

We're more than an agency.
We're change makers.

Lancashire Local Government Reorganisation (LGR) Stakeholder Consultation Report

October 2025

Contents

1. Executive Summary	3
2. Introduction.....	3
3. Background and context	3
4. Methodology	4
5. Survey Results	5
5.1. A sense of identity.....	5
5.2. New councils: an opportunity for change	6
5.2.1. Thematic Analysis.....	6
5.2.2. Geographic Insights.....	8
5.3. Concerns to address when looking to the future	8
5.3.1. Thematic Analysis.....	9
5.3.2. Geographic Insights.....	10
5.4. Final thoughts.....	11
5.4.1. Thematic Analysis.....	11
6. Conclusions.....	12
6.1. Support for change.....	12
6.2. Challenges and opportunities	12
6.3. Current and future priorities.....	13
6.4. Our recommendations	13
7. Appendices.....	15
7.1. Appendix 1: Survey questions	15
7.2. Appendix 2: Organisations named	15
7.3. Appendix 3: Postcodes	21

1. Executive Summary

In September 2025, all Lancashire councils commissioned a county-wide consultation on Local Government Reorganisation (LGR). The consultation sought views from Lancashire Councils' stakeholders on what priorities new councils should focus on, what concerns might arise, and any further reflections. There was a separate survey which was widely circulated which was aimed at all residents in Lancashire. This report will focus on the stakeholder survey only.

A total of 409 responses were received, representing over 200 unique organisations and individuals. Respondents included parish and town councils, businesses, voluntary and community groups, public sector organisations, and individual residents across the county.

The feedback revealed strong demands for visible service improvements, particularly in transport and roads, business support, and clearer accountability. Concerns included fears around losing the "local voice", higher costs, centralisation, and unfair funding distribution.

Overall sentiment was mixed but cautiously optimistic. While many recognised the potential benefits of efficiency and growth, they wanted reassurance on fairness, transparency, and protecting local identity.

2. Introduction

The Government has announced an England-wide policy of Local Government Reorganisation (LGR), a process by which councils are expected to come together and form larger unitary councils. In Lancashire, this could mean two to five new unitary councils replacing the current 15 councils. To help shape proposals due to be submitted to national Government later in 2025, the existing Lancashire councils jointly commissioned surveys for residents and stakeholders.

This report, prepared by Cratus Group, summarises the results of the stakeholder survey.

3. Background and context

The Government has set out its ambition to change the way that local councils are currently organised, where county, existing unitary, and district/borough councils will be replaced by new, larger unitary authorities, which run all services within an area.

Given the size of Lancashire, there have been a variety of options put forward for the best way to structure the new unitary authorities, ranging from two councils covering the county to five.

There are Government guidelines for what any proposed structure must achieve:

- Serve a population of at least 500,000, although exceptions are possible if justified
- Stronger local leadership
- Improved service delivery and outcomes
- Value for money and financial sustainability
- Economic growth and prosperity
- Community identity and effective local partnerships

4. Methodology

Existing Lancashire councils worked together to produce the survey wording. This was designed to identify what stakeholders saw as potential opportunities in a new council system and any concerns they have, to help guide the decision-making process of councils.

The survey itself was built using the interactive GiveMyView survey platform, which uses quick, image-focused, enjoyable question formats to encourage respondents to engage.

The full list of questions is included in Appendix 1.

In total there were 409 responses, from 237 unique organisations and individuals, and 2,618 free-text comments.

The free text responses have been thematically coded. Each discrete point was counted as a mention, so totals exceed respondent numbers because stakeholders could enter up to three boxes per question. Our analysis combines mention counts with short quotes and compared patterns by postcode.

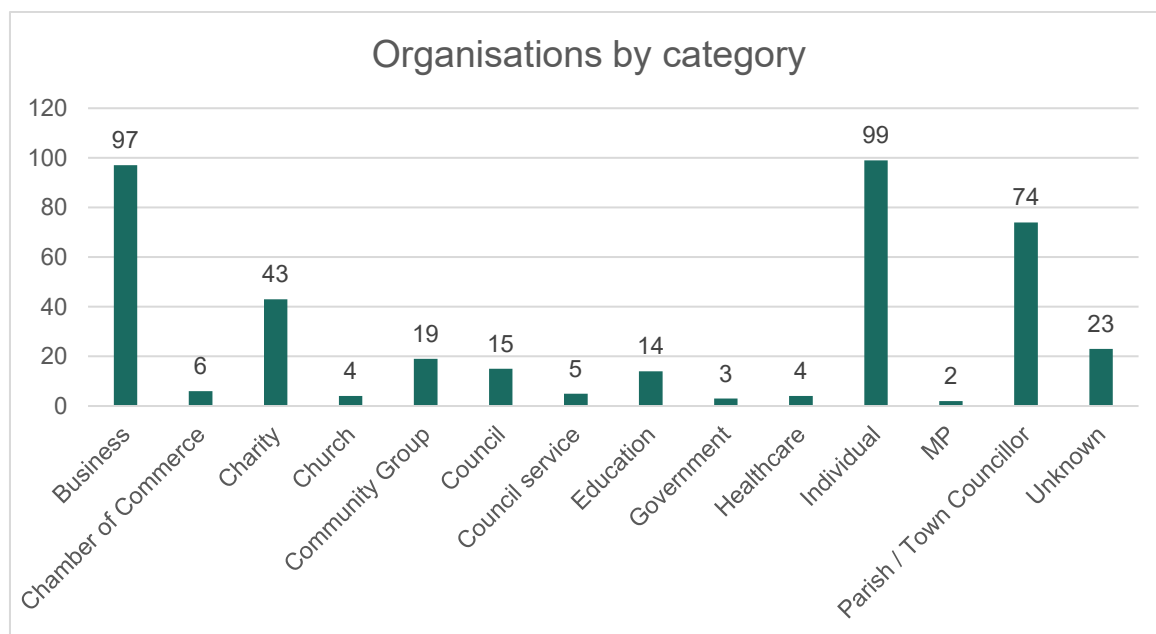
Findings are indicative not statistically representative. Parish and Town Councils were prominent, while businesses and some communities were less represented. Respondents included over 40 Parish and Town Councils, local businesses and chambers of commerce, NHS trusts, universities, voluntary and cultural groups and residents.

Individual councils were provided with a toolkit for promoting the survey, and each one shared the survey with its existing stakeholder list and via existing communications channels.

5. Survey Results

5.1. A sense of identity

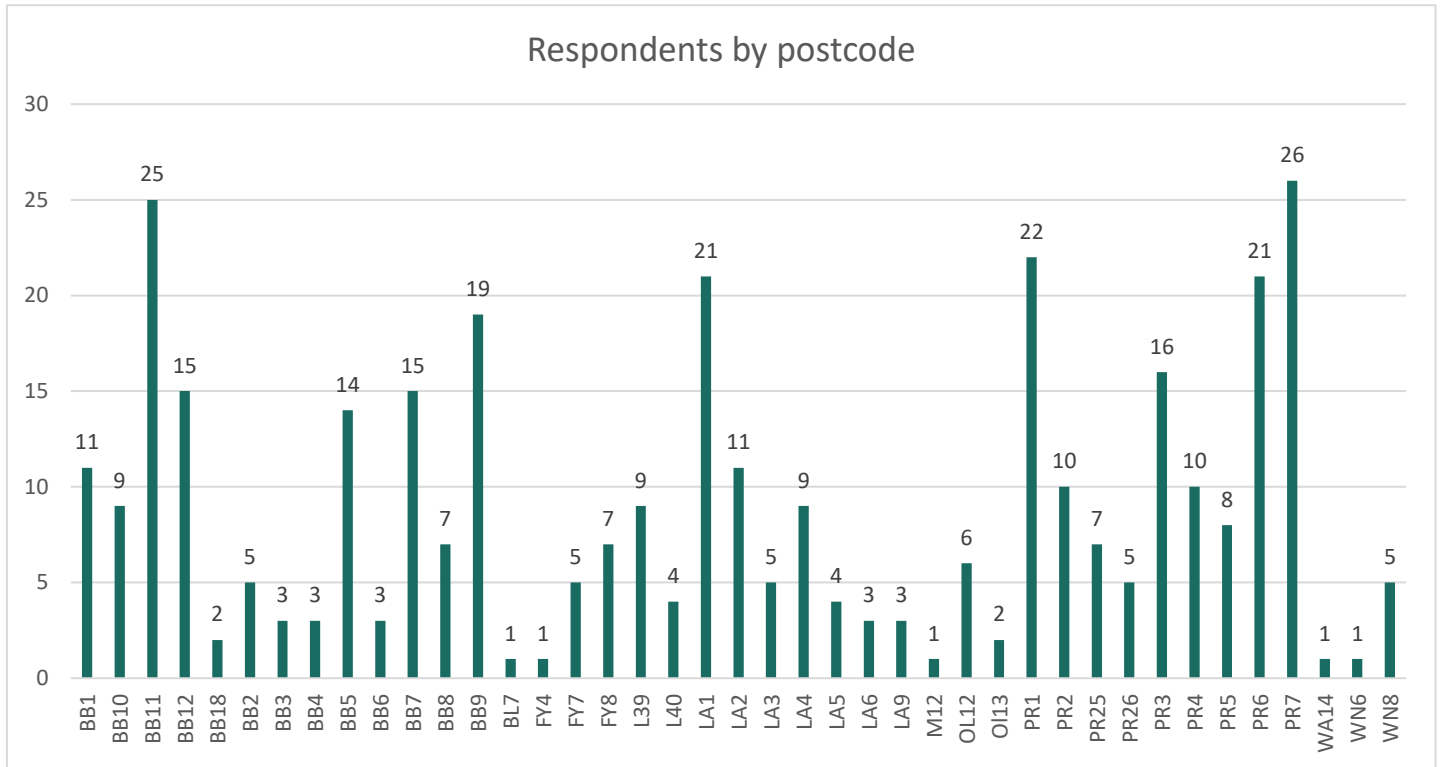
The first question asked people to identify their organisation.



237 unique organisations were identified, with 122 respondents who either did not give their organisation or said they were responding in a personal capacity.

Submissions came from a mix of civic, business and community voices. 74 were parish or town councillors, with another 20 coming from district, borough or county councils. People from private businesses were also strongly represented, with 97 identifying in this way, and several charities also contributed.

A full list of named organisations is found at Appendix 2.



We then asked for the respondents’ postcode. Responses came from across the county, as can be seen above. This spread reflects strong participation from East and Central Lancashire and a solid sample from Lancaster and Morecambe, with lighter but present input from Fylde, West Lancashire and Wigan fringe areas.

A list of postcodes is available at Appendix 3.

5.2. New councils: an opportunity for change

Respondents could enter up to three free-text suggestions in response to the question ‘What should any new Councils that are set up aim to improve to better help residents and businesses?’. This produced 871 written responses that we coded by theme. Below we set out the main priorities with quotes, and how views varied by postcode.

Residents and businesses want practical, visible improvements. The responses show three dominant priorities: transport and roads, business and local economy, and communication and accountability.

5.2.1. Thematic Analysis

Transport and Roads

The most pressing issue was the condition of roads and transport infrastructure. Many respondents mentioned potholes and poor maintenance. One stated: *“Better roads. The roads are riddled in potholes, I’ve reported lots, and nothing seems to get done.”* Others wanted public transport investment: *“Transport – better and cheaper public transport – connected across the whole county footprint and linked to nearby larger cities.”*

Business and Economy

Economic vitality and support for business came through strongly. A frequent demand was for lower business rates: *"Business rates should be reduced."* Another respondent was more forceful: *"re-evaluate business rates, clean streets, free bin collection for businesses"* High streets and town centres were also repeatedly mentioned: *"Help the High Street which provides economy and employment for the Fylde."*

Communication and Accountability

Frustration with bureaucracy and access was widespread. Many asked for clarity: *"Clarity of service delivery – who does what."* Others focused on responsiveness: *"Direct telephone numbers for queries, assigned case officers for ongoing issues, replies within 5 working days."* Transparency was another theme: *"Be more accountable and more accessible."* There was concern about the quality of leadership and the visibility of councils, with calls for *"Improved accountability."*

Efficiency

Concerns about cost, duplication, and council tax rises were strong. Respondents called for *"Value for money"* and said things like: *"Cut out waste so more money can be spent on services."* One respondent wrote: *"Stop wasting money"* and another said *"Lower council tax – we are getting taxed more and more. This is going to drive businesses out of business."* A number of responses were about service style and approach rather than a specific service. These asked councils to be *"Streamlined, joined up"*, *"More responsive to local questions and problems"*, and to focus on *"Joined up service provision."*

Planning and Development

Planning reform was a frequent request when asked what services require some improvement in the future. Respondents called for a *"Quicker and more streamlined approach to planning process and decision making"* and *"Streamline Planning, remove unnecessary bureaucracy."* Others emphasised concern over the green belt: *"Build on all brownfield sites before considering grey/green belt."*

Health and Social Care

Access to health and care services, especially mental health, was mentioned. One representative comment was: *"Faster access to local healthcare - particularly mental health."* and confusion over the current system was raised by suggesting *"Standardised approaches to Adult and Children's social care to provide consistency for our residents."*

Community and Cohesion

Support for voluntary and community groups was raised. One said: *"Work together with the VCSFE sector as equal partners."* Another: *"Provide funding and space for charities and community groups that directly assist vulnerable residents."*

Education, Skills and Youth

Schools and opportunities for young people were another theme. Respondents asked for *“Funding for young people through schools, youth clubs to create better futures”* and *“Improvement to schools, investment in local communities.”* This did not just relate to students, skills provision for adults was also noted: *“Facilitate meetings between employers and training companies.”*

Environment and Rubbish

Waste and recycling were frequently mentioned: *“Waste collection to be more frequent.”* Another added: *“Waste removal – all waste bins emptied weekly, none of this two-weekly.”* Green priorities also came through: *“Environmental improvements including maintenance of green open spaces and trees.”*

Crime, Safety and Anti-Social Behaviour

Safety concerns included visible policing and enforcement: *“Tackle Anti-Social Behaviour with coordinated, visible enforcement.”* Another wrote: *“Better policing to reduce anti-social behaviour and dangerous driving.”*

Culture and Arts

Respondents stressed the role of arts, culture, and heritage in shaping local pride and economic vitality. Examples included *“Arts and culture funding”* and *“Culture and visitor economy ensuring pathways to culture for visitors and residents alike.”*

Inequality and Poverty

Several responses highlighted deprivation and inequality, urging councils to *“Reduce inequality”* and focus on *“Areas of deprivation.”* Others called for *“Assisting vulnerable people within councils’ catchment areas.”* Concerns about fairness between areas were mentioned as well asking for council priorities *“To include rural areas and not forget our small villages.”*

5.2.2. Geographic Insights

With the more intimate numbers of respondents to this survey, we were able to review comments by postcode, by grouping them into postcode areas such as BB or PR, to allow there to be enough responses from each to view patterns.

Both BB and PR areas emphasised business and the local economy, along with clearer communication and accountability, better value for money, and improvements to transport and roads. LA displayed a more balanced profile across transport, business, health and social care, and community/VCFSE. Smaller areas showed local patterns: FY leaned toward communication and accountability followed by business and economy; OL focused on transport and roads and on crime and safety; WN highlighted transport and roads, with smaller clusters around financial efficiency, health and social care, and education and skills.

5.3. Concerns to address when looking to the future

Stakeholders could provide up to three free-text responses to the question “What concerns, if any, do you think might come from bringing all council services together under new unitary

councils for Lancashire in the future?" 729 comments were made, which have been grouped into themes and analysed.

The most common concerns centred on financial risks, democratic accountability and centralisation/distance from local communities.

Issues around localism and representation also featured strongly. Other recurring themes included loss of local identity, bureaucracy and efficiency, and general distrust or cynicism.

13 stakeholders explicitly stated they had *"no concerns."*

5.3.1. Thematic Analysis

Financial Concerns

Many stakeholders feared that creating new councils would increase costs rather than save money. One commented: *"Extra layer of bureaucracy and wasted money on reorganisation."* Others worried about higher council tax: *"Council tax will rise without services improving."*

Local identity

Concerns about losing a local voice were widespread. For example: *"...the East Lancashire voice will be lost."* Another warned of *"Less accountability and less contact with local councillors."* Stakeholders feared that services and decision-making would become too remote, leaving rural or fringe areas overlooked. One said: *"Those on the margins will get less investment and attention."* Another noted: *"Local issues will be overlooked by a centralised authority"*

Some stakeholders worried that distinct communities and traditions would be lost within larger units. Quotes included: *"That the Lancashire identity will override local identity"* and *"We will lose the individuality of the area we live in; lose our identity."*

Efficiency and Bureaucracy

There were doubts about whether reorganisation would actually reduce bureaucracy. One stakeholder warned of *"Any staffing cuts that may slow down services such as planning."* and another of *"More bureaucracy rather than less"* and suggestions of *"too many layers of management."*

Funding Fairness and Distribution

Concerns were raised that resources might not be allocated equitably, especially that cities and larger areas would get more funding: *"The big towns will get all the money."* and *"Focus on 'preferred' areas, not the whole district."*

Community Identity

Separate to localism, some stakeholders highlighted pride in community character: *"Loss of community identity"* was a recurring phrase.

General Distrust / Cynicism

A group of stakeholders expressed a more sceptical outlook, often bluntly: *“More waste of cash.”* Some were concerned about the process, *“transitional phase where consolidation is taking place - big distraction/change process and impact on ongoing need to deliver services.”* Some noted the impact the negative effect reorganisation will have on some *“Huge amount of redundancies in the county and what these means to council staff.”*

5.3.2. Geographic Insights

When grouped by postcode, concerns vary in emphasis. BB and PR stakeholders were most vocal about financial concerns, as well as accountability and local identity. Typical fears included *“That the East Lancashire voice will be lost”* and *“Wasted money on reorganisation.”*

LA (Lancaster and Morecambe) stakeholders placed greater emphasis on centralisation/distance and financial risks. For example: *“Those on the margins will get less investment and attention.”*

Smaller postcode groups (FY, OL, L, WN) raised fewer concerns but echoed the same themes; worries about representation, costs, and centralisation.

5.4. Final thoughts

At the close of the consultation, stakeholders were invited to share any additional thoughts on the proposals for reorganising local government in Lancashire. 233 people left comments here.

The most frequent comments related to the unitary models and boundaries being proposed, with many stakeholders either favouring specific options or questioning the logic behind them. 55 people chose to give supportive comments to the general idea of Local Government Reorganisation, while 49 expressed anti-reorganisation sentiments, either with a flat-out rejection of the idea or re-iterating concerns mentioned during the previous question.

Many focused on governance and efficiency, raising concerns about leadership, collaboration, and whether the reorganisation would genuinely improve services.

A strong group emphasised the need to involve parish and town councils, while others expressed conditional support, welcoming change in principle. A smaller number were outright opposed, with a minority stating they had no further comments.

5.4.1. Thematic Analysis

Models and Boundaries

46 stakeholders gave specific views on how new councils should be structured, with no particular model emerging as an overall preference. Some felt that more unitary councils would be best, to allow for more local knowledge and focus, whereas others felt that the fewest councils would lead to the best cost savings and efficiency. A couple of comments suggested a whole-Lancashire model *“Use Lancashire County Council as sole provider”*.

Some supported aligning units with existing institutions: *“The 3-council suggestion which is the same as Lancashire Constabulary borders is the best option.”* Others questioned the credibility of the options: *“The various models appear arbitrary and it would be helpful to be clearer about the logic of each option.”*

Localism and Parish Councils

A recurring message was that Parish and Town Councils should not be overlooked. As one put it: *“The reorganisation is being done without the one group who will remain the same ... parishes being actively involved.”* Another stressed: *“Any submission should clearly state the important role parish/town councils need to play.”*

As mentioned in the previous question, many comments were still worried that larger councils would not be able to have the local knowledge they see as key *“When you strive to streamline local government and introduce improvements and efficiency, there is a significant risk that you lose sight of what local people want and need. A one size fits all approach doesn’t always work.”*

Conditional and Opposed Views

While some respondents supported reorganisation in principle, they were cautious: *“I would like it, in principle, provided it worked seamlessly.”* More positively, some were willing to be cautiously optimistic *“Despite my stated concerns, I believe reorganisation is essential to enable this area of the north west to improve the opportunities available and improve standards of living for all.”* A smaller number were directly opposed: *“I don’t think it’s wanted by the public of Burnley ... nobody wants this.”* One simply concluded: *“Keep it like it is.”*

6. Conclusions

6.1. Support for change

There is strong support from the stakeholder group, they recognised the potential benefits of simplification - a single point of contact, reduced duplication and more efficient service delivery. There was also optimism about economic development opportunities if councils could project a stronger, unified voice to Government and investors. Many supported the idea that reorganisation could bring greater fairness in funding and more consistent service standards provided safeguards are in place.

While a small minority opposed reorganisation outright, many more opposers expressed conditional support. Stakeholders were less divided on whether change was needed and more focused on how it should be carried out.

Residents have also raised concerns about efficiency, accountability, and practicality - showing that any new councils must not only fix services, but also build trust, fairness, and a strong sense of place.

As one resident summed up: *“Improve the quality of life for residents, reduce inequalities across the area, and ensure the area served is an attractive place to live, work, spend time and do business in.”*

6.2. Challenges and opportunities

The consultation revealed widespread anxiety about financial risks, with many fearing higher council tax or wasted money on reorganisation. Equally strong were concerns about losing local voice and accountability, particularly in rural and fringe areas, alongside fears of centralisation and the erosion of local identity. Stakeholders also worried about whether promised efficiencies would materialise or if bureaucracy would increase, and some concerns related specifically to the transitional phase.

By providing details and reassurance many with specific concerns will likely be persuaded of the benefits of the reorganisation.

The ‘further thoughts’ responses show that stakeholders are less divided on whether change is needed, and more focused on how reorganisation should be carried out. Most concerns relate to the design of unitary models, the quality of governance, and the protection of local voices.

Only a minority rejected the proposals outright, and cautious support demonstrates that successful reorganisation will depend on transparent leadership, strong communication, and meaningful involvement of local communities and parishes.

Across all areas, however, concerns focused on money, representation, and local identity. There is

also a strong push to maintain localism and local engagement, particularly in areas with distinct identities. These findings suggest that any transition to unitary councils must demonstrate financial discipline, visible accountability, and equitable distribution of resources, while protecting local character and ensuring rural and peripheral areas are not left behind.

6.3. Current and future priorities

Across the county, stakeholders repeatedly prioritised:

- Transport and roads: particularly potholes, road maintenance and affordable, connected public transport.
- Support for local business and high streets, including reduced business rates, investment and revitalisation.
- Clarity and accountability, with simpler systems, quicker responses and transparent decision-making.
- Delivering value for money and avoiding waste.
- Health, social care and community support, protecting vulnerable residents and ensuring fairness between rural and urban areas

Residents and businesses want practical, visible improvements; roads repaired, transport improved, business rates reviewed, planning simplified, and councils that are easy to contact and transparent. Health, care, schools and youth services matter deeply, as does fairness between areas and support for the voluntary sector.

These priorities reflect both short-term needs (improved roads, better communication, reduced costs) and longer-term ambitions (economic growth, sustainable services, stronger local identity), and a new way of local government is a chance to provide these changes.

6.4. Our recommendations

Based on the survey results, stakeholders are cautiously supportive of change to local government in Lancashire. However, any plans submitted to national Government must address their concerns.

We recommend that the final proposals should:

- **Reassure stakeholders that local voices will not be lost** and commit to meaningful involvement of Parish and Town Councils and demonstrate how representation will be protected.
- **Communicate financial discipline and value for money:** show evidence that reorganisation will reduce unnecessary duplication of services.

- **Highlight service improvements:** frame the case for change around the opportunities to build better roads, faster planning, clearer communication and stronger business support.
- **Promote fairness and consistency:** emphasise that all parts of Lancashire, rural and urban, will benefit equally from investment and services.

Overall, there was gratefulness for the chance to engage, and an appetite for further information. This was a strong exercise in learning what is important to the stakeholders in the area, and by incorporating their comments and clearly communicating how LGR can provide a stronger system for Lancashire and how it will address current system problems and speculated concerns, there will be a strong foundation to bring stakeholders on board through the full LGR process.

7. Appendices

7.1. Appendix 1: Survey questions

- Which organisation are you responding on behalf of?
- What is the postcode of your organisation?
- What should any new Councils that are set up aim to improve to better help residents and businesses?
- What concerns, if any, do you think might come from bringing all council services together under new unitary councils for Lancashire in the future?
- Do you have any further thoughts on Lancashire Local Government Reorganisation?

7.2. Appendix 2: List of Organisations that responded

Organisation Name
+24 Marketing, +24 Academy & Dave Walker
1842 Restaurant & Bar
Absolute Gas Ltd
Accrington Stanley Football Club
Ad-Options Limited
AfterAthena Limited
Age UK Lancashire
Air cadets
Altham Parish Council
Amanda Rogers School of Performing Arts and Dance
AMRC
AMS Neve Limited/Burnley Bondholders
Ansdell in Bloom
ATC Neighbourhoods Board
Aughton Parish Council
Barnoldswick in Bloom
Bay Volunteera
BDP Creative Solutions Ltd
Bees Kitchen & Deli
Beever and Struthers
Birchall Foodservice
blue wren limited
Bolton le Sands Parish Council
Bondholders
Borwick Parish Council

Boydell & Jacks Ltd
Bramley-Pate & Partners Chartered Architects
Breakthrough Recovery Chorley Group
Briggs Shoes Ltd
Brindle Parish Council
British Red Cross Refugee Support
British Textile Biennial
Brookfield Spaceplace charity
Broughton in Amounderness Parish Council
Building a Better Brierfield
Burnley BID
Burnley Bondholder
Burnley FC in the Community
Burnley Leisure & Culture
Burnley Pendle and Rossendale Council for Voluntary Service
Burnley Youth Theatre
Burrow with Burrow Parish
burscough bridge methodist
Carr Manor Nursery (Walton-Le-Dale) Limited
Caton-with-Littledale Parish Council
Charnock Richard Parish Council
Charter Walk Shopping Centre
Child Action North West
Children & Family Wellbeing Service
Chipping Parish Council
Chiptech
Chorley Council
Citizens Advice Lancashire West
Citizens Advice North Lancashire
Cockerham Parish Council
Colne Citadel
Community Solutions North West
Coppull Parish Council
CPRE Lancashire
Crow Wood Leisure Ltd
Cube HR
D&M Creative Limited
Dalesview Partnership Ltd
Deco Publique
DWP

Earby Town Council
East Lancashire Chamber of Commerce
East Lancashire Hospitals NHS Trust (ELHT)
East Lancashire Learning Group
Eat My Logo Limited
ebb & flo bookshop
eBusiness UK Ltd
Eccleston Parish Council
Edge Hill University
Elite Engineering
Enterprise Management Group Ltd
Eric Wright Group Ltd
Evans Vanodine
Fagan & Whalley
Fardella and Bell Estate Agents
Females Friendship Forum
Flakefleet Primary School and Future Fleetwood
Fleetwood Town Council
Foster & Walsh Architectural Services Ltd
Foulridge Parish Council
Fox Brothers Group Ltd
Foxton
FP RAFT CIC Community Group
Freckleton PC
Friends of Memorial Park Great Hawood
Fylde Council
Fylde Foodbank - Kirkham branch
Fylde Foodbanks
G C Birchall Ltd
Gardner Engineering Limited
Garstang Town Council
Girlguiding Rene Sladen Centre
Greenwich Leisure Ltd
Haimer UK Ltd
Halsall Parish Council
Halton with Aughton Parish Council
Harrison Drury & Co Limited
Heapey Parish Council
Heaton with Oxcliffe Parish Council
Heysham Neighbourhood Community

Home-Start Blackpool Fylde and Wyre
Home-Start in East Lancashire
Hyndburn & Ribble Valley CVS
Hyndburn Food Pantry
Hyndburn Leisure
ICANN
Key Unlocking Futures Limited
Kneeshaws 2018 Ltd
LALC
Lancashire Constabulary
Lancashire County Council
Lancashire Fire and Rescue Service
Lancashire LGBT
Lancashire Wildlife Trust
Lancashire Women
Lancaster and Morecambe Chamber of Commerce
Lancaster chess club
Lancaster Priory
Lancaster University
Laserworld Engineering Company
Leyland Beds & Furniture
LGBT Out in the Bay
Life Lab Ltd
Livewell Counselling Services
Lomgridge Social Enterprise Company
Longton Parish Council
Ltc
Lupton & Place
Maple Grove Developments
Member of Parliament
Mersey and West Lancashire Hospitals NHS Trust
Miro Products Ltd
Morecambe & Heysham Branch Royal British Legion
Morecambe Community Riso press
Morecambe Town Council
Morecambe Winter Gardens Preservation Trust
Nether Wyresdale Parish Council
Newton with Clifton Parish Council
North & Western Lancashire Chamber of Commerce
North Lancashire Place at the ICB

Northern Automotive Alliance (NAA)
Northern Reach
Oakwell Auto Electrical
One Call Preston Ltd
Onward Homes
PAC - Positive Action in the Community
Panaz
Pendle Borough Council
Pendle Food For All
Pendle Leisure Trust
Pendle New Neighbours
Pennine Office Furniture LTD
PHX Training
Pick up for Pendle
Pier Products
Pilling Parish Council
Preston
Preston City of Sanctuary
Preston Community Hub
Primary Care
Primary Care Network
Primary School
Profitoptimiser
Progress Housing Group
Read Parish Council
Recycling Lives Charity
Reedley Parish council
Regenda Homes
Regenda Housing
Resolve Poverty
Ribble Valley Borough Council
Richard Durning's Primary School
Rishton Parish Church
Rivington Accounts Limited
Rossendale Resident
Roughlee Parish Council
RTC North
Runshaw College
Sabden Parish Council
Samlesbury Hall

Seaways services uk Ltd
Senior Moments Care LLP
Seriun Ltd
Simonstone Parish Council
Sir John Thursby
Slyne with parish council
Slyne-With-Hest Parish Council
South Ribble Member of Parliament
Speakman Contractors Ltd.
sportsglobal uk ltd
St Annes in Bloom
St James Church, Clitheroe
St John's Catholic Primary School
St John's Hospice
St John's with St Philip's Church Nelson
Stacksteads Countryside Park Group
Stakeholder Engagement
Strawberry Fields Training C.I.C
Tag Systems UK Ltd
Tcb Signage Ltd
The Calico Group
The Dukes Playhouse, Lancaster
The Ernest Cook Trust
The Foxton
The Haydock School of Dance- now known as Dancebeat
The Preston Partnership
The Prospects Foundation
Thorne Fire & Security Ltd
Thornley with Wheatley Parish Council
Thurnham with Glasson Parish Council
TP Financial Solutions
Trawden parish council, colne
University Hospitals of Morecambe Bay NHS FT
University of Cumbria
Up Holland Parish Council
VEKA plc
VTL
Warton Parish Council
Wash studio ltd
West Bradford Parish Council

West Lancashire Council for Voluntary Services
Westhoughton Town Council
Westmorland and Furness Council
Whalley Parish Council
Wheelton Parish Council
Whittingham Parish Council
Whitworth Town Council
Wiswell Parish Council
Woodland Community Primary School
Worsthorne with Hurstwood Parish Council
Yealand Parish Council

7.3. Appendix 3: Postcodes

Postcode	Count
BB1	11
BB10	9
BB11	25
BB12	15
BB18	2
BB2	5
BB3	3
BB4	3
BB5	14
BB6	3
BB7	15
BB8	7
BB9	19
BL7	1
FY4	1
FY7	5
FY8	7
L39	9
L40	4
LA1	21
LA2	11
LA3	5
LA4	9
LA5	4
LA6	3

LA9	3
M12	1
OL12	6
OI13	2
PR1	22
PR2	10
PR25	7
PR26	5
PR3	16
PR4	10
PR5	8
PR6	21
PR7	26
WA14	1
WN6	1
WN8	5