

KENDAL TOWN COUNCIL

Notice of Meeting

MANAGEMENT COMMITTEE

**Monday 20th January 2020 at 7.30 p.m.
in The Mayor's Parlour, Kendal Town Hall**

Committee Membership (9 Members)

Stephen Coleman (Chair)	Geoff Cook (Vice Chair)	Alvin Finch (Mayor)
Douglas Rathbone (Deputy Mayor)	Jonathan Owen	Shirley Evans
Andy Blackman	Susanne Long	Guy Tirvengadam

AGENDA

1. APOLOGIES

2. PUBLIC PARTICIPATION

Any member of the public who wishes to ask a question, make representations or present a deputation or petition at this meeting should apply to do so before the commencement of the meeting. Information on how to make the application is available on the Council's Website - <http://www.kendaltowncouncil.gov.uk/kendal-town-council/statutory-information/guidance-on-public-participation-at-kendal-town-council-meetings/> or by contacting the Town Clerk on 01539 793490.

3. DECLARATIONS OF INTEREST

To receive declarations by Members and/or co-optees of interests in respect of items on this Agenda

[In accordance with the revised Code of Conduct, Members are required to declare any Disclosable Pecuniary Interests (DPIs) or Other Registrable interests (ORIs) which have not already been declared in the Council's Register of Interests. Members are reminded that it is a criminal offence not to declare a DPI, either in the Register or at the meeting. In the interests of clarity and transparency, Members may wish to declare any DPI which they have already declared in the Register, as well as any ORI.]

4. MINUTES OF PREVIOUS MEETING AND MATTERS ARISING (not otherwise on the agenda). Minutes of meeting held on 16th December 2019 (*see attached*)

5. URGENT ITEMS OF BUSINESS (CONTACT THE CHAIR PRIOR)

6. REPORT ON WORK PROGRAMME (*see attached*)

7. POLICY FOR CO-OPTION OF A COUNCILLOR (*see attached*)

8. UPDATE ON CCTV CAMERA FOR GOOSEHOLME

9. HIGH STREETS TASK FORCE (REF 702/19/20 FROM JAN COUNCIL MINUTES) (*see attached*)

10. SOCIAL MEDIA UPDATE (REF 677/19/20 FROM DEC MANAGEMENT MINUTES)

11. REFURBISHMENT OF THE TOWN HALL

KENDAL TOWN COUNCIL

12. ITEMS FOR THE NEWSLETTER

- Spring 2020 Edition – deadline 24th January, publication 2nd March
- Summer 2020 Edition – deadline 12th June, publication 20th July

13. REVIEW OF SPEND AGAINST BUDGET 2019/20 (*see attached*)

14. EXCLUSION OF PRESS AND PUBLIC

To consider whether members of the press and public should be excluded from the next item, which contains exempt information as described in Schedule 12A of the Local Government Act 1972

Part II (Excluded Items)

In accordance with Section 100(B)(2) of the Local Government Act 1972, the following report is excluded from inspection by members of the press and public as it contains exempt information as described in Schedule 12A of the Act, as amended by the Local Government (Access to Information) (Variation) Order 2006, as follows:

- *Information relating to any individual [Paragraph 1]*

15. PART II STAFFING

- Townscape Manager
- Additional Officer Support (*to follow separately*)

16. READMISSION OF PRESS AND PUBLIC

17. ANY OTHER BUSINESS

Liz Richardson

Town Clerk

By e-mail/post to: Members of the Committee
 All other Councillors (agenda only, for information)

Please note that only Committee Members will receive the minutes and attachments, but that other Councillors may request a copy of any agenda papers. Any Councillor who is not a Committee Member may still attend the meeting, as an observer.

Members of the Press and Public are welcome to attend the meeting.

KENDAL TOWN COUNCIL

Management Committee

**Monday 16th December 2019 at 7.30 pm
in The Mayor's Parlour, Town Hall, Kendal**

PRESENT Councillors Geoff Cook (Vice Chair), Douglas Rathbone (Deputy Mayor), Andy Blackman and Susanne Long

APOLOGIES Councillors Stephen Coleman (Chair), Alvin Finch (Mayor), Shirley Evans and Guy Tirvengadam

OFFICERS Liz Richardson (Town Clerk), Nicky King (Council Secretary)

667/19/20 PUBLIC PARTICIPATION

None.

668/19/20 DECLARATIONS OF INTEREST

None.

669/19/20 ORDER OF BUSINESS

The Chair proposed that item 6 on the Agenda (Update on Town Hall Refurbishment and Venue for Council Meetings) be moved to the next item of business and this was carried.

670/19/20 UPDATE ON TOWN HALL REFURBISHMENT AND VENUE FOR COUNCIL MEETINGS

Sion Thomas from SLDC was in attendance to present an update on the Town Hall refurbishment. He referred to four matters of concern which had been raised by KTC Planning Committee, commenting on each as follows:

1. The Main Grand Entrance Staircases: the uniqueness of the existing staircases the sweep and non-linear uniqueness should not be lost.

Proposed work to the staircases will be an improvement to the existing and will not affect their uniqueness. It was noted that there is now a revised plan for the reception area. The Town Clerk commented that she would need to discuss with Sion how this would affect the Administrative Assistant. Councillor Rathbone expressed his satisfaction with the proposals from a Planning point of view.

2. The Bindloss Room: loss of character, despite the agreed aims of increasing public usage. Unnecessary modernisation, including the change of colour scheme.

Sion explained that the principal reason for the proposed layout of the Bindloss Room was the fact that people using it will be dealing with sensitive matters such as revenues/benefits

complications and people looking for a home etc. There needs to be a secure area with a panic alarm and it needs to be closely linked to reception to ensure the flow of people. It was noted that the doorway and screen initially being removed will now remain and have a hold open facility. Sion also highlighted that SLDC wish to increase use of the building for events, coffee mornings etc and there will be a new kitchen facility in the current Members Room/Town Council Chamber. Councillor Rathbone commented that this message needs to be communicated.

3. The SLDC Council Chamber: loss of historic and heritage value, for little gain.

Sion pointed out that the existing benching in the SLDC Council Chamber is not original. The Chamber is underused due to the current fixed seating. The proposed tables can be removed, thereby opening up the space for other uses and increasing its potential use.

It was noted that the current Romney Room (new reception area) will have secondary glazing installed to improve soundproofing.

Sion explained arrangements for temporary accommodation for KTC staff during the refurbishment works.

4. Disappointment at the lack of positive action on sustainability.

Due to the age of the Town Hall, increasing energy efficiency is difficult. SLDC as a whole have committed £149k to improve energy efficiency in their buildings.

Sion talked about stakeholder engagement and the Customer Connect programme. There have been various engagement sessions with SLDC staff, Councillors, Town Hall stakeholders, the Civic Society and KTC.

The benefits of the refurbishment works were highlighted and a letter of support from KTC for the works was requested by Sion.

A general discussion ensued. The Town Clerk had some concerns regarding where the Administrative Assistant would be seated. She commented that there would need to be differentiation between SLDC staff and the Administrative Assistant to avoid disturbance. Sion agreed to take this on board.

The contents of the Mayor's Parlour and paintings in the Bindloss Room and Council Chamber were discussed. It was agreed that paintings would need to be removed and stored in the picture store during the works. The Mayor's Parlour is alarmed via ADT and the need to ensure they hold 24 hour contact details was highlighted.

Councillor Long raised concern regarding electrical equipment being used and the potential fire risk this may present. Sion

advised that SLDC are looking into insurance but suggested KTC may need to advise their insurers. Members talked about the need for secure storage for certain paintings. Sion suggested investigating a link to the fire service and the possibility of building a fire enclosure for the most valuable items. It was agreed Sion will assess the feasibility of this suggestion. The Town Clerk will liaise with Abbot Hall regarding what arrangements they have put in place during their own redevelopment work.

During the redevelopment works three Council meetings will be affected, plus Mayor's Sunday. County Hall and LDNPA have been considered as alternative locations to hold these meetings, however evenings are not possible. It was suggested that the Mint Works might be a suitable alternative. The Town Clerk asked Members whether they would prefer day or evening Council meetings during this time. It was agreed to continue with evening meetings so the most likely venue will be the Mint Works. The Town Clerk will organise the booking with Sion. The Mayor's Sunday reception will be moved to the Shakespeare Centre.

671/19/20

MINUTES OF THE MEETING HELD ON 18TH NOVEMBER 2019

The Chairman presented the minutes of the meeting held on 18th November 2019, which had been approved by full Council on 2nd December 2019. These were accepted as a correct record of the meeting.

RESOLVED

That the minutes of the meeting of the Committee held on 18th November 2019 be accepted as a correct record.

MATTERS ARISING (Not on Agenda)

672/19/20

Minute 576/19/20 – Kendal Museum Lease

The Town Clerk confirmed that SLDC have agreed to pay the solicitor costs for additional amendments to the Lease which had previously been sealed. She is in discussions with KTC's solicitor who will be providing a quotation for the work to SLDC. It is likely that the Lease will be ready to present to Full Council at the February meeting.

673/19/20

Minute 577/19/20 – Pavement Gritting

The order for 10 tonnes of grit has now arrived.

674/19/20

URGENT ITEMS OF BUSINESS

None.

675/19/20

REPORT ON WORK PROGRAMME

The Town Clerk presented her report on project progress for December 2019 and this was noted by Members. The following items were highlighted:

Gooseholme CCTV

This has been assessed and approval recommended. Awaiting formal letter from PCC's office.

Asset Plotting

All maps online have been updated and are now complete. The master spreadsheet will be held as an internal document to be continuously updated.

Tree Tub Enhancements

It was noted by the Chair that new plaques had been placed in some tree tubs along the high street. He questioned the method used to fix in place. The Town Clerk will make enquiries with the Townscape Manager.

Castle Signage

With the exception of one, all signs have now been installed.

Katherine Parr Prayer Book

The custom storage box has now been received.

The Mayor of Kendal's Fund for the Aged & Infirm

A further delay has been encountered before the change of name to the new Charity can be completed. On Accountant's advice, the occupant's contributions (rent) cannot be collected under the new name until all properties are registered with the Land Registry. This is likely to take some time.

Christmas Lights

There continues to be an issue with the projector and it would appear there is a fundamental problem.

Switch-on Event

The event was a success. Some minor adjustments could be considered for the next year and will be discussed at the next Christmas Lights & Festivals Committee meeting.

Allotments

The Allotments newsletter has now been circulated along with annual invoices.

Kendal in Bloom Committee

Work is underway on the development of a biodiversity nature trail which will form the basis of the KIB initiative next year. Councillor Blackman advised that the date of the trial walk has been rescheduled for 15th January.

Kendal Trail Leaflets

The walking trail leaflet has now been printed and distributed.

KTC Assets

The repaired Speed Indicator Device has been received back from Germany and is now situated on Milnthorpe Road.

RESOLVED Town Clerk to speak to the Townscape Manager regarding the new plaques placed in tree tubs.

676/19/20 REQUEST TO SUPPORT SPRINGFIELD (DOMESTIC ABUSE) FROM DEVELOPMENT FUND (WITH REF TO GRANT APPLICATION)

At the December Full Council meeting Councillor Archibald requested that the Management Committee consider supporting Springfield. A number of Councillors had expressed their opinion that it is a very worthwhile cause and should be included as a new Development Fund item. The grant application submitted by Springfield had been turned down previously by the Audit, Grants & Charities Committee as funding had been requested towards a salary, which is outside KTC grants policy.

The Town Clerk advised that she had received formal confirmation from SLDC that they would be funding £3k, leaving KTC to consider funding of £2k.

The application for Springfield was then evaluated using the same scoring system applied to Development Fund proposals considered at the Management Committee Budget Meeting. The total score was 67. The Town Clerk advised that this would see the proposal funded and explained where it would sit on the ranked spreadsheet of proposals.

It was proposed by the Chair that Council be recommended to add Springfield to the list of Development Fund proposals for £2k at the appropriate position based on scoring. This was seconded by Councillor Rathbone and carried unanimously.

RECOMMENDATION That Council be recommended to add Springfield to the list of Development Fund proposals for £2k at the appropriate position based on scoring.

677/19/20 SOCIAL MEDIA UPDATE

It was decided to defer this matter until the next meeting.

RESOLVED That the Social Media update be deferred until the next meeting.

678/19/20 KENDAL WW1 REMEMBRANCE TRAIL MEMORIAL UPDATE

Members considered a report which had been previously circulated. The report provided an update on the proposal to erect a single structure, similar to the Wainwright one in Wainwright's Yard, which will include the town map showing where those who died in the war lived on one side and the listing of those who died (by street) on the other side. The projected cost of the project is expected to be around £10k, plus an additional cost for two bollards recommended by CCC Highways.

KTC have recommended funding of £2,500 for the project. As the unveiling of the structure is not likely to be until 1st July 2021, it was

suggested that the money be held back until April 2021 and the project be made a priority bid at that point. It was noted that financial support was also anticipated from the Civic Society and the Royal British Legion. The steering group are also considering crowdfunding for the remainder of funds.

Following a general discussion Members noted and encouraged the proposal. They agreed to make it a priority bid if the decision was taken to defer payment of monies until April 2021.

Councillor Rathbone queried whether the list of names on the plaque would include people from Oxenholme who are currently listed on the Natland War Memorial. The Town Clerk will make enquiries.

Councillor Blackman referred to a map with dots on which had previously been prepared and asked whether this was available. The Town Clerk advised that Simon Unsworth holds a resource copy but she thought there may be an issue with enlarging it and will check.

RESOLVED

1. Town Clerk to ascertain whether the list of names on the plaque would include people from Oxenholme.
2. Town Clerk to check with the map with dots on can be enlarged.

679/19/20

REQUEST TO NOMINATE THE NEW INN PUBLIC HOUSE AS AN ASSET OF COMMUNITY VALUE

The Town Clerk informed Committee that the owner of the New Inn has requested KTC make an application to SLDC for the public house to be listed as an Asset of Community Value. She explained that this is a scheme administered by SLDC. An asset can be listed if its principal use furthers their community's social well-being or social interests (which include cultural, sporting or recreational interests) and is likely to do so in the future. When a listed asset comes to be sold, a moratorium on the sale (of up to six months) may be invoked, providing local community groups with a chance to raise finance, develop a business and to make a bid to buy the asset on the open market. It was predominantly set up to save small village pubs, shops etc.

An in depth discussion ensued during which members considered the request. There was a general feeling that it was not the role of KTC to make such an application and concern that a precedent may be set. It was highlighted that an application had been made previously for the Bridge Hotel, however, in this case KTC had been approached by a community group who were looking for support for an application which they would submit. Members agreed they were willing to provide a letter of support if a community group was to be established but would not lead on an application.

RESOLVED

That Committee are willing to provide a letter of support if a community group was to be established but would not lead on an application.

680/19/20 ITEMS FOR THE NEWSLETTER

It was agreed to include the Town Hall refurbishment in the Spring edition (deadline 24th Jan).

681/19/20 EXCLUSION OF PRESS AND PUBLIC

It was proposed by Councillor Rathbone and seconded by Councillor Blackman to move to Part II, this was carried unanimously.

RESOLVED

That the press and public be excluded for the following items of business.

Part II

In accordance with Section 100(B)(2) of the Local Government Act 1972, the following reports were excluded from inspection by members of the public as they contain exempt information as described in Schedule 12A of the Act, as amended by the Local Government (Access to Information) (Variation) Order 2006, as follows:-

Information relating to any individual [*Paragraph 1*]

STAFFING MATTERS [Paragraph 1]**682/19/20**Update on KTC Staffing Structure Project

A meeting of the working group is scheduled this week.

683/19/20Return of Project Manager from Maternity Leave

The Project Manager has indicated her wish to return to work on 3rd February 2020. She will be undertaking three 'keeping in touch' days in January. The Town Clerk recommended a week handover period during the first week of February. This was proposed by the Chair, seconded by Councillor Long and carried.

Members agreed they have been very impressed with the work of the temporary Project Manager. They requested the Town Clerk speak to her and consider projects she may be able to assist with following the Project Manager's return from maternity leave. The Town Clerk to report back to the January meeting.

RESOLVED

1. That there be a week handover period during the first week of February for the Project Manager's return from maternity leave.
2. That the Town Clerk speak to the temporary Project Manager and consider projects she may be able to assist with following the Project Manager's return from maternity leave. The Town Clerk to report back to the January meeting.

684/19/20Annual Appraisal for Town Treasurer

The Town Clerk reported a satisfactory annual appraisal for the Town Treasurer. She advised that she is eligible for one spinal point increase in salary as a result. Councillor Blackman proposed that the increase be approved. This was seconded by the Chair and carried unanimously.

RECOMMENDATION That the Town Treasurer be awarded one spinal point increase in salary following a satisfactory annual appraisal.

685/19/20

Cycle to Work Scheme

The Town Clerk declared an interest in this item as she has previously expressed an interest in purchasing an electric bike under the Cycle to Work Scheme.

At a previous meeting Members were advised that the current limit for staff wishing to purchase a bike through the Cycle to Work Scheme is £1k. However, this has been revised by the Government as part of a drive to encourage the purchase of electric bikes which cost substantially more than £1k. It is now up to the employer to set a limit. It was suggested that KTC set an upper limit of £2.5k with a limit of one application at any one time. Councillor Blackman proposed that this be adopted. This was seconded by Councillor Rathbone and carried unanimously.

RESOLVED

That KTC set an upper limit of £2.5k for the purchase of a bike through the Cycle to Work Scheme, with a limit of one application at any one time.

686/19/20

READMISSION OF PRESS AND PUBLIC

It was proposed by The Chair to re-admit the press and public. This was seconded by Councillor Rathbone and carried unanimously.

RESOLVED

that the press and public be re-admitted for the remainder of the meeting (none were present).

687/19/20

ANY OTHER BUSINESS

Councillor Long advised that the Kendal Vision will be published in late January/February and it is likely that KTC will be asked to consider making a financial contribution. She explained this would be for staffing purposes to provide funding for a Vision Manager.

The meeting closed at 9.25pm.

Summary of Information, Resolutions and Recommendations to Council

Min	Subject	Information/Resolution/Recommendation to Council	
675	Report on Work Programme – Tree Tub Enhancements	RES	Town Clerk to speak to the Townscape Manager regarding the new plaques placed in tree tubs.
676	Request to support Springfield	REC	That Council be recommended to add Springfield to the list of Development Fund proposals for £2k at the appropriate position based on scoring.
677	Social Media Update	RES	That the Social Media update be deferred until the next meeting.
678	Kendal WW1 Remembrance Trail Memorial Update	RES	<ol style="list-style-type: none"> 1. Town Clerk to ascertain whether the list of names on the plaque would include people from Oxenholme. 2. Town Clerk to check with the map with dots on can be enlarged.
679	New Inn Public House – Asset of Community Value	RES	That Committee are willing to provide a letter of support if a community group was to be established but would not lead on an application.
683	Return of Project Manager from Maternity Leave	RES	<ol style="list-style-type: none"> 1. That there be a week handover period during the first week of February for the Project Manager's return from maternity leave. 2. That the Town Clerk speak to the temporary Project Manager and consider projects she may be able to assist with following the Project Manager's return from maternity leave. The Town Clerk to report back to the January meeting.
684	Annual Appraisal for Town Treasurer	REC	That the Town Treasurer be awarded one spinal point increase in salary following a satisfactory annual appraisal.
685	Cycle to Work Scheme	RES	That KTC set an upper limit of £2.5k for the purchase of a bike through the Cycle to Work Scheme, with a limit of one application at any one time.

KENDAL TOWN COUNCIL WORK PROGRAMME – JANUARY 2020

COMMITTEE	PROJECT TITLE	PROGRESS	PARTNERS	EST DATE OF COMPLETION	COMPLETED
MANAGEMENT Liz Richardson	Staffing	Return to work of Project Manager from Maternity Leave. Consideration of additional contractual support (on agenda).			
	Consultations	None			
	CIL governance	Working on signage and tree planter cladding projects.			
	Dec 2015 Floods	KTC working group meeting regularly (under Planning Cmttee remit).			
	Miscellaneous	Gooseholme CCTV – decision delayed due to General Election – have requested an update. Time spent on Museum and Castle Haggs Extension leases, Mayor’s events, Budget process, VE Day commemorations, Annual Report and articles for the Newsletter.			
E&H Stacy Hurley	Infrastructure Projects	<p>Asset plotting – internal master database now complete as well as maps. Townscape Manager briefed on it for use as maintenance schedule. Maintenance check to commence.</p> <p>Tree Tub Enhancements – Richardsons of Penrith are insisting on an empty planter to create mock-up. Project Manager looking to source one on loan.</p> <p>Green Wall/ Ivy Screening – Proposal request sent to three contractors based on initial discussions to compare prices. Project Manager to chase CCC for</p>		TBC March 2020	Dec 2019

		<p>permissions for suggested locations.</p> <p>Woolpack Yard Signage – Advertising consent approved. Terms of landlord agreement confirmed and awaiting final sign-off via solicitor.</p> <p>Castle Signage – complete and checked. Project Manager to plot locations on map for future maintenance checks.</p> <p>Ski Club Access to Kendal Castle – Contractor secured to complete work ASAP but second site visit highlighted work to excavate slippage in land would increase costs. E&H Cmttee to consider.</p> <p>Boundary Signs – Removal and respray has been deemed too costly. Therefore cost for refurbishment is being submitted to E&H Cmttee for consideration.</p>		<p>February 2020</p> <p>Jan 2020</p> <p>TBC</p> <p>March 2020</p>	
MAYORALTY & ARTS Liz Richardson	Offices & Council Meeting	Bookings being progressed for alternative accommodation for Council meetings and Mayor's Sunday.	SLDC	Throughout 2020	
	Heritage	Heritage catalogue being updated and separate list of missing items compiled. Silver valuations being added to asset register. New Charter boxes to be sourced. Work starting on Knights to Town Council revision and re-print.		TBC	
	The Mayor of Kendal's Fund for the Aged & Infirm	Awaiting final confirmation – at present operating using both names.		Spring 2020	
CHRISTMAS LIGHTS & FESTIVALS Janine Holt	Christmas Lights	Due to an ongoing technical issue the projector was not installed during the festive season, I will pick this up with the contractor when I meet with them to review the season.		March 2020	

		<p>The additional set of lights were installed in the tree at the Museum w/b 15th Dec.</p> <p>It has become apparent that infrastructure for the Christmas Lights needs upgrading. An immediate priority is to identify the problem with the junction box near McDonalds and to rectify the problem. The lights are to be dismantled on 19th January.</p>		Ongoing	
	Switch-On Event	The switch on event will be discussed at the Committee meeting on 14 th January.		January 2020	December 2019
ALLOTMENTS Janine Holt	Letting Plots Site Management	<p>Currently processing 2020 rent payments and related queries. Plots will start to be let after the payment deadline of 31st January.</p> <p>The Pest Control contractor visited Town View allotments on 8th & 9th January. The works appears to have been successful with 8 rabbits being caught.</p> <p>The Townscape Manager has been undertaking preparatory work on Rinkfield allotments in readiness for the installation of the fencing which is due to commence week commencing 20th Jan. The work is scheduled to last 7-10 days.</p>		<p>January 2020</p> <p>January 2020</p> <p>February 2020</p>	
KiB Janine Holt	KiB	<p>Working on the development of a biodiversity nature trail. There will be a trial walk on 15th January.</p> <p>Launch date for the KiB annual competition will be 1st March.</p>	Continental SLDC	Ongoing	
	CiB/BiB	We have been asked to withdraw from BIB next year. We will be entering Cumbria in Bloom.			
	Bee Projects	Pollinator project – Received the final report which will be on the agenda of the next KIB Cmtee meeting.	SLACC, SLDC	3 year project	

ACTION PLAN FOR KENDAL Stacy Hurley	Green Space Enhancement	Radial Beds – Full Council approved E&H Cmttee’s request for radial beds in Abbot Hall to be evened out and sown with wildflower seed.	SLDC	TBC	
	Misc	<p>Spring Newsletter – Call for articles issued. Content to be prepared for designer by 20th Jan.</p> <p>Kendal Trail Leaflets – New walking leaflet now in distribution. Project Manager has combined Welcome and Culture guides and is awaiting approval of new design content from contributors and partners prior to last round of amends.</p>		<p>March 2020</p> <p>January 2020</p>	

KENDAL TOWN COUNCIL REPORT

To: Management Committee	20 th January 2020
From: The Town Clerk	Agenda Item No. 7

POLICY FOR CO-OPTION OF A TOWN COUNCILLOR

Kendal Town Council currently has a casual vacancy for a Councillor in Strickland Ward following the death of Councillor Bramham.

We have given public notice of the vacancy by posting a Parish/Town Council Vacancy notice. In the required 14 days (excluding days specified in the notice) no by-election was called. Therefore we are required as soon as practicable to fill the vacancy by co-option. In the last 12 years this Council have not co-opted therefore there is no current policy in place.

Before putting the co-option procedure into effect the Council needs to decide:

- What are the skills and experience it is looking for in a co-opted Councillor (this is analogous to recruitment of an employee - a model person specification from CALC is attached http://www.calc.org.uk/Images/Person%20Specification%20for%20Co-option_tcm131-416963.pdf).
- Whether applicants for co-option are to be interviewed or selected on the basis of written application only.
- If they are to be interviewed, whether this will be done by an advisory panel making a recommendation to the Council or by the Council itself.
- Whether applicants are to be asked to describe their skills, experience and reasons for applying in their letter of application, verbally at interview or both.
-

Management Committee are asked to consider our policy in relation to these points. Once decided, it is good practice for notices to be displayed around the parish inviting applications for co-option to the Council. This practice ensures that the co-option process is seen to be open and fair. Applicants should be asked to submit their applications in writing (including whatever information the Council requires) to the Clerk by a given date. The Council should ensure that all applicants satisfy the legal eligibility criteria for a Councillor (see below).

The decision on the co-option of Councillors should be take place during a meeting of the Council with the press and public able to be present. The Council may co-opt anyone it pleases to fill the vacancy, provided the person is qualified to be a Councillor. The Council is not obliged to co-opt any person they consider to be unsuitable, even if he/she is the only person who has applied for co-option.

In voting the person co-opted must receive an absolute majority (more than 50%) of the votes of those Councillors present and voting at the meeting where the co-option takes place. Where there are more than two candidates for one vacancy, this rule means that a person must get a majority of votes over all the other candidates. Thus where candidate A receives four votes, candidate B receives three and candidate C receives two; A is not elected because he does not have more votes than B and C

combined. Where there are more than two candidates it is desirable to eliminate the candidate with the least number of votes so that a further vote is between two candidates only.

Councillor eligibility qualifications

A parish Councillor must be 18 years or over, a British subject or a citizen of a member state of the European Union and be (a) an elector of the parish; or (b) a person who over the whole of the last twelve months has been owner or tenant of land or premises in the parish or has lived in the parish or within three miles or has had his principal place of work in the parish. Provided the qualifications are met, a person can be a Councillor on more than one Council.

A Councillor will be disqualified from standing for office if:

- Within five years before s/he is given a sentence of imprisonment (whether suspended or not) of not less than 3 months without the option of a fine or s/he has been declared bankrupt.
- S/he has been found guilty of corrupt or illegal practices.
- S/he holds a paid office in the gift of the Council.

Person Specification for Co-option

Competency	Essential	Desirable
Relevant knowledge, Education, Professional Qualifications & Training	<ul style="list-style-type: none"> • Sound knowledge and understanding of local affairs and the local community. • Other requirements as appropriate 	<p>A levels/Degree level <i>and or Specific Vocational training or professional qualification (e.g. accountant, teacher, surveyor, architect) may be specified.</i></p>
Experience, Skills, Knowledge and Ability	<ul style="list-style-type: none"> • Solid interest in local matters. • Ability and willingness to represent the Council and their community. • Good interpersonal skills. • Ability to communicate clearly both orally and in writing. • Ability and willingness to work closely with other members and to maintain good working relationships with all members and staff • Good reading and analytic skills. • Ability and willingness to work with the council's partners (e.g. voluntary groups, other parish councils, principal authority, charities). • Ability and willingness to undertake relevant training. • Ability to work under pressure. 	<p>Knowledge of HR, procurement, contract management, financial control or risk management and compliance, public relations</p> <ul style="list-style-type: none"> • Experience of working in another public body or not for profit organisation • Experience of working with voluntary and or local community/ interest groups. • Basic knowledge of legal issues relating to town and parish councils or local authorities. • Experience of delivering presentations. • Experience of working with the media. • Experience in financial control/budgeting • Experience of staff management
Other requirements	<ul style="list-style-type: none"> • Ability and willingness to attend meetings of the council (or the meetings of other local authorities and local bodies) in the evening and events in the evening and at weekends. • Flexible • Enthusiastic. 	

KENDAL TOWN COUNCIL REPORT

To: Management Committee	20 th January 2020
From: The Town Clerk	Agenda Item No. 9

HIGH STREETS TASK FORCE

Kendal has been chosen as a pilot location for the newly formed High Street Task Force – more info can be seen here: <https://www.gov.uk/government/news/further-funding-and-expert-support-for-high-streets>

This is access to training and resources rather than direct funding. The opportunity has come about following SLDC's submission of an Expression of Interest for Kendal to the Future High Streets Fund in early 2019.

While we were not successful in accessing the funding (up to £25m) at that time, we have been invited to bid again for the second round of funding in 2020 and are now selected as one of the pilots to receive support from the newly formed High Streets Task Force. This effectively means that we can benefit from a range of High Streets Task Force products and services, focused on place management and regeneration, before they are released nationally from July 2020.

Kendal has been chosen due to its potential and the fact that a town centre strategy and vision for Kendal are already in formation, which are seen positively.

We have been provided with a 'Transforming your High Street' report (attached) which is an independent review of our existing plans for transformation and it identifies specific support from the Task Force that can support these plans.

Under the 'What next?' section of the report it identifies the next steps. We will provide feedback and any questions arising from the report, and then the pilot programme will begin with an 'Unlocking your place potential' visit to Kendal (to take place by the end of February) to diagnose what further technical/professional expertise could be provided by the High Streets Task Force to support our strategic transformation plans.

By March 31st we will have assembled a local team of 5-10 people (including both SLDC colleagues and partner representatives – Kendal Town Council will be one of the organisations invited to be involved) who will work through the identified learning actions which come from the initial session. As a pilot location we will host up to three training workshops, have access to online training and tools, as well as other training sessions around the country. These can be attended by different individuals to share learning.

The guidance indicates that in the first instance representation should be from officers as they are the ones directly managing and carrying out the strategies/project, so would benefit most from the learning. That would be my recommendation at this stage, though I am keen to ensure that Councillors can be

kept informed of progress. I will keep you updated as and when I have any further updates.

If you have any questions or comments at this stage just let me know.

Matt Williams | Senior Specialist (Economy & Culture)
South Lakeland District Council

High Streets
Task Force

Transforming your High Street

Kendal Town Centre

Contents

About the High Streets Task Force	4
Purpose of this document	5
Baseline Indicators	6
Economic, social, and other challenges	6
An independent review of your plans for transformation	9
Evidencing and communicating need	9
Articulating evidence and challenges	9
Specific actions to identify, articulate and evidence need more effectively	10
Capacity for transformation	10
Vision	10
Working collaboratively	11
Your track record of working in partnership	11
Your supporters	11
Specific actions to build capacity	11
Product and Service Catalogue from the High Streets Task Force	12
Expert Advice	12
Unlocking place potential	12
Task Force Experts	12
Task Force Mentors	13
Developing a shared vision for your high street	13
Place Development Programme	13
Learning	14
Online learning	14
Developing place leaders	14
Developing place analysts	15
Specialist webinars	15
Data and insight	15
Repository of reports, evidence, and how-to guides	16
Dashboards	17
Specialist toolkits	18
What next?	19
Actions	19

Now	19
By January 31 st 2020.....	20
By February 28 th 2020	20
By March 31 st 2020	20
By June 30 th 2020	20
By November 2020	20
By December 2020	20
Appendix 1	21

About the High Streets Task Force

This report is from the High Streets Task Force. We have been commissioned by the Ministry of Housing, Communities and Local Government (MHCLG) to support local authorities, develop place leaders, co-ordinate a national approach for our town centres and high streets and provide access to data and information. We are aiming to be the go-to source of information, advice, training, knowledge and guidance to people who want to make a positive difference to the local town or high street they care about. We are doing this through the development of toolkits, diagnostics and training that will help the right decisions to be taken locally. As importantly, we will supply town centres with data through a local dashboard that will help evidence-based decisions to be taken and provide insight to local leaders so they know if their projects and investments are making a difference.

This report is part of a package of direct support we are offering to local authorities, where need is identified, through a body of recognised experts and mentors supplied by the Institute of Place Management, the Landscape Institute, The Royal Town Planning Institute, the Royal Institution of Chartered Surveyors and The Design Council.

The High Streets Task Force is delivered by a consortium of experts, experienced place leaders, data providers and organisations that network thousands of people in BIDs, markets and other place partnerships, businesses, and civic society across England. The High Streets Task Force will also work with bodies that represent others that have a significant stake on the high street, such public service providers, transport operators, retailers, leisure and entertainment providers, employers, landlords and banks and building societies. It will launch its full range of products and services in July 2020, but will providing some support to applicants to the Future High Streets Fund (FHSF) from September 2019. This support includes this document.

More information about the High Streets Task Force can be found by visiting The High Streets Task Force [website](#).

Purpose of this document

The purpose of this document is to help you transform your high street by reviewing your plans and identifying specific support from the High Streets Task Force that will assist you.

It is **an independent report**, from the High Streets Task Force (not MHCLG), and whilst it may contain advice that could help you with a future application to the FHSF, our aim is much wider. This report will help you identify your challenges, create a better vision and build more capacity for collaborative working, and show how the training, data and other support available through the High Streets Task Force will help you do this.

The information and advice contained within this report is based on the Expression of Interest (EOI) you have submitted to Round 1 of the Future High Streets Fund. The report has been written by a team of specialists at the Institute of Place Management, at Manchester Metropolitan University, under the guidance of Professor Cathy Parker, an international authority in the field of high street and town centre development. We would like you to think of us as your 'critical friends'. We are encouraging and supportive of your plans to transform but we are here to provide honest and constructive feedback. Sometimes this might mean challenging some of your statements or assumptions, but please remember we are only doing this to improve your plans and give you a clear steer on ways to achieve them. Unlike you, we are not experts in your particular place, so you may disagree with our feedback or recommendations, because you have additional insight that we are not privy to. Nevertheless, points or inconsistencies we pick up may well also be noticed by other people you need to involve in your journey to transform your high street. These may be local businesses, the local community, investors, and other people who scrutinise your plans and strategies, such as funding reviewers.

So our advice may just help you explain and communicate about your town, and its challenges and potential solutions more effectively.

There are 4 main sections of this report:

Baseline indicators – Find out more about your high street or town centre in terms of various economic, social and other challenges.

An independent review of your plans for transformation – Analysts with experience in place management and development have assessed how well you have evidenced the need for your plans, the quality of your vision and the capacity you have for partnership working. Their feedback is included, as well as suggestions to strengthen your application for Round 2 of the Future High Streets Fund in 2020.

Guidance on how the High Streets Task Force can help you – A catalogue of the products and services available from the High Streets Task Force from July 2020.

Actions – suggesting how you can engage with support on offer from the High Streets Task Force.

Baseline Indicators

Within the High Streets Task Force, we will use a set of baseline indicators to enable us to understand national trends and also assess the health of a specific high street, in relation to other high streets. Baseline indicators are also important for local places to understand how they are performing over time. When fully operational, the High Streets Task Force will be publishing information on footfall, sentiment, collaboration capacity and economic, social and other challenges for your area. At present though, we can only share data on one of these. A further update will be available to you by July 2020.

Economic, social, and other challenges

In setting out the challenges faced by local authorities, Round 1 of the Future High Streets Fund asked, at Expression of Interest stage, that bidding authorities should provide information on the issues facing the town centre area covered within the bid. Bids should include a clear description, with supporting evidence, of the challenges facing the area, with clear links made to how these challenges align with the aims and objectives of the Future High Streets Fund.

We suggest that in describing your economic, social and other challenges, you consider, as a starting point the Index of Multiple Deprivation (IMD). The IMD is composed of seven domains of deprivation. These are: (1) income deprivation, (2) employment deprivation, (3) education, skills and training deprivation, (4) health deprivation and disability, (5) crime, (6) barriers to housing and services deprivation; (7) living environment deprivation. A fuller explanation of these indicators is provided in Appendix 1.

The Index of Multiple Deprivation (IMD) shows that Kendal Town centre¹ is amongst the 50% **most** deprived LSOAs (i.e. neighbourhoods) in the country. The seven domains outlined above have been individually analysed below. Figure 1, is a graphic representation of how deprived Kendal is in these seven domains (red is 10-30% most deprived, yellow is 40-50% most deprived through to 40-50% least deprived, and green is 10-30% least deprived).

¹ Name of Lower Layer Super Output Area (LSOA) in Consumer Data Research Centre (CDRC) maps: **South Lakeland 004A**

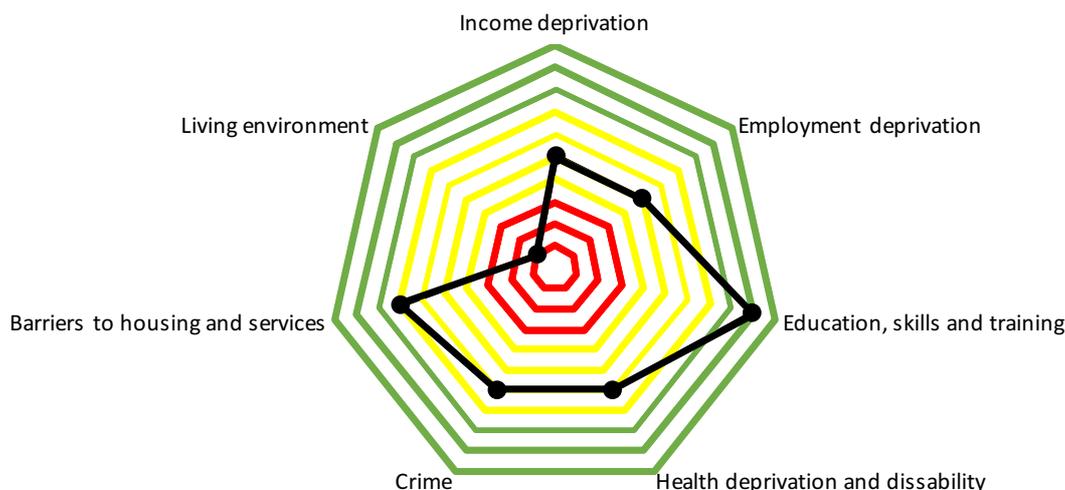


Figure 1: IMD analysis for Kendal Town Centre

Income Deprivation is defined as “population experiencing deprivation relating to low income”. This town centre is amongst the: **50% most deprived LSOAs in the country.**

Is it a challenge?	Yes	Identified in the EOI as a challenge?	No
--------------------	-----	---------------------------------------	----

Employment Deprivation is defined as “working age population involuntarily excluded from the labour market”. This town centre is amongst the: **50% most deprived LSOAs in the country.**

Is it a challenge?	Yes	Identified in the EOI as a challenge?	Yes
--------------------	-----	---------------------------------------	-----

Education, Skills and Training is defined as “lack of attainment and skills in the population”. This town centre is amongst the: **20% least deprived LSOAs in the country.**

Is it a challenge?	No	Identified in the EOI as a challenge?	No
--------------------	----	---------------------------------------	----

Health Deprivation and Disability is defined as “risk of premature death and impairment of quality of life through poor physical or mental health”. This town centre is amongst the: **50% least deprived LSOAs in the country.**

Is it a challenge?	No	Identified in the EOI as a challenge?	No
--------------------	----	---------------------------------------	----

Crime is defined as “risk of personal and material victimisation of the local population”. This town centre is amongst the: **50% least deprived LSOAs in the country.**

Is it a challenge?	No	Identified in the EOI as a challenge?	No
--------------------	----	---------------------------------------	----

Barriers to Housing & Services is defined as “physical and financial accessibility of housing and local services”. This town centre is amongst the: **40% least deprived LSOAs in the country.**

Is it a challenge?	No	Identified in the EOI as a challenge?	Yes
--------------------	----	---------------------------------------	-----

Living Environment is defined as “quality of both the indoor and outdoor local environment”. This town centre is amongst the: **10% most deprived LSOAs in the country.**

Is it a challenge?	Yes	Identified in the EOI as a challenge?	Yes
--------------------	-----	---------------------------------------	-----

An independent review of your plans for transformation

Feedback on your plans for transformation is based on our extensive understanding of high street and town centre change. To focus the review, our reviewers have studied three sections of your application to the Future High Streets Fund (The challenges; Strategic ambition; and Support for Town Centre Vision). This has given us valuable insight into *your need for transformation* and *your capacity for transformation* which we summarise in the rest of this section, along with some specific advice to strengthen your identification of your challenges and build capacity for change.

Evidencing and communicating need

In our research of high street and town centre transformation, accurately identifying the problem(s) that need to be solved is a very important stage in the process². Development decisions that are not based on accurate data and intelligence are usually ineffective.

When reviewing your plans, we were looking at your articulation and evidencing of the challenges your town or high street faces. We were interested in how you explained these. Was there data to support them? We were also looking to see if any of the baseline indicators, especially those related to economic, social and other challenges facing your area, were addressed.

Articulating evidence and challenges

The challenges of decreasing work age population, housing affordability, low wage economy, vacancy, and online shopping are well explained and supported with data.

We suggest further statistical evidence and data sources are needed in order to more fully support the arguments being made in relation to some of the challenges you identify. For example: flooding, transportation, and town identity.

The baseline data and the seven different domains of deprivation could, potentially, make a more convincing case for change in the town. Although challenges linked to deprivation in terms of the living environment (flooding), housing, and employment are considered in the application; some of these (such as the flooding challenge) lack evidence. Presenting IMD data could help in making a stronger case by reflecting the diverse needs of the population.

²Millington, S. and Ntounis, N. (2017), "Repositioning the high street: evidence and reflection from the UK", *Journal of Place Management and Development*, Vol. 10 No. 4, pp. 364-379. <https://doi.org/10.1108/JPMD-08-2017-0077>

Specific actions to identify, articulate and evidence need more effectively

The [CDRD data](#) in relation to the IMD can be a good resource to find evidence to support deprivation in different areas.

For example, the application presents data in relation to flooding. This could be linked to the data in relation to the Living Environment domain of deprivation that places Kendal in the 10% most deprived neighbourhoods in the country.

Generally, challenges need to be supported with evidence (and where possible quantitative data). A good example of how you have already done this is your explanation of the challenge in relation to vacancy rates. Conversely, a challenge that is not suitably supported by evidence is, for example, town identity.

Capacity for transformation

Once you have a good understanding of the issues facing your high street or town then you can start to make plans to tackle these. Our research shows that these plans need widespread buy-in, if they are going to be effective. People need to see a clear vision, and understand how achieving the vision will address issues that people care about. Finally, you need people and partnership to make change happen.

Vision

When reviewing your vision, we have looked at its clarity and its appropriateness in relation to the challenges evidenced. We also comment on the potential to make the vision more relevant to challenges or more transformational (ambitious). Finally, we review how integrated your vision is into other relevant plans that cover the area.

Clarity and appropriateness of vision

The vision could be more clearly defined. Multiple visioning documents are mentioned but the linkages between these is not explicitly outlined (e.g. Kendal Masterplan; Kendal Public Realm Design Framework). There appear to be competing ideas when articulating the vision. For example: it is mentioned that the vision involves reducing dependence on retail, but at the same time that shopping centre improvements are needed to attract more multi-nationals. Overall, the vision is linked to the challenges presented (e.g. repurposing underused buildings, or accessibility improvements). There are however some challenges that are not clearly linked to the vision (e.g. vulnerability to flooding).

Integration of vision into other plans

Multiple plans that involve the centre have been identified and the vision is linked to these. At times these links could be a little more specific. For example, in relation to Industrial Strategy, what does creating the right conditions for businesses entail? It is important that you explain these as it would add feasibility to the vision.

Working collaboratively

When reviewing your EOI we have looked for evidence of how well you collaborate with other important stakeholders. There are groups who can make change happen *with* you. It is also important that people who are affected by change are involved in decision making. We have been interested in finding out, through your EOI, who you have worked with before and who has supported your application.

Your track record of working in partnership

Support from and collaboration with different stakeholders is mentioned in the EOI. However, what the council's relationship is with these bodies, could be more clearly articulated. We feel this section would benefit from a clearer explanation of why these partnerships were created, what has been achieved so far, and what the future plans are.

Public meetings or consultations are mentioned in the EOI. This section could be a little more specific. For example, the application states that "various meetings" took place in the consultation process. When and where did these take place? What was the specific purpose of them? Is there anything on record that refers to engagement – such as blog posts, coverage in your local paper, etc.

Your supporters

There is support for the EOI from a broad range of stakeholders.

Specific actions to build capacity

Examples of actions to improve the vision and encourage more partnership between stakeholders.

Improving the vision:

- Link a broader range of challenges to the pillars of the vision more explicitly.
- Link the challenges and vision to IMD data.
- Be more specific about the vision so it looks more feasible. Talk about particular outcomes.

Improving collaborative working:

- Be more specific about how you will build and strengthen the partnerships you need to achieve your vision. How exactly have you engaged citizens? What specific stakeholders have you engaged from the public and private sectors? What are your plans for engagement in the future?
- Discuss how the partnerships you will depend upon were created and for what purposes? What has been achieved so far? What else is on the agenda?

Product and Service Catalogue from the High Streets Task Force

The High Streets Task Force will provide a number of products and services in three areas from July 2020: training and learning; data and insights and expert advice. These are summarised in this section. Some support will be available to everyone but we are also assessing need to offer targeted support to create successful, sustainable places. This is detailed with the products and services below. **Any additional support will be recommended as a result of our ‘Unlocking your place potential’ visit to Kendal.**

Expert Advice

We are offering a range of expert advice services, predominantly to local authorities. This section outlines what these are. Based on our assessment of indicative need and capacity, we may recommend further expert advice services, after we have delivered an ‘Unlocking your place potential’ diagnostic visit (see below).

Unlocking place potential

A one-day Task Force visit to a town centre/high street and its local authority to diagnose what further technical/professional expertise is needed from the High Streets Task Force to unlock strategic potential. This diagnosis will be based on the Institute of Place Management’s 4Rs of Regeneration: Repositioning; Reinventing; Rebranding and Restructuring, which covers planning, data, design, activation, multi-functionality, investment, branding, communication, collaboration, partnership working with businesses and communities, and governance. The visit will end with a clear recommendation of what can be progressed by the local authority/partners (including a possible formal referral to the Task Force Mentor programme outlined below) and what additional expertise in the form of Task Force Experts may be required (recommended when the problem is complex and the solution is not likely to be provided by the type of services LA would normally commission)³.

Task Force Experts

This is technical/professional expertise provided by the Task Force to local authorities to unlock strategic potential. As high streets and town centres move from mono-functional spaces to multifunctional places, wide-ranging expertise is needed to support this change, including planning, data and design. At present, expertise is often contained within consultancies and agencies that are associated with a particular profession, therefore we

³ The recommendations are based on the experience and knowledge of our High Streets Task Force Experts and are not open to challenge from the local authority. The support on offer from the High Streets Task Force has to be targeted appropriately. The amount of delivery is governed by a contract therefore it is not possible to provide additional expert services to all local authorities. In addition, the High Streets Task Force must not interfere in the market and offer services that are available commercially.

have a bank of experts from the Royal Town Planning Institute (RTPI), Landscape Institute (LI), Design Council, Royal Institution of Chartered Surveyors (RICS) and Institute of Place Management (IPM). High Street Task Force Experts will cover planning, urban design, placemaking, landscape architecture, transport, valuation, asset management, investment, governance, data and analytics, place management and leadership. Task Force Experts will be respected professionals (at Member or Fellow level) that can demonstrate significant experience working on high street/town centre issues. There is a maximum of three days of Task Force Expert time available if expertise is prescribed during the 'Unlocking your place potential' diagnostic visit.

Task Force Mentors

An experienced Task Force Mentor may be provided to boost the capacity of local authorities, when capacity issues have been identified, through the 'Unlocking your place potential' visit. The Mentor will be a successful place manager/leader from another location, who can inspire and support better partnership working. The Mentor will broker up to three meetings with the local authority and important stakeholders, to develop a partnership agreement for joint working. Once this is in place, the Mentor may prescribe a **Developing a shared vision** for your high street workshop (see below), if they feel this would be beneficial.

Developing a shared vision for your high street

A three-hour workshop, in situ, to develop a collaborative and transformative vision for a particular location, with the local authority and wider stakeholders. This will include a follow-up report to help the group design and implement effective strategies to achieve the vision, with a capacity plan, including signposting additional support from the Task Force as well as additional capacity available in the wider partnership.

Place Development Programme

The Place Development workshop will be available to a maximum of 50 high streets. This workshop will be available if recommended during the Unlocking Your Town's Potential Expert visit.

The Place Development workshop is concentrated on building place making skills and collaboration capacity in a particular location, and elected members, officers, business leaders, BID managers, civic leaders, young people, property owners, retailers, etc. would be invited to in-situ workshops using the network of contacts the Task Force has, in partnership with the host local authority. Up to 70 delegates can attend the workshop.

The Place Development Programme includes baseline analysis, a 3-hour interactive workshop and a post-workshop report to identify 'quick wins' (how vitality and viability can be improved through focussing on one or more of 25 priorities) as well as more strategic recommendations (for repositioning, reinventing, rebranding or restructuring the town centre).

This programme will run throughout the lifespan of the Task Force project and is accredited as Continued Professional Development by the Institute of Place Management.

Learning

Online learning

The High Streets Task Force is developing a comprehensive set of online learning to help you in:

1. Repositioning your high street – how to use data and create visions, strategies and plans that will meet the needs of your catchment.
2. Reinventing your high street – how to change the offer on your high street and activate your high street.
3. Rebranding your high street – how to change perceptions of your high street and encourage more communication to flow.
4. Restructuring your high street – how to change the management and governance of your high street.
5. Improving the vitality and viability of your high street – 25 priorities for action.

These first 5 online learnings will be available from January 2020 and have been developed by the Institute of Place Management and PwC. More details will be available on the High Streets Task Force [website](#).

We will add to the online learning and skill development by adding other topics of relevance and refreshing content across the lifetime of the Task Force. This is likely to include topics such as:

- Principles of the Task Force Dashboard (Institute of Place Management)
- Principles of place making (Landscape Institute)
- Principles of place shaping and transport needs (Design Council)
- Principles of town planning (Royal Town Planning Institute)
- Understanding town centre assets and investment (Royal Institution of Chartered Surveyors)
- Understanding BIDs (The BID Foundation)
- Understanding high street heritage and culture (Civic Voice)
- Understanding future users of the high street (Teenage Market)
- Understanding town centres (Association of Town and City Management)
- Understanding markets (National Association of British Market Authorities)

These additional topics will come online from May 2020. More details will be available on the High Street Task Force [website](#). This online learning will be available to everyone that has registered to use the High Streets Task Force website.

Developing place leaders

We will also be working with LEPs to deliver a one-day Developing Place Leaders learning programme aimed at strengthening place leadership across a functional economic area. The expectation is all towns and cities in a particular LEP area will be represented, as well as a wide range of place leaders.

The Developing place leaders course will be run monthly from May 2020 and be held in all 38 LEP areas. It is by invitation only.

Developing place analysts

This one-day course aims to improve understanding of basic place data principles to underpin decision making. It will give an introductory overview of key metrics and datasets available in the Task Force Dashboard (e.g. footfall and sentiment) and how to interpret them. The course is provided by Springboard on behalf of the High Streets Task Force, and accredited by the Institute of Place Management. It will be open by invitation only.

Specialist webinars

The High Streets Task Force will produce two webinar series, understanding place data and understanding place sentiment. All Task Force Webinars will be recorded so that they form a repository of knowledge that can be accessed by anyone who has registered with the High Streets Task Force.

- **Understanding place data:** This will be provided for the High Streets Task Force by Springboard, a consortium partner, who will develop a webinar for those who require an introduction to basic data principles and the Task Force dashboard. We will run 10 webinars a year on a regional basis. Understanding place data webinars will be available from July 2020 and places will be available upon recommendation from the High Street Task Force.
- **Understanding place sentiment:** The Maybe* team, one of the partners in the Task Force, will provide a live monthly webinar that enables High Street stakeholders to understand and evaluate their High Streets through the sentiment data provided through the Task Force Dashboard, and understand how it impacts other KPI's such as footfall. Importantly, we will demonstrate how you can use data and insights extracted from social media to inform evidence-based decision making. Understanding place sentiment webinars will be available from July 2020 and places will be available upon recommendation of the High Streets Task Force.

Data and insight

The High Streets Task Force must support local leaders to develop the right plans for their town centres and high streets. To do this, local leaders need access to data, information and evidence. There is a wealth of this already in existence, but this needs careful vetting, and integrating in ways that provides reliable and accessible 'point-of-need' support. Local place leaders do not have time to study masses of documentation. The Task Force will be the 'go to' source of authoritative information and advice through the following products that will be available in July 2020 (with more details available on the High Street Task Force [website](#)).

Repository of reports, evidence, and how-to guides

Repository of general resources

All the partners in the Task Force have committed to donate relevant resources, materials and data to the Task Force Repository. All these will be reviewed by experienced researchers and will include an abstract that contains:

- Key takeaway(s)
- Link to High Streets Task Force knowledge frameworks (so the resource is easily searchable/findable and also prompts you to investigate associated resources)
- Ratings for relevance
- An easy-to-read summary.

The repository will be available to all registered users of the High Streets Task Force.

Evidence on a page

A factual summary of every one of the 237 factors that the High Streets Task Force has found to influence high street success and its relevance to high street renewal, with links to further reading (all available through the repository). These will come online throughout the lifespan of the High Streets Task Force, starting in July 2020. More details will be available from July on the High Streets Task Force [website](#). Evidence on a page will be publicly available.

25 priorities for vitality and viability

An explanation of the 25 priorities for local action, that will improve high street vitality and viability. This includes what resources are needed to deliver (including timeframes) and links to the factors that the priority encompasses (through 'evidence on a page'). An overview of the 25 priorities are already available [here](#), but more information on each will be available for July 2020 on the High Streets Task Force [website](#). The 25 priorities for vitality and viability will be publicly available.

4Rs Framework

This can be used identify the right renewal strategy for your town or high street. Previous research and pilot projects have demonstrated that having this framework, which distinguishes between the processes of decision making, action, communication and governance, provides some clarity and structure to what is an incredibly complex process. This framework is available now, and is being used to structure and signpost additional support with the High Streets Task Force. You can read more about the 4Rs Framework [here](#).

Annual Review

The High Streets Task Force will provide an annual review of how England's high streets and town centres are performing. This will include information on footfall and sentiment, and is likely to include other indicators (as we work with other providers of data). It will track changes in daytime, evening economies and also how town centre functions (or town types) are changing over time.

The Annual Review will also track the development of place management capacity, how many people have engaged with Task Force, use of the dashboards and uptake of training. This will all help local leaders understand how their high streets and town centres are performing. The first Annual Review will be published in 2020 and will be available from the High Streets Task Force [website](#). The Annual Review will be publicly available.

Best practice guides

We will offer 20 best practice guides, refreshing these guides across the lifetime of the Task Force and ensuring learning from the Task Force activities is reflected in these guides.

The guides will focus on the areas of strategy, leadership, management and technical knowledge so that you can access the resources most appropriate to them and their specific needs. Best practice guides will be available through the High Streets Task Force website from July 2020.

Please visit the High Streets Task Force [website](#) for more information. Best practice guides will be available to registered users of the High Streets Task Force.

Dashboards

The Task Force will supply a basic place management dashboard upon request. The dashboard will immediately include data on:

- Footfall (estimated)
- Sentiment (what are the perceptions of the town, based on social media harvesting)

Estimated footfall

As footfall data is not collected in all locations, researchers at Cardiff and Manchester Metropolitan University have developed a method estimating hourly footfall in town centres. Local authorities and their partners who wish to use a High Street Task Force Dashboard (and have the capacity to calibrate it and utilise the data) will be given clear instructions on how to undertake manual counts to produce a more accurate estimate. This will allow local leaders to identify:

- a) their town type (e.g. comparison, speciality, holiday or multifunctional). This enables place leaders to understand the dominant function of their town
- b) their attractiveness i.e. their likely position in the retail hierarchy (e.g. district, town, major town, sub-regional centre, regional centre, major city)

Both of these are an important baseline for measuring performance and future decision making.

Sentiment

Sentiment data will allow local leaders to understand what key stakeholders are saying about the town and ascertain how different interventions impact on how people feel about their town. Sentiment data will come from the patent-pending Maybe* platform which uses Artificial Intelligence to benchmark social media performance. Again, sentiment data is

important to understand how the town or high street is perceived and how local stakeholders are communicating about the town.

Advanced dashboards

As well as the basic Task Force Dashboard, a more advanced version will be offered to locations that are willing to share their footfall data that is already collected by Springboard. This advanced dashboard includes actual footfall data as well as sentiment data. This dashboard allows place leaders to compare their day, evening and night time economies. The dashboard has the function to export graphs and other data. This version of the dashboard also uses sophisticated algorithms to identify similar towns, for collective learning.

Specialist toolkits

A number of toolkits and diagnostics will be developed for the Task Force, based upon peer-reviewed research and best-practice evidence.

What is blocking your transformation

An on-line diagnostic tool which will identify which renewal strategy (repositioning, reinventing, rebranding or restructuring) is likely to work best in a location.

Task Force Place Audit

A how-to guide to undertake a baseline audit of the 25 priorities so help select the most appropriate for actioning (using the diagnostic below).

Prioritising high street action – a means of identifying which of the 25 priorities a partnership should focus on, based on need, capacity, timescales and funding.

Toolkits will be available from July 2020 to any registered user of the High Street Task Force. More details will be available on the High Streets Task Force [website](#).

What next?

We appreciate that there is a lot of information contained within this report and a lot to take in! As you are one of the first local authorities to get one of our 'Transforming your high street reports' many of the products and services we have described in the catalogue are not ready for release. However, if you are willing, we would like to invite you to join our pilot programme in January 2020, where we can work with you to trial a selection of the High Streets Task Force offer (as catalogued in the previous section). The benefit of taking part in the pilot means that you get access to specialist advice, learning and data/insight now – but our products/services won't be perfect... and we will be relying on your feedback to help us improve them ready for general release.

To take part in the pilot you will need to commit the following:

1. A **senior contact** to work with us on agreeing the people that will take part in the pilot and the products and services that you will trial. We would like to work with a wide range of people, including those from local authorities, local place partnerships, like Business Improvement Districts, the business community and civic society. A team of between 5 and 10 would be ideal for the pilot.
2. Capacity to host up to **three High Streets Task Force visits** to your town. This may include training workshops – but we will discuss the space requirements with you in advance. If you are not able to host a training workshop this will not stop you taking part in the pilot.
3. Capacity to take part in **piloting** some online training and other online tools (no more than 10 hours in total).
4. Capacity (time and travel budget) to **attend up to three meetings/training sessions** in England between January 2020 and May 2020. The same person does not need to attend all three sessions.
5. Willingness to give honest and constructive **feedback** to the High Streets Task Force Team.

Actions

Now

Action 1: Please acknowledge receipt of this report and let us know who will be our senior contact to discuss further High Streets Task Force support.

Please email support@highstreetstaskforce.org **TODAY** letting us know you have got this report and the name of the senior contact, and we will be in touch to discuss the pilot with you.

Action 2: Save the date! If you intend to take part in the pilot programme, then there is a kick-off workshop at Manchester Metropolitan University on the **13th February 2020**. We will need at least one representative from your town to attend.

By January 31st 2020

Action 3: Please share our report with the people, organisations and partnerships that you are working with locally. We suggest these are the same ones you have named in your EOI.

Action 4: Please complete a feedback report, raising any questions or clarifications you may have on the content of this report. We will send you a link to complete the feedback report in early January.

Once we have received your feedback report we will be in touch to book in a High Streets Task Force 'Unlocking your place potential visit'. In this visit we will sense check the advice we have given in this written report and focus on what you can do, within 12 months, to unlock the potential of your place, with High Streets Task Force support. This will include identifying all the products and services available in the pilot that you may wish to trial with us.

By February 28th 2020

Action 5: Invite suitable stakeholders to the 'Unlocking your place potential visit' (you will get guidance from the HSTF team).

By March 31st 2020

Action 6: Assemble your local team who will work through the identified learning and capacity building actions that come out of your 'Unlocking your place potential visit' (you will get guidance from the HSTF team). Spoiler alert – you will be doing the hard work... sorry!

Action 7: Register your team on the High Streets Task Force website and start to work through the online learning recommended during your expert visit. You will get additional guidance for this.

By June 30th 2020

Action 8: Attend any face-to-face training sessions that have been recommended by the High Streets Task Force

Action 9: Utilise the High Streets Task Force Dashboard in place management and decision making. We will be giving additional guidance on this.

Action 10: If eligible, apply for an Advanced High Streets Task Force Dashboard.

By November 2020

Action 11: Utilise all the functions and support available through the fully operational High Streets Task Force website. Encourage more people in your town to register for free on line learning etc.

By December 2020

Action 12: Take part in your 12-month review, and see just how much nearer you are to transforming your high street!

Appendix 1

The English Indices of Deprivation (IoD) measure relative levels of deprivation in 32,844 Lower-layer Super Output Areas (LSOA), i.e. small areas or neighbourhoods, in England. The information presented in this report (and in this Appendix) has been taken from the latest IoD statistical release (2019) produced by the Ministry of Housing, Communities & Local Government (MHCLG).

The IoD2019 is comprised of seven distinct domains of deprivation that measure living conditions in different neighbourhoods. These domains include:

Income: Measures the proportion of the population experiencing deprivation relating to low income.

Employment: Measures the proportion of the working age population in an area involuntarily excluded from the labour market.

Education: Measures the lack of attainment and skills in the local population.

Health: Measures the risk of premature death and the impairment of quality of life through poor physical or mental health.

Crime: Measures the risk of personal and material victimisation at local level.

Barriers to Housing and Services: Measures the physical and financial accessibility of housing and local services.

Living Environment: Measures the quality of both the 'indoor' and 'outdoor' local environment.

When these are combined and weighted – Income (22.5%), Employment (22.5%), Health (13.5%), Education (13.5%), Crime (9.3%), Barriers to Housing and Services (9.3%), Living Environment (9.3%) – they form the Index of Multiple Deprivation (IMD 2019). The IMD is an overall measure of how deprived an area is.

Information about the IMD2019 as well as the seven domains of deprivation is publicly available and can be retrieved [here](#). Locations can be selected based on postcode, local authority, or place name. This resource shows current deprivation levels, as well as a comparison with the previous statistical release in 2015. This resource indicates how deprived an LSOA is by stating how it ranks (in terms of number and percentage) compared to the other 32,844 LSOAs in England. For example, a given LSOA is ranked 3,174 out of 32,844 LSOAs in England; where 1 is the most deprived. This is amongst the 10% most deprived neighbourhoods in the country.

More information about the IoD 2019 can be found in the [report issued by MHCLG](#).

KENDAL TOWN COUNCIL - MANAGEMENT COMMITTEE

BUDGETARY CONTROL STATEMENT: EXPENDITURE TO 31 DECEMBER 2019

2019/20 Approved Budget	Heading	Actual to date	Planned Expenditure	Total to date	Budget Remaining
£		£	£	£	£
	Management:				
172,220	Staff Salaries	127,540	44,518	172,058	162
(83,250)	Staff Recharges to Services	(62,438)	(20,813)	(83,250)	0
1,000	Travel & Training	244		244	756
(2,100)	Pension Fund Adjustment	(1,575)	(525)	(2,100)	0
16,140	Premises	12,723	3,417	16,140	0
6,060	Supplies & Services	3,289	1,000	4,288	1,772
11,360	Audit, Subscriptions & Insurances	7,804	3,556	11,360	0
16,322	Elections	16,322		16,322	0
10,147	Newsletter	6,247	3,456	9,703	444
4,700	IT & Website	5,579	150	5,729	(1,029)
2,020	Miscellaneous	3,170		3,170	(1,150)
154,619	Total:	118,904	34,760	153,664	955
	Action Plan Items:				
8,500	Support for Kendal Futures Role	7,750		7,750	750
5,000	Support for Kendal TIC	5,000		5,000	0
4,000	Kendal Futures - visit-kendal.co.uk development and promotion	2,800	1,200	4,000	0
1,000	Kendal Futures - Kendal Destination promotion and advertising	1,000		1,000	0
1,000	Kendal Futures - Footfall counts years 3 and 4	1,000		1,000	0
1,500	Kendal Futures - replacement Kirkland banners	1,500		1,500	0
250	Lancaster Canal Regeneration Partnership			0	250
10,000	Community Emergency Planning Group			0	10,000
20,000	Increase in staffing budget	849	1,010	1,859	18,141
				0	
51,250	Total:	19,899	2,210	22,109	29,141