report gone to Cabinet for approval (18th Feb 2026) • The Environment Act 2021 introduced a strengthened 'biodiversity duty' requiring all public authorities in England to consider what they can do to conserve and enhance biodiversity. Local authorities and local planning authorities are required to publish a biodiversity report which sets out how they will comply with this duty and the actions they can take. Thereafter, authorities must publish an updated report within 5 years of the end date of the previous reporting period. • Aligned with the Biodiversity Duty and Biodiversity Net Gain requirements, the Council completed Biodiversity Baseline Assessments for all sites allocated for development within the emerging Local Plan 2040 which will cover the period 2021 to 2040. The Local Plan allocates land for housing and employment development in the Borough to meet identified needs. • A habitat gain site (or Biodiversity Gain Site) is a designated area of land, registered with Natural England, specifically developed or enhanced to create a measurable increase in biodiversity value. These sites, often secured for at least 30 years via legal agreements (e.g. s106 or conservation covenants), provide "biodiversity units" to compensate for habitat loss elsewhere.
	• Ensure the positive management and enhancement of nature reserves and woodlands, including Brookside and Bullough Park	• Significant progress has been made at both Brookside and Bullough Park and secured additional external investment. • Detailed design and contract preparations are underway and project management programming will achieve significant enhancements in the coming 9 - 12 months • Enhanced site management activities like cutting grassland verges alongside paths have also been appreciated. • The Council is investigating possible contamination at Brookside Nature Reserve in Oswaldtwistle as part of wider environmental improvement and regeneration plans for the site. Initial specialist assessments found potential contaminants linked to the site's industrial history, including petroleum-based oils, solvents, phenols and pesticides. However, early investigations suggest contamination is not widespread across the reserve. Evidence has so far been identified only in some soils within central and southern areas and in water from one central mill lodge, while most sampled locations showed no signs of contamination. Further testing is needed to fully understand the extent of any risks. Environmental Health officers, supported by specialist consultants RSK Geosciences, are carrying out more detailed investigations. As a precaution, some central areas have been temporarily

		restricted, although the reserve remains open for walking and informal recreation. Visitors are advised to follow signage, avoid restricted zones and keep dogs out of water bodies. - The Council purchased Brookside in 2022 to protect it as public green space and invest in environmental enhancements. The investigation forms part of that commitment, with the Council continuing to work with specialists and partner organisations to ensure the site is safely managed while community and volunteer activities continue where appropriate. - Bullough Park - This is a multi-benefit project with very strong public support. It has also resolved serious anti-social behaviour issues by blocking motorbike trespass on site. Phase 1 complete - entrance and boundary upgrades. Phase 2 underway – new footpath link nearly complete, wetland creation done, woodland creation in autumn, benches, signage and grassland enhancement in spring. Hopefully in the future we can turn Bullough Park into the 12th green flag awarded park across the borough.
	Continue to work with partners to address environmental crime (including fly tipping) and pollution	The council tackles environmental crime, including littering, fly-tipping, and waste accumulation, with strict penalties, such as £75 fines for littering and up to £50,000 for illegal waste dumping. Key focus areas include working with partner agencies tackling illegal waste operations and pollution in Great Harwood. The council has recently strengthened its approach to fly-tipping with increased penalties as of January 2026.
	Work with Lancashire County Council to address the environmental issues associated with the Whinny Hill waste disposal site and future waste disposal plans	- Lancashire County Council's contract to dump household residual waste at the SUEZ-operated Whinney Hill landfill site expired at the end of March 2026. - From April 1, 2026, waste from Hyndburn, Burnley, Pendle, and Rossendale will be redirected to the Envirofuels facility in Hapton, near Burnley. - It is important to note that while the council's household waste contract ends, the Whinney Hill landfill site itself is owned by SUEZ and may continue other operations. However, active landfilling in certain areas is permitted until 2045. - Instead of going directly to landfill, the waste will be processed into fuel for cement works, which is expected to be better for the environment and reduce landfill usage.

A Thriving and Cohesive Community

Work collaboratively with our partners supporting our local communities, addressing health inequalities, and celebrating Hyndburn's rich culture and heritage.

Priority	Action	
Partnership Working	Work collaboratively with our partners across education, skills, the VCFS sector and employment to raise the levels of skills and qualifications, and routes into work, of our residents, especially our young people	- Delivering skills and business development programmes through UK Shared Prosperity Fund (UKSPF). - Through UKSPF-funded interventions, Hyndburn has supported skills development for residents, entrepreneurs and young people by offering. - Monthly business skills workshops - Hyndburn works with Boost Business Lancashire, the county's business growth hub, to offer one-to-one tailored skills and enterprise support, benefiting both existing businesses and young aspiring entrepreneurs. - Support for start-ups and high-growth businesses - These initiatives improve economic resilience and create new employment pathways—including for young people entering the labour market. - The Council works with partners on a range of activity, including via the Community Action Network, the Health and Wellbeing Partnership and the Hyndburn Hub. Networks bring over 60 partner organisations, and provide coordinated support to residents—including those furthest from the labour market.
	Support volunteer, faith and community sector activity, via the Community Action Network and others, to improve the quality of life and support for residents, improving opportunities from childhood onwards	- Through collaboration with the Community Action Network, Hyndburn & Ribble Valley CVS and other VCFS partners, the Council has: - Strengthened the VCFS through governance, funding and training support. - Expanded social prescribing to improve mental health, reduce isolation and build resilience. - Supported volunteering opportunities benefiting all ages—including youth development and family support. - Created coordinated borough-wide partnerships through the Community Action Network. - Enabled youth support through organisations like Ynot Aspire and Community Solutions, working alongside DWP. - Provided grant funding to enhance local projects improving quality of life. - Ensured VCFS partners influence local policy and service design through leadership forums.
	Continue to lead in work with statutory and voluntary community safety partners, making Hyndburn a safer place	- Hyndburn continues to show strong leadership in partnership with statutory and voluntary community safety organisations, working collaboratively to make the borough a safer place for all. - New posts in Community Safety team will support work, particularly around ASB and community cohesion

		- Community Safety Partnership - Working with Police and Crime Commissioner
	Review the Equality and Diversity Policy, and plans for community cohesion, to bring people together and tackle discrimination, building on Hyndburn's history as a cohesive and supportive community	- New Equality & Diversity Strategy was approved at Cabinet in January 2026 - The strategy incorporates recent legislative developments including the Worker Protection (Amendment of Equality Act 2010) Act 2023, which came into force in October 2024 and places enhanced duties on employers to prevent sexual harassment, and the Domestic Abuse Act 2021. - New content in this strategy includes recognition of neurodiversity and neurodivergence, reflecting growing understanding of conditions such as autism, ADHD, dyslexia and dyspraxia. The strategy also addresses contemporary challenges including digital exclusion, the ongoing impacts of the cost-of-living crisis on residents with protected characteristics, and the need to embed equality considerations in major regeneration projects. - The Public Sector Equality Duty under the Equality Act 2010 requires the Council to have due regard to eliminating prohibited conduct, advancing equality of opportunity, and fostering good relations between people who share protected characteristics and those who do not. This strategy demonstrates how we will meet these duties across all our functions including employment, service delivery, budget setting, procurement and regulatory activities. - Connecting Cultures event being planned for Summer 2026 – this is an opportunity for all of Hyndburn's residents to enjoy arts, culture and heritage together.
Health and Wellbeing	Embed health and wellbeing into our policies and activities and work with partners to improve the health of local people and reduce health inequalities across the borough	- Hyndburn's Active Environments Strategy focuses on transforming outdoor spaces, parks, and infrastructure to make physical activity accessible, inclusive, and part of daily life. Driven in partnership with Together an Active Future and Hyndburn Leisure, it aims to combat high inactivity rates through better walking routes, play areas, and community hubs. - The Health and Wellbeing Partnership Board helps to provide a strategic and collaborative local approach to health inequalities. - The Hyndburn Way is a project (originally lottery funded and run by Hyndburn Leisure), which has further embedded and promoted partnership work and systems leadership. It has supported a number of important local projects, such as a project looking at biopsychosocial intervention, food security and peer support for people who have a problem with hoarding, as well as multi-agency training in system leadership. - The Council is using funding such as DFG and HSF to commission work directly from community partners where this achieves better outcomes and tests new ways of working.
	Work with partners to enhance existing and new sports and leisure	The £12 million Cath Thom Leisure Centre was opened to the community in October to maximise local health outcomes.

	facilities to maximise positive health outcomes for the local community	- Investment continues into Hyndburn Leisure Centre - Sports development now exists as part of a Cabinet portfolio, ensuring a strategic focus and dedicated funding
	Improve the accessibility of our environment to enable enjoyment of natural spaces and encourage active travel for all residents of the borough	- The Council has worked with Hyndburn Leisure Trust to produce a comprehensive Active Environments Strategy, which commits to: - Enhancing parks, open spaces and waterways to support physical activity. - Addressing barriers to access through better design, safer routes and community engagement. - Expanding cycling and walking infrastructure to encourage active travel for residents of all ages. - Ensuring most residents remain within a 15-minute walk of a greenspace, meeting national guidelines. - The strategy highlights that Hyndburn already boasts the largest natural reserves in Lancashire and the highest number of Green Flag parks in the county, reflecting a long-term commitment to accessible, high-quality environmental spaces. - Investing in safer and greener streets to support active travel (Levelling Up East Lancashire) - Through the Safer, Greener, Healthier Streets programme, Hyndburn has benefitted from significant improvements designed to make walking and local travel easier and more accessible. These include: - Better pavement surfacing - Improved lighting - Safer road crossings - Accessibility upgrades designed with input from visually impaired residents - Developing and promoting walking and cycling routes - A network of established cycling and walking routes, highlighted within the Active Environment Strategy as key to promoting active travel. - Major natural assets such as the Leeds–Liverpool Canal, offering accessible towpaths for walking, wheeling and cycling. - Supporting community activity to encourage use of green spaces
	Increase economic prosperity which plays a key role influencing good health and a person's quality of life	- Through targeted planning, investment and partnership working, Hyndburn Council has: - Secured major regeneration and Levelling Up funding to transform local towns - Strengthened local business support, skills, and start-up growth via UKSPF - Delivered a Local Plan that expands employment land and job opportunities - Advanced major housing growth at Huncoat and across the borough - Improved transport and public realm to support access to jobs and economic activity - Invested in culture and heritage as economic drivers

		○ Built strong partnerships to ensure long-term prosperity
	• Support sporting organisations and grassroots teams, addressing under participation, for example from women and girls	• The successful delivery of the Cabinet Action Fund to provide vital support to residents and helps meet the needs of communities across Hyndburn providing grants to grassroots sports teams and community groups.
Culture, Heritage and Arts	• Continue to work with creative sector partners to shape and drive the Culture and Heritage Strategy and to inform decisions on cultural investment opportunities	• We have submitted an Expression of Interest for UK Town of Culture – if we are shortlisted, we will receive funding to develop an application and this would be on a partnership basis. • Haworth Art Gallery and the Dome Projects are both working with creative partners such as Super Slow Way, British Textile Biennial and Art in Manufacturing, on a range of activity. Examples include arts programming at multiple venues, learning sessions for schools and volunteers and developing community, heritage and youth panels to inform decision making. • Cultural ecology in Hyndburn is developing through the growing amount of partnership work ensuring interconnected work takes place between local government bodies, third sector organisations and the commercial arts sector. • The Council's recent reorganisation has brought all culture and heritage under single leadership.
	• Protect and enhance our built heritage assets for future generations, for example Oswaldtwistle Civic Theatre, Mercer Hall, Accrington Town Hall	• Building repair works are ongoing with the Civic Theatre with essential roof repairs underway, marking the start of a 26 week programme of works being carried out. The council has committed significant funding to the project, with over £617,000 allocated so far towards restoring the building. Of this total, £370,000 is being used specifically for the roof repairs. There is also an additional grant of £10,000 from the Theatres Trust's Resilient Theatres: Resilient Communities programme. • There has been significant capital investment at Mercer Hall, which has now reopened with more refurbishment work to follow. This is led by Hyndburn Leisure working closely with the Mercer Hall Repurposing Group. Accrington Town Hall remains under the management of Hyndburn Leisure but with their lease due to end in 2027, with the operational running of the building coming back under the responsibility of the Council. • Haworth Art Gallery's Towards Net Zero project with Historic England outlines the condition of the building and improvement needed, explores renewable technologies, provides an Engagement strategy and audience development plan and has produced conservation management, maintenance and condition surveys.

	• Achieve delivery stage funding to transform the Market Chambers into a new cultural community space to benefit the people and community of Hyndburn and seek additional funding to develop the top floor of the building	• Development stage work is continuing which will allow for the submission of a delivery stage bid later in 2026. This includes exploring options for the best way to use the space within the entire building, to bring the best visitor experience in a way that can be financially sustainable going forward.
	• Agree the future governance arrangements for Market Chambers	• This is one of the elements of the development stage work and is in progress. When options have been outlined and assessed, this will be brought to Cabinet for a decision (expected to be September 2026).
	• Collaborate with colleges, training providers, universities and cultural organisations to develop career pathways in the creative and heritage sectors	• Both Haworth and the DOME project work closely with local schools supporting curriculum requirements. Haworth Art Gallery provides placements for students, and has recently held a year 6 Kids in Museums takeover event, offering hands-on experience of heritage sector careers. It has engaged with 144 university students this year. It has a youth panel, developed with Hollins School. The panel meets regularly and is working with artists on creative activities and commissions: it has also fed into the DOME project. We have recently established a new History Hub for Hyndburn, led by our Head of Heritage Development and a local assistant Headteacher. • Some of our funded projects are working with young people, including our “Picture Hyndburn” project where we worked with Super Slow Way and final year photography and social practice students from UCEN Manchester. The Haworth and the Dome exhibition space have also provided venues for local students to display their work. • Haworth Art Gallery has a strong track record of working closely with schools, colleges, training providers, universities and cultural organisations to develop creative and heritage career pathways through learning sessions, participatory practice, careers days, work experience and volunteering opportunities. Hyndburn residents have gone on to have significant careers in the cultural sector.
	• Encourage and support community-led cultural initiatives that strengthen social cohesion and celebrate Hyndburn’s diverse heritage	• We continue to deliver an annual funded programme of events and facilitate non-funded events on Council land. These bring the community together for a range of activities and celebrate what makes Hyndburn special. A new category was introduced last year specifically for culture and heritage activities. • We funded a grant scheme through last year’s UKSPF allocation which awarded grants to a number of organisations and individuals for culture, arts and heritage projects. This aspect has been developed to provide a full programme of events and participatory activity in Hyndburn. For example, one of the UKSPF projects

		was Community Voices: Journeys – with an exhibition at the Haworth until early April 2026. This was followed by a commemoration of the Weavers Uprising on the Bicentennial. Another UKSPF project worked with primary schools to continue to bring the story of Altham-based suffrage pioneer and natural historian Lydia Becker to life. Community engagement and support is a key part of all our culture and heritage work. Bringing these teams together with communications and events will allow us to enhance opportunities and links even further. • Haworth Art Gallery and Dome Project consistently work with diverse community groups such as Aawaz, Community Rail and Carers Link to celebrate community-led programming that create impactful outcomes for Hyndburn such as the dementia craft and singing sessions.
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Embrace the Opportunities of Devolution

Priority	Action	
Local partnerships and shared working	Work with Districts across Pennine Lancashire, the county Combined Authority area and the wider region to prepare for devolution	- Hyndburn has actively collaborated with neighbouring Pennine Lancashire authorities to formally support the creation of a Pennine Lancashire Unitary Authority which reflects a shared sub-regional position that East Lancashire should form a coherent governance area in any new structure. - Engagement with ministers / shared leadership voice to discuss devolution plans and advocate for local priorities. - Hyndburn has also engaged with the county-wide devolution infrastructure, (even though it is not an upper-tier authority) align economic, skills, and transport priorities across Lancashire - Hyndburn Officers have been working in partnership with Lancashire colleagues on a number of service and enabling workstreams (Assets, Communications, Contracts & Procurement, Finance, Governance, ICT/Digital) laying the groundwork for more detailed work leading up to Vesting day of the new organisation.
	Support the creation of a new system of Unitary councils in Lancashire	- On the 16th July we received the Made to decision on Local Government Reorganisation (LGR) in Lancashire. Subject to Parliamentary approval four new unitary councils will be created, replacing all 15 existing councils, including Hyndburn. - The government decision was to split Lancashire four ways covering North, East, South & West. Hyndburn will be included within the East area with Blackburn with Darwen, Rossendale, Burnley & Pendle. - There is a clear timeline, with elections for the new councils taking place in May 2027 and the new councils going live on 1st April 2028.
	Explore opportunities to work collaboratively with neighbouring Councils in readiness for moving into a new Unitary and to achieve efficiencies	- Working in partnership with neighbouring districts, unitary and county council to deliver local government reorganisation. This has included producing a preferred model business case, with evidence base. - Hyndburn officers have been working on different enabling and service workstream projects ranging from Digital ICT,

		Assets, Legal and Governance, Human Resources, Data Insight and Finance to help work towards vesting day of the new unitary authority. • A Programme Management Office (that covers all 15 Lancashire Councils) has been created that will support the LGR transition through to Vesting Day (Implementation Plan agreed by Lancashire Chief Executive Strategic Board).
Workforce Planning and organisational Readiness	• Ensure that the organisation structure reflects the corporate priorities and is fit for purpose in readiness for changes to local government structures within Lancashire	• New corporate structures agreed and implemented.
	• Develop a Transformation and Digital Strategy	• In development working with Lancashire Digital Transformation workstream
	• Work closely with the Council's Trade Unions on workforce plans	• There have been discussions at the Joint Consultative Committee and this work will step up once more is known about future unitary make-up. Along with a wider programme of staff engagement and communication. Unison is represented on the Staff Engagement group.
Building a stronger place identity	• Develop and agree a Place Strategy	• Given LGR, a single Place Strategy for Hyndburn is not being progressed at this stage. Accrington has a new Regeneration Plan due to the Pride in Place investment and work of the Neighbourhoods Board.
	• Ensure that town centre redevelopment plans incorporate cultural assets, creative spaces and public art to reinforce local identity and attract visitors	• Neighbourhoods Board Regeneration Plan • Corporate Strategy • Local Plan • Culture and Heritage Strategy
	• Ensure that Hyndburn portrays all it has to offer as a place, in terms of the visitor economy and how it could be placed at the centre of the Pennine Lancashire area	• Corporate Strategy • Neighbourhood Plan • Culture and Heritage Strategy • Work with Marketing Lancashire
	• Strengthen capacity around marketing and place branding to promote Hyndburn as a location to do business, to live and to enjoy social, cultural and leisure activity	• The recent reorganisation has brought cultural teams, events and communications into a single service of "Culture, Heritage and Engagement". This new service will develop plans to take this forward, working closely with colleagues from Economic Development.
	• Develop a distinctive place brand narrative that celebrates local character, heritage and innovation	See above

