

PENDLE BOROUGH COUNCIL

ECONOMIC RECOVERY & GROWTH
STRATEGY: 2021-2026

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LEADER'S FOREWORD

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[To insert Foreword by Leader / Chief Exec]

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OUR 15-YEAR VISION FOR PENDLE:

“A vibrant modern economy that creates and sustains high quality jobs to support business growth which leads to a healthy, educated and prosperous population”

To achieve this vision, we need to provide the supporting infrastructure to facilitate growth. We have framed our Economic Recovery and Growth Strategy around four thematic priorities to deliver:



OUR PLACE: *We will leverage funding opportunities to build capacity, ambition and drive investment across our towns, villages and rural areas to create attractive places where people want to live, work and visit*



OUR BUSINESS: *We will build on our manufacturing credentials to drive resilience and growth, diversify our economy to embrace future opportunities, and support entrepreneurial and innovative activity*



OUR PEOPLE: *We will work together to grow, attract and retain a skilled workforce to support economic growth and prosperity, and ensure young people can access a breadth of opportunities to improve life chances*



OUR CONNECTIONS: *We will address historical connectivity deficits to level-up opportunity across our borough to unlock the potential of our residents and businesses*

01 INTRODUCTION



Introduction

Responding to need and opportunity

The Pendle Economic Recovery and Growth Strategy provides a holistic response to the impact of the COVID-19 pandemic on the borough and underpins our long-term strategy to build a robust and resilient economy. It reflects that there have been far-reaching and disproportionate impacts on the particular groups, sectors, and places most exposed to changing circumstances.

Since 2020, Pendle Borough Council has been at the forefront of the recovery effort, working alongside partners to mitigate the impact of the pandemic on the local community. It is timely to take stock as we exit the third national lockdown to seek to 'Build Back Better' and reframe Pendle's proposition as a place where residents and businesses can thrive and grow in a sustainable, supportive and high-quality environment which provides a breadth of opportunity for all.

Pendle Borough Council has a key role to play in facilitating economic prosperity in the borough working alongside stakeholders including Lancashire County Council, Lancashire Local Enterprise Partnership, Growth Lancashire, East Lancashire Chamber of Commerce, and education and health providers. We will work collaboratively to grow our economy and support our communities to access opportunities by ensuring we have the right infrastructure in place to reach our potential.

Inclusive growth is at the forefront of our approach. We want to ensure that our residents are healthy and happy, living fulfilling lives rewarded with good pay and high standards of living. We are responsive to the climate change imperative and seek to ensure our economy is greener going forward by reducing our carbon footprint and facilitating sustainable living.

This Strategy builds on our Jobs and Growth Strategy which was published in 2013. That strategy set out well defined actions and priorities that enabled us to move forward and shape and secured significant investment including:

- Improvements to Junction 12 and 13 of the M65 to support economic and housing growth
- Designation of a Strategic Employment Site at Lomeshaye which is delivering 16ha of new employment land, with £7.4m secured from Lancashire LEP, LCC and PBC to bring the site forward
- Refurbishment of Brierfield Mill (Northlight) underway which enabled the relocation of Lancashire Adult Learning into Pendle
- Superfast Broadband rolled out to 97% of Pendle
- Designation of a Strategic Housing Site at Trough Laithe and planning permission to deliver up to 500 new homes which is now on site and delivering

Strategic alignment

Our strategy has been designed to align with and advance the following regional and national policy imperatives to drive impact.

Key national, regional, and local strategies and plans

National	Regional & Sub-regional	Local
<ul style="list-style-type: none"> • UK Industrial Strategy • Levelling Up Agenda • Ten Point Plan for a Green Revolution • National Infrastructure Strategy • Skills for Jobs White Paper • UK Digital Strategy • Plan for Jobs • Building Back Better 	<ul style="list-style-type: none"> • Northern Powerhouse Strategy • TfN Strategic Transport Plan • Lancashire LIS • Lancashire Skills and Employment Framework • Lancashire Digital First Strategy • Lancashire Skills and Employment Framework • East Lancashire Transport Plan • Lancashire Cultural Strategy • Redefining Lancashire • Marketing Lancashire • Invest in Lancashire • Greater Lancashire Plan/LIER 	<ul style="list-style-type: none"> • Pendle Strategic Plan • Pendle Local Plan Core Strategy • Pendle Jobs and Growth Strategy • Pendle SHLAA • Pendle HNA • Pendle Cultural Strategy • Pendle Cycling Strategy • Nelson Town Centre Masterplan • Nelson Town Investment Plan • Brierfield and Reedley 10 Year Vision

Delivering the Pendle Economic Recovery & Growth Strategy is co-dependent on other Council strategies. It has been designed to complement the breadth of the Council's remit – taking a holistic approach to growth to ensure that our approach to the economy is joined-up with our ambitions for housing, jobs, skills, and infrastructure.

We recognise that the success of our strategy is dependent on collaboration with others. As a result, the power of our partnerships and strength of our relationships will be integral to driving the transformational change we want to see for our borough.

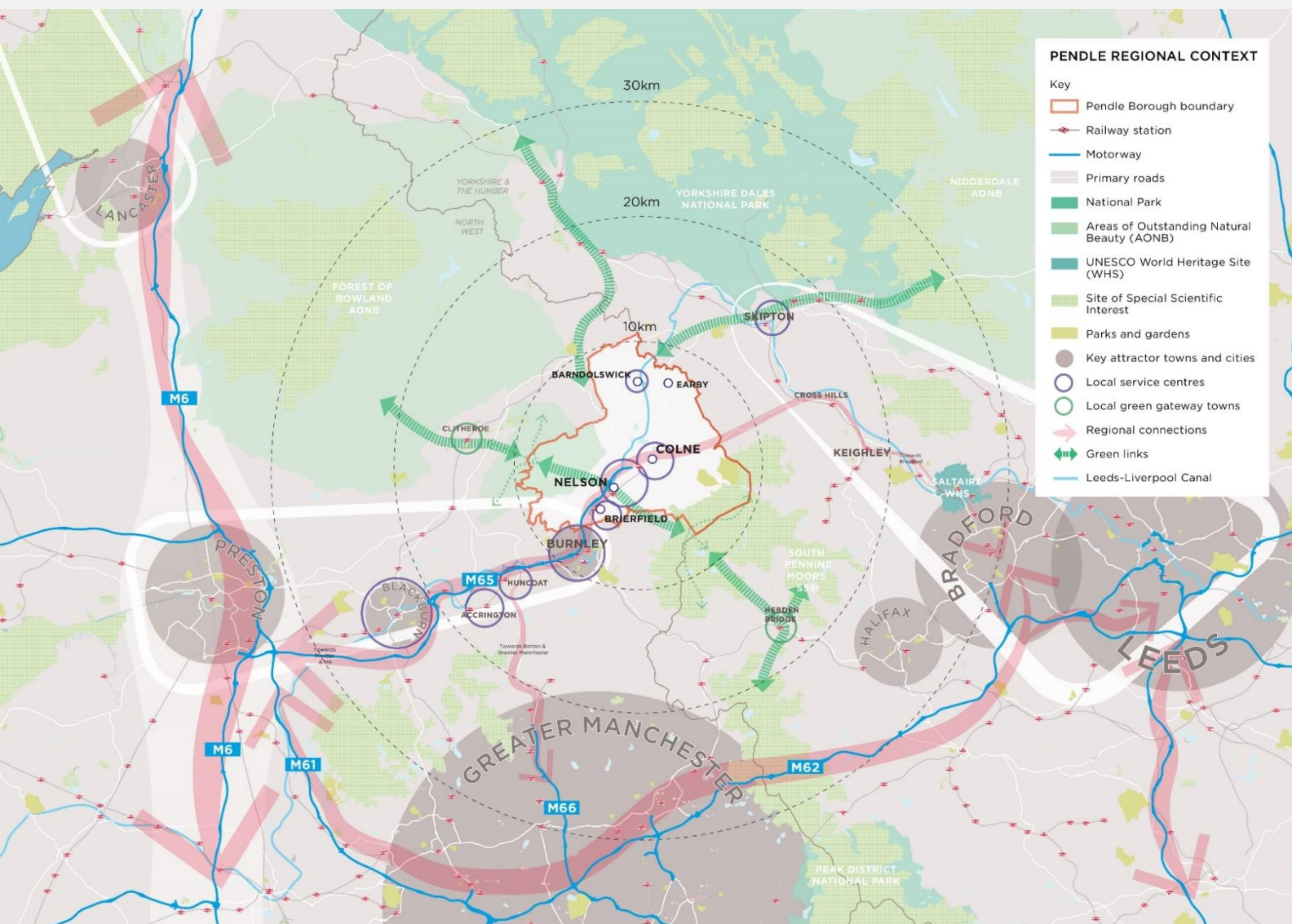
Building on our strong and established case for investment, we will foster relationships with strategic partners to ensure that we are getting the best deal for Pendle. This will mean collaborating at regional and national level to demonstrate alignment and articulating that what is good for Pendle is also good for Lancashire and UK PLC.

Driving a place-based response

Pendle is located at the eastern edge of Lancashire, bordering North and West Yorkshire. Stunning countryside mixed with market and mill towns and picturesque villages provide a juxtaposition of rural and urban living. Key green and blue infrastructure features include Pendle Hill and the Leeds-Liverpool Canal and our borough benefits from its proximity to the Yorkshire Dales National Park and being part of the Forest of Bowland Area of Outstanding Natural Beauty.

Vital transport connections include the M65 corridor and the rail route from Colne to Preston. However, the termination of these strategic connections within the borough creates a movement barrier into Yorkshire, and presents a key constraint to economic growth and development both for Pendle and the north west of England.

Pendle's economic context





02

**THE CASE FOR
INTERVENTION**

The case for intervention

The success of Pendle's economy is vital to the health, happiness and prosperity of our residents and the vitality of our places. For too long deeply embedded weaknesses have constrained our borough's potential. COVID-19 has brought these weaknesses into sharp focus - in many cases exposing, accelerating, and widening existing challenges.

These challenges are matched by Pendle's unique opportunity for growth and renewal. Using the unprecedented investment in our borough through the Nelson Town Investment Plan can help to build momentum and capacity across Pendle. Through an integrated approach to addressing local challenges and maximising opportunities, the Economic Recovery & Growth Strategy will provide the building blocks for sustainable economic growth which benefits all communities across our area.

We have combined analysis of historical trends and socio-economic data with the latest evidence on the economic impact of COVID-19 to build a comprehensive understanding of Pendle's economy and labour market.

This evidence outlines a compelling case for local authority intervention to address our borough's long-standing challenges; ensuring all residents are given the opportunity to succeed in Pendle.

Pendle's economy

Pendle's economy: in numbers

£2.1bn economic output in 2020

2,845 businesses

8% estimated GVA loss due to COVID-19

+2% business growth since 2016 compared to 8% in England

1.6% annual GVA growth rate compared to 2% nationally

0.72 jobs per working aged resident compared to 0.88 nationally

34,000 employees in 2019

89% of jobs are in the private sector

+6% employment change since 2015

COVID-19 has exposed existing weakness in the borough's economy and accelerated long-term challenges. Our Economic Recovery & Growth Strategy will seek to address:

- **A local economy severely impacted by COVID-19.** Pendle experienced an 8% loss of output in 2020 meaning the borough and is unlikely to recover to its pre-Covid growth trajectory within the decade.

Losing an estimated £188m in output in 2020 due to COVID has exposed existing weaknesses in our economy and labour market meaning targeted interventions are required to support our borough's recovery.

- **Strengthening the manufacturing sector.** The borough's manufacturing sector is worth over £1.2bn to UK PLC every year - equivalent to over half of Pendle's economic output. The sector was most significantly impacted by COVID-19, losing an estimated £53m in 2020. This impact is likely to be driven by the area's reliance on civil aerospace which has been disproportionately affected. Opportunities to enhance the productivity and competitiveness of this sector are crucial to future success. This includes embracing digital technologies, innovation, and facilitating higher level skills development

As a key specialism for the borough, we will support the manufacturing sector to recover, diversify and grow

- **Concentrated economic growth.** Pendle's employment growth (+6%) between 2015 and 2019 has outpaced both the Lancashire (+3%) and England (+5%) averages. Despite this, business growth has only grown by 2%, suggesting that employment growth is becoming increasingly concentrated in specific businesses and sectors.

An over reliance on manufacturing raises our exposure to economic shocks such as COVID-19 and macro-economic threats such as automation, meaning we need to diversify our economy and grow other sectors to provide resilience.

- **Historically low levels of entrepreneurship.** Pendle has 6 business births per 1,000 working age residents indicating below average levels of entrepreneurship compared to 7.3 in Lancashire and 10 in England. Self-employment was historically low, however this trend reversed from 2016 and now surpasses the national trend, with a 66% increase in self-employment since 2015.

We need to support our residents to start up and grow businesses that provide quality employment opportunities.

Pendle's people

Pendle's residents: in numbers

92,100 residents in 2019

4% population growth forecast by 2042

+3% population growth since 2014
(+4% in England)

29% of residents with NVQ Level 4+
Qualifications compared to 41% in England

60% working age residents compared
to 62% in England

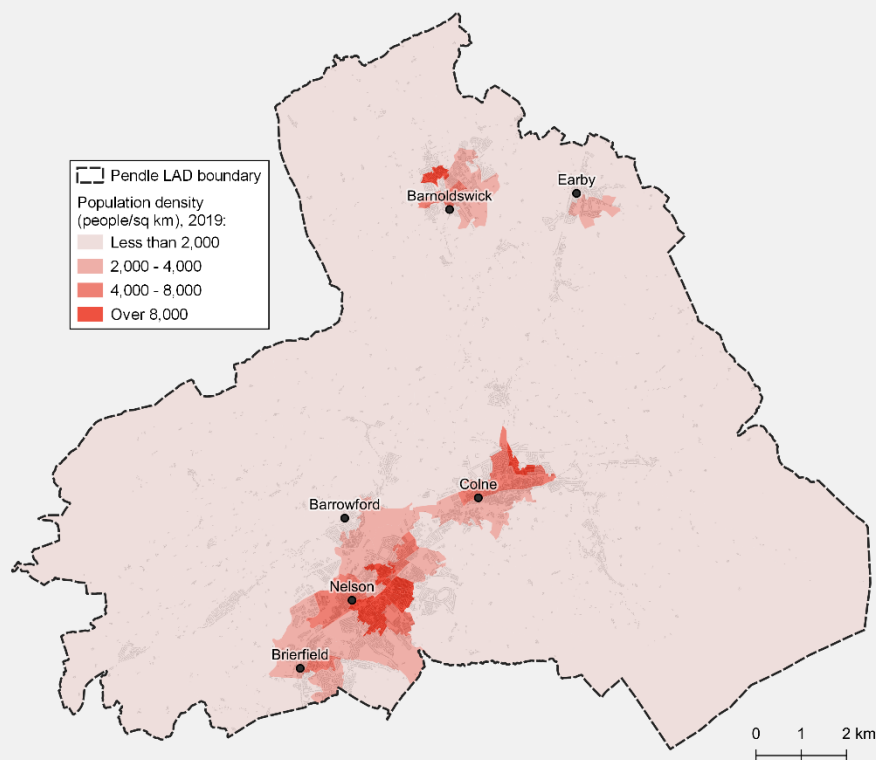
20% of residents have no qualifications
compared to only 8% in England

20% BAME population compared to
15% in England reflecting our borough's
diversity

73 working age residents per 1,000
claiming out of work income support (64 in
England) as of December 2020

Sources: ONS Mid-Year Population Estimates, Census, Annual Population Survey; ONS Population Forecasts, Claimant Count

Population Density in Pendle



Source: Lower Layer Super Output Area Population Density (National Statistics), ONS, 2020

Our strategy will seek to tackle the following challenges facing Pendle's residents:

Work is failing to adequately pay for too many residents. 30% of jobs in the borough pay less than the Real Living Wage compared to 25% in England.

We will look to increase opportunity in our borough to give everyone the chance to earn a secure living wage.

Severe impacts of COVID-19 on Pendle's labour market. Since the start of the pandemic, there have been sharp rises in the number of residents claiming benefits as a proportion of the working age population. Between March 2020 and March 2021, Pendle's claimant count increased from 4% to 8%, above the England average of 7%.

We will seek to address the short, medium, and long-term impacts of the pandemic on our residents – ensuring they have the skills to access post-COVID opportunities.

Lack of opportunities for our young people. – The numbers of young people (aged 16-64) claiming benefits has outstripped national and regional averages in recent years. The challenge is heightened by our borough's low job density. In Pendle, there are only 0.72 jobs per working age resident compared to the national average of 0.88 – meaning that there are limited local opportunities for Pendle's young people to live and work locally. This is reinforced by a net outflow of 4,500 commuters each day from the borough.

We will create opportunities for our borough's young people and create thriving places where they want to live, work, and learn.

Rising self-employment as an alternative to a weak labour market. Over the last four years, the proportion of self-employed people in Pendle has grown rapidly, much of which is likely to be informal and insecure. Over 1 in 5 Pendle residents are self-employed, a 223% increase since 2015.

Our labour market is failing to provide secure permanent employment meaning that we need to do more to create quality jobs for our residents.

Low skill levels constraining opportunity. Only 29% of Pendle's residents are educated to degree level compared to 41% nationally. 20% of our residents have no qualifications compared to 8% nationally.

Low skills levels are likely to exclude residents from economic opportunities meaning we need to equip residents with the skills to succeed in a post-COVID world.

An ageing population. Pendle's population is forecast to grow by 4% by 2042. This is projected to be primarily driven by residents aged 65+ - an age group that is forecast to grow by 32% which will have significant implications for service delivery and housing requirements. This will coincide in the proportion of young adults (aged 16-24) decreasing by 4% meaning there is a risk that Pendle could become a dormitory borough.

We need to create the conditions to attract young people to live and work in our borough to safeguard its long-term prosperity whilst ensuring we have the services and homes older residents require to maintain quality of life.

Pendle's places

Pendle's places: in numbers

39% of neighbourhoods are in the 20% most deprived in England

50% under delivery of housing over the Local Plan period

8.4m Sqm of commercial floorspace across our borough

24% retail vacancy in Nelson town centre compared to 14% in Great Britain

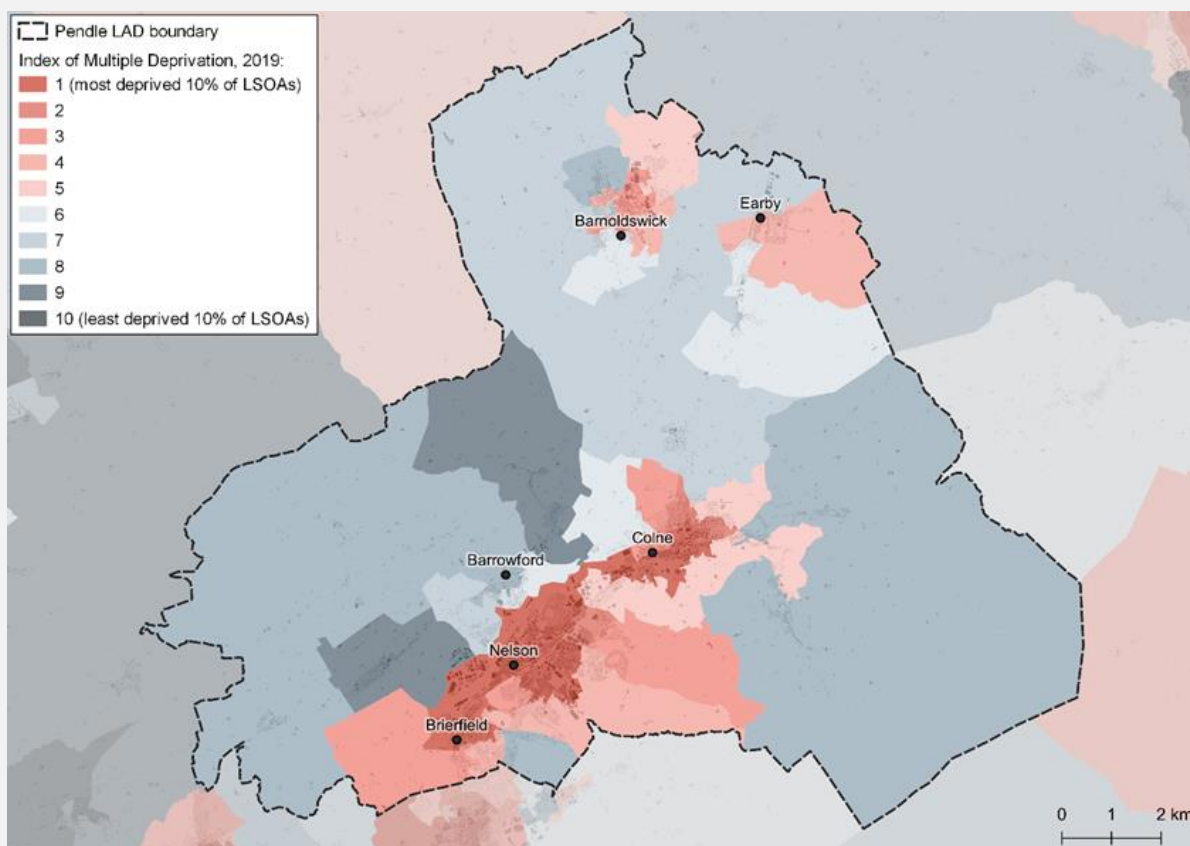
<1% of commercial floorspace is rated 4* or above for quality

<1% of premises have access to full fibre broadband compared to 16% in England

4,500 more residents leave the borough for work than come in from elsewhere meaning Pendle is a net exporter of labour

Sources: IMD, CoStar, Census 2011, MHCLG, Local Data Company; Connected Nations

Deprivation across Pendle



Source: IMD, 2019

We will address the following challenges which are limiting prosperity and opportunity within our borough's places:

- **Transport connectivity is limiting our growth potential.** A lack of east-west connectivity is excluding residents and businesses from economic opportunities in Yorkshire and Lancashire's major urban centres. Simultaneously, the vitality of our town centres is being undermined by challenges of congestion, limited public transport provision and deficiencies in active transport infrastructure.

We will seek funding to level up our strategic transport network and improve the connectivity of our towns and villages.

- **Deeply embedded deprivation.** In total 39% of Pendle's neighbourhoods are in the 20% deprived in England. Our towns contain some of the highest levels of deprivation nationally. Almost three quarters (72%) of neighbourhoods in Nelson are in the 10% most deprived nationally.

This is limiting the life chances and opportunities of these residents and demonstrates the need to ensure that all residents benefit from Pendle's growth opportunity.

- **Limited housing diversity.** Over three quarters (81%) of houses are terraced or semi-detached compared to 60% nationally. Limited housing choice is limiting the attractiveness of Pendle's towns to attract a more diverse workforce. The Pendle Local Plan outlines a minimum requirement of 298 units per year (2980 over the plan period). As of 2021, we have underdelivered by 1493 units against plan. We need to do more to build the homes our communities need to thrive.

We will work with developers, Homes England and other stakeholders to expand and enhance Pendle's housing offer.

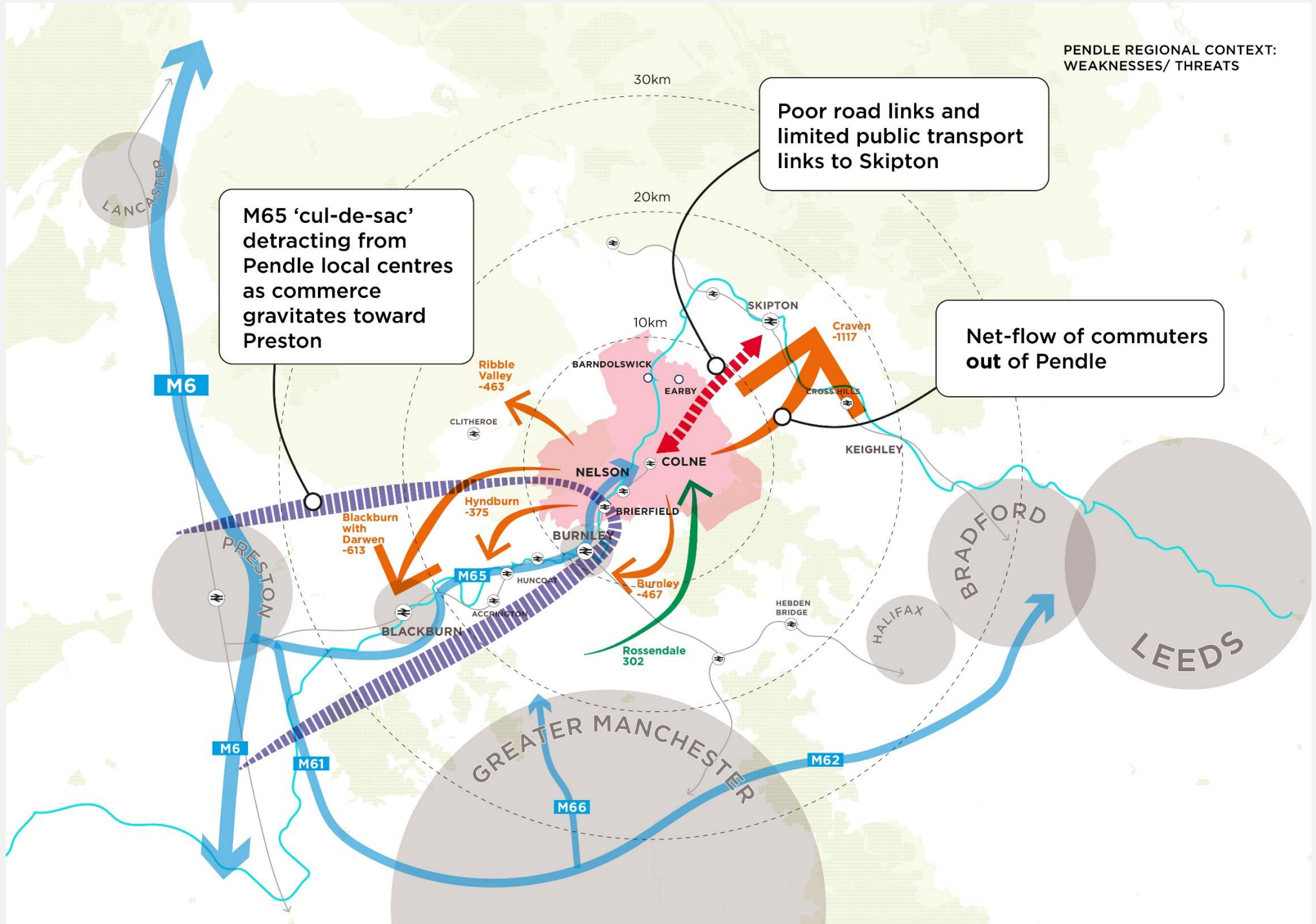
- **Digital connectivity limiting post-COVID opportunity.** Only 1% of premises in Pendle have access to full fibre broadband compared to 16% in England.

Access to high quality connectivity has been integral to economic resilience during the pandemic and there is a need to level up Pendle's connectivity to ensure our communities and businesses are not left behind.

- **Low quality, homogenous commercial property market is constraining the potential to diversify our economy.** Only 12% of Pendle's commercial floorspace is office, less than 1% of commercial space is rated to be modern and high-quality, and demand for space is low.

Limited provision of high-quality, modern commercial property makes the borough unattractive to investment. We need to work with the private sector to develop underutilised and vacant spaces to diversify the local economy, provide more opportunity to our residents, and create the spaces to respond to market demand.

Visualising the strategic challenges shaping the vitality of Pendle's places



Pendle's growth opportunity

In addition to tackling our borough's challenges, we will seek to build on our strong foundations for growth, including:

- **A productive economy.** Productivity is significantly higher than the national and county averages. In 2018, Pendle's GVA per FTE was 27% higher than the Lancashire average, largely driven by the manufacturing sector which accounts for 56% of the borough's output.

Supporting Pendle's high productivity sectors to grow will facilitate competitiveness and access to higher wages and improved life chances

- **A burgeoning entrepreneurial spirit.** 88% of Pendle's businesses employ less than 9 people. Small businesses are the lifeblood of our local economy and will underpin Pendle's post-COVID growth opportunity. Business incorporations during 2020 increased by 75% on 2019 levels, indicating an entrepreneurial spirit to build upon although it is recognised that this trend may reflect a reduction in permanent employment options and the potential availability of government financial support.

Whilst new and micro businesses are more exposed to an economic downturn, we will seek to provide the spaces and support they need to start, stay and grow in our borough.

- **Unrivalled clean growth and natural capital potential:** Co2 emissions per capita in Pendle are significantly below the England and regional averages. This, combined with our borough's natural assets which include Areas of Outstanding Natural Beauty, Local Nature Reserves and woodlands, creates a unique platform to strengthen Pendle's identity.

Clean growth will be at the heart of our plans for Pendle, recognising that our borough's natural capital is at the heart of our local identity and post-COVID growth opportunity.

- **Strategically important anchor institutions.** Pendle is home to leading educational providers such as Nelson and Colne College, major employers such as Silent Night, Daisy Communications, Marsden Building Society, Boundary Mill and Rolls Royce, and public sector institutions such as Pendle Borough Council and Lancashire County Council.

Through harnessing these institutions, we can make sure that investment supports local employment and builds community wealth. We have actively engaged our anchor institutions in the development of our plan.

- **A polycentric borough.** Pendle is home to a unique blend of vibrant towns, attractive villages, and stunning rural areas.

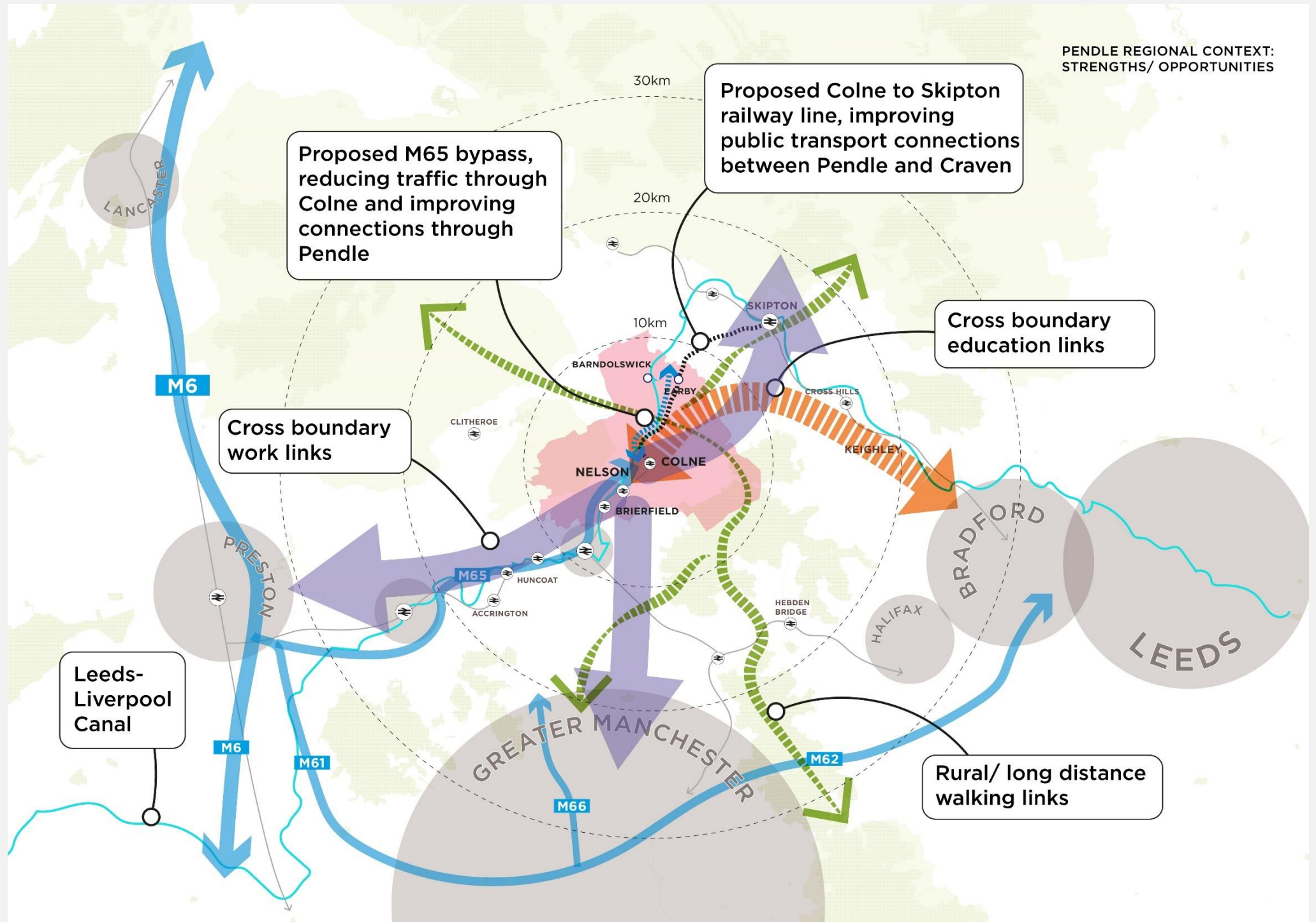
Our plans for Pendle will reflect the diversity of our borough's places – proposing tailored solutions to enhance vitality.

- **At the heart of Lancashire's growth potential.** The Burnley to Pendle Growth Corridor with significant growth planned, including the delivery of ambitious housing targets which will see c.210 housing units per annum delivered in Nelson and Colne.

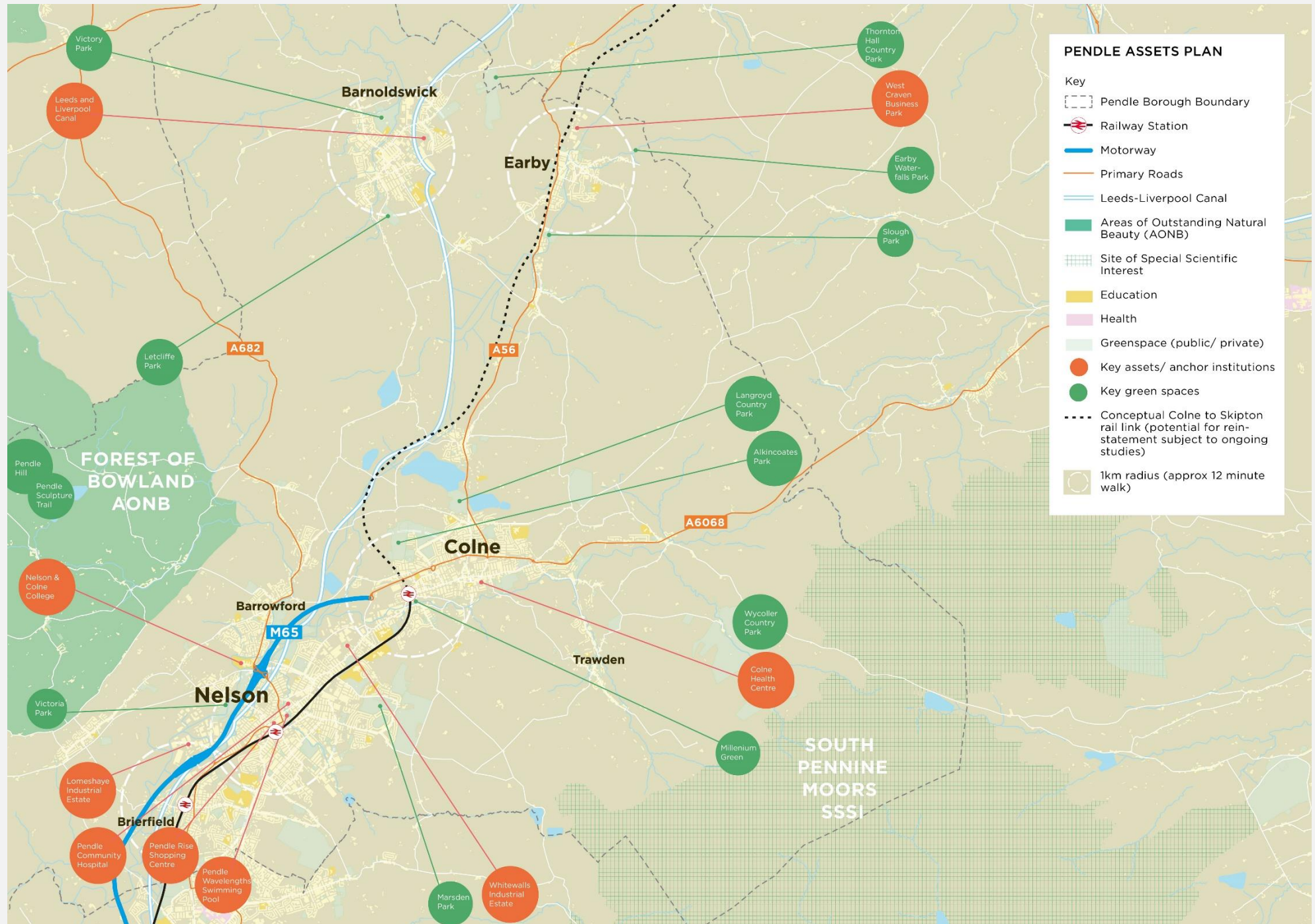
We will use Pendle's growth opportunity to create balanced communities where people can live and work locally.

Visualising our borough's strategic growth opportunity

PENDLE REGIONAL CONTEXT:
STRENGTHS/ OPPORTUNITIES



Our borough's assets



03 STRATEGIC FRAMEWORK



03 Strategic framework

Pendle Recovery and Growth Strategy: strategic framework



OUR 15-YEAR VISION FOR PENDLE:

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To achieve this vision, we need to provide the supporting infrastructure to facilitate growth. We have framed our Economic Recovery and Growth Strategy around four thematic priorities to deliver:



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OUR CONNECTIONS: *We will address historical connectivity deficits to level-up opportunity across our borough to unlock the potential of our residents and businesses*



Priority 1: Our Place

We will leverage funding opportunities to build capacity, ambition and drive investment across our towns, villages, and rural areas to create attractive places where people want to live, work and visit

Five Defining Challenges

- **Viability.** Low land values frequently prevent private investment meaning many key town centre vacant sites and premises remain undeveloped and underutilised
- **Deprivation.** Neighbourhoods within Pendle's towns on the M65 corridor are amongst the most deprived in the country which is limiting outcomes and opportunity in these communities
- **Perceptions.** Decades of underinvestment has led to a feeling of decline. This has been exacerbated by rising high street vacancies.
- **Housing.** Limited diversity of the district's housing stock which may make our borough unattractive to certain key demographics such as young professionals
- **Low levels of disposable household income limiting spend in town centres.** Disposable income in Pendle was 25% below the national average, limiting quality of life and spending power.

Five Defining Opportunities

- **Unprecedented funding opportunities.** Opportunities to address town centre vitality challenges aligns with the government's levelling up agenda
- **Anchor employers located within our town centres.** Our towns are home to nationally significant businesses which provide employment and supply chain opportunities
- **Harnessing the district's natural capital.** Celebrating our borough's beautiful rural areas and proximity to England's natural assets can be at the centre of Pendle's post-COVID identity
- **Levering strategic connections through improved transport infrastructure** (such as enhancing the M65 and improving east-west connectivity)
- **Repurposing underutilised heritage buildings.** There is an opportunity to build on the success of Brierfield Mill redevelopment to reimagine vacant heritage properties concentrated in town centres and around the canal if viability challenges can be addressed.

Pendle is a polycentric borough, home to a mix of towns, villages, and rural areas – each with their own unique challenges and opportunities. For too long many of our places have been synonymous with decline and negative perceptions. The government’s levelling up ambition represents an opportunity for unprecedented place-based investment to re-shape and re-invigorate our town centres, infrastructure, and employment areas – ensuring our places work better for both residents and visitors.

While the council will be custodians of the borough’s growth opportunity, we do not have all the answers. We will work in partnership with residents, businesses and other public and third sector organisations to identify the projects and investments that reflect the diversity of our area and will have the greatest impact in enhancing the prosperity and vitality of Pendle’s places.

Pendle’s towns and rural areas

Our town centres are where the borough’s challenges play out most visibly and reflect the difficult socio-economic context facing our area. As hubs of social and economic exchange, they are also at the heart of our growth and renewal opportunity – with untapped potential waiting to be unlocked.

Pendle’s towns: in numbers

	Nelson	Barnoldswick	Colne	Earby	Barrowford	Brierfield
Population (% change 2014-19)	33,460 (+7%)	10,362 (-1%)	18,884 (+1%)	4,419 (-3%)	5,294 (-3%)	10,433 (+5%)
Jobs (% change 2015-19)	15,000 (0%)	4,000 (0%)	9,000 (+13%)	2,000 (0%)	1,500 (0%)	5,000 (0%)
Businesses (% change 2016-20)	790 (+10%)	290 (-3%)	785 (+2%)	215 (-14%)	465 (+2%)	300 (+2%)

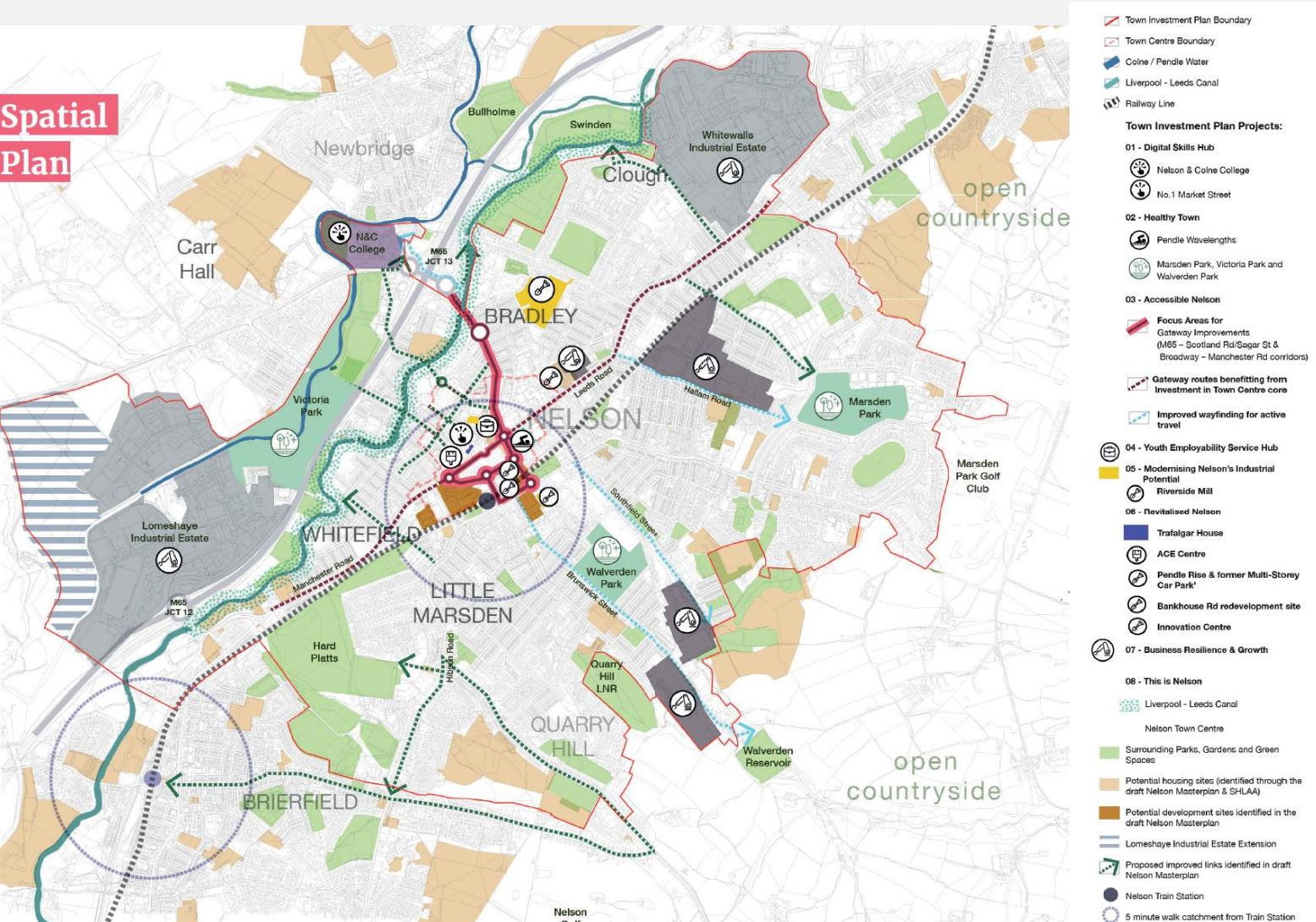
Sources: ONS BRES, ONS Business Counts, ONS Mid-Year Population Estimates *note best fit definitions for Nelson and Brierfield overlap across the LSOA Lomeshaye Industrial Park so 4,000 workers are double counted hence comparison cannot be made with the Pendle wide jobs figure. In total, 32,500 jobs are provided across the six main urban areas within Pendle.

The M65 Corridor

The M65 links our four main towns of Barrowford, Brierfield, Colne and Nelson. As our borough's primary hubs of population, it is essential to safeguard the future of these towns to continue to meet the economic and social needs of the communities they serve.

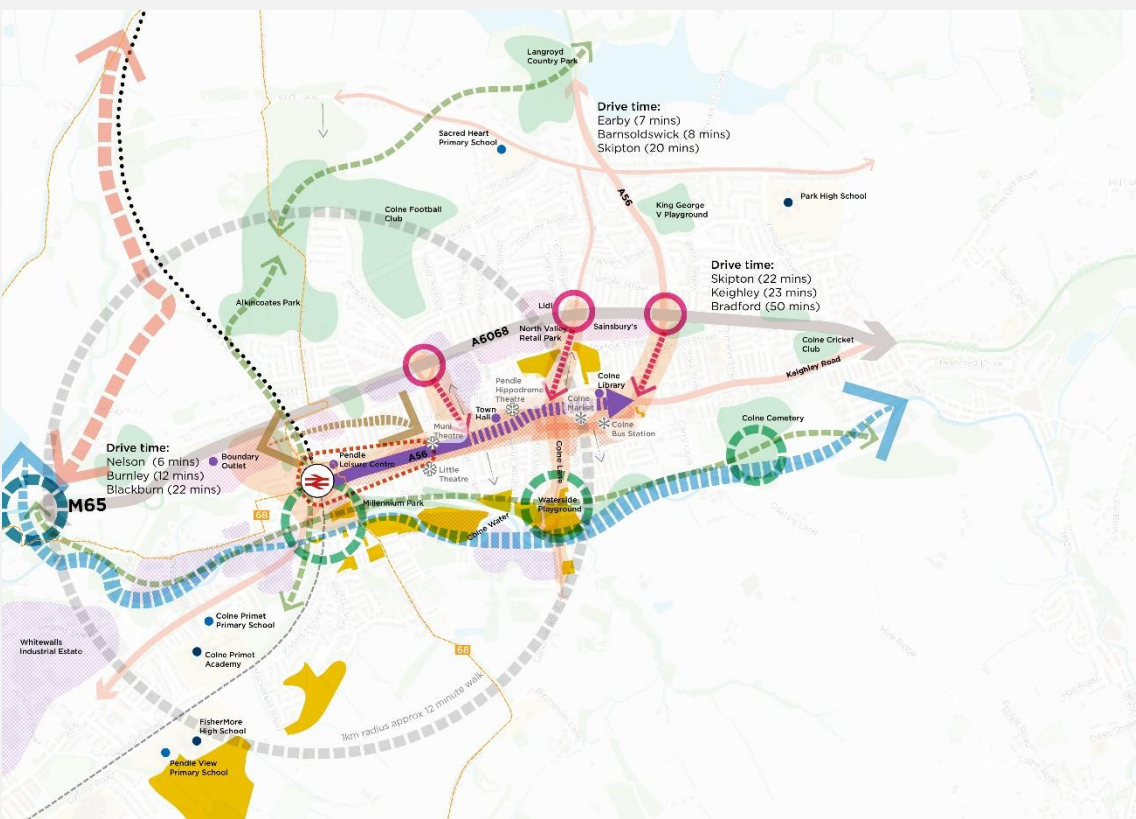
Nelson is Pendle's largest town and is home to over 33,000 people. At the centre of Nelson's opportunity is the £30m bid to the Towns Fund. This will bring together an integrated package of investments to improve the town including: transport and accessibility, enhancing green and leisure spaces, building local identity and repurposing underused buildings. We will harness this experience and unique investment opportunity to spread the benefits beyond Nelson's boundaries to support the growth, evolution, and resilience of our other five towns.

Nelson Town Investment Plan: Spatial Plan



Colne is the borough's second largest settlement and is home to 19,000 people. The town has a strong independent retail offer; however, the topography of the town makes the town centre difficult to access – especially if arriving by rail. Enhancing links between the peripheries of the town and the high street will be essential to support the town's future vitality. We will explore opportunities to futureproof Colne by reimagining, repurposing and revitalising underused and vacant sites to unlock the town's growth potential by meeting identified housing need, and drive culture-led regeneration through investment in our culture and leisure assets to drive footfall and support growth in the visitor economy.

The key spatial features of Colne

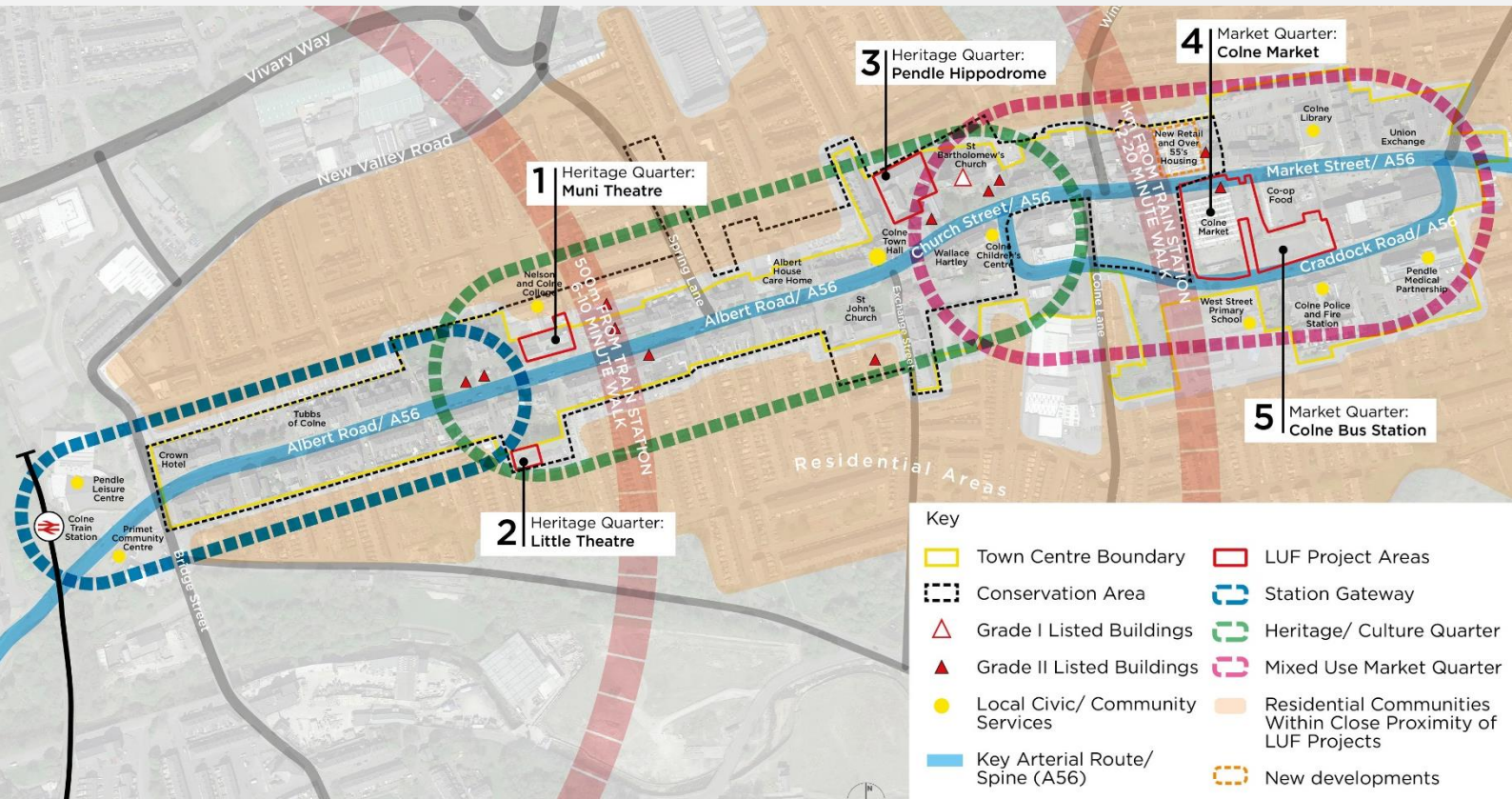


COLNE SPATIAL ANALYSIS PLAN

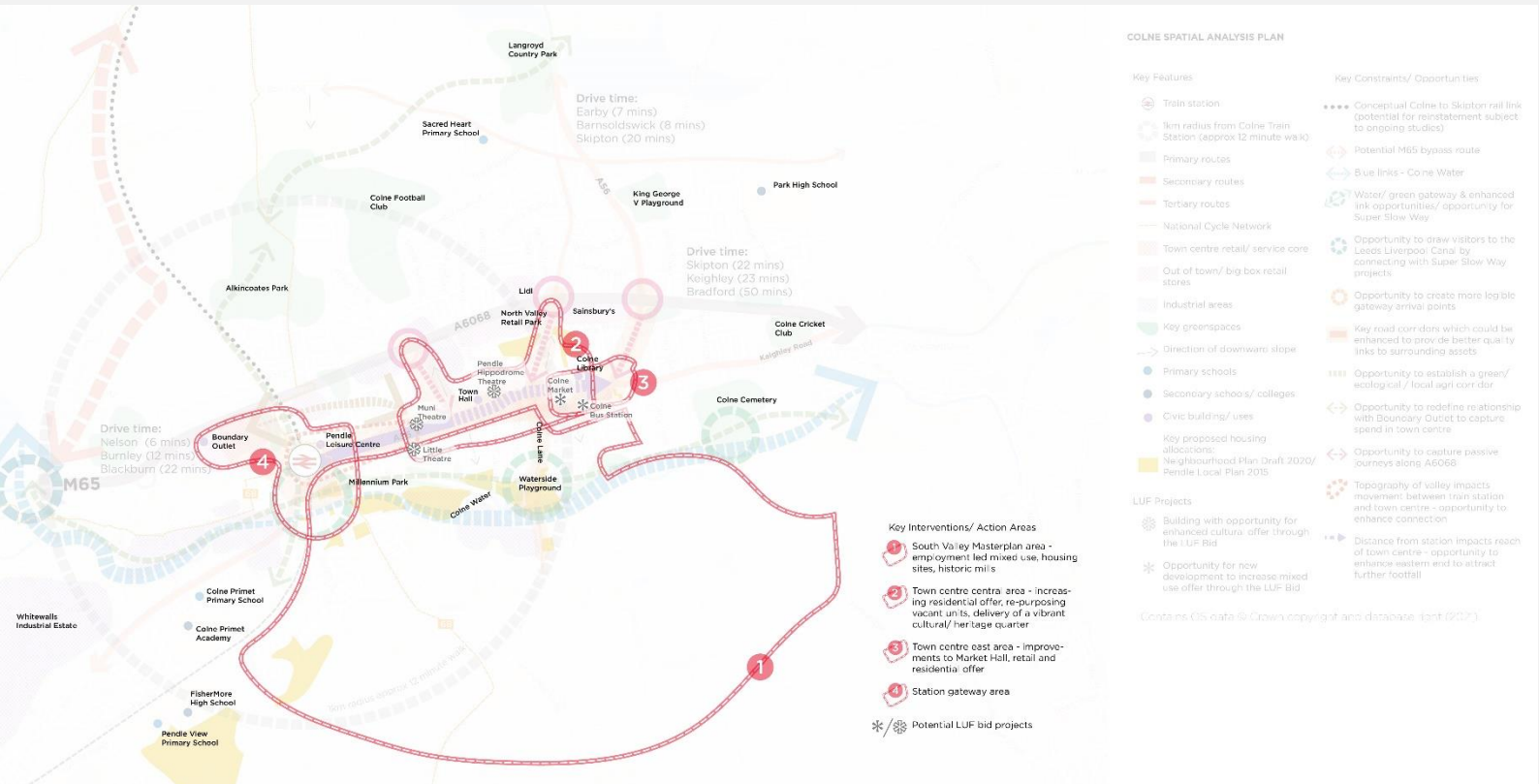
- | Key Features | Key Constraints/ Opportunities |
|---|---|
| Train station | Conceptual Colne to Skipton rail link (potential for reinstatement subject to ongoing studies) |
| 1km radius from Colne Train Station (approx 12 minute walk) | Potential: M65 bypass route |
| Primary routes | Blue links - Colne Water |
| Secondary routes | Water/ green gateway & enhanced link opportunities/ opportunity for Super Slow Way |
| Tertiary routes | Opportunity to draw visitors to the Leeds Liverpool Cana, by connecting with Super Slow Way projects |
| National Cycle Network | Opportunity to create more legible gateway arrival points |
| Town centre retail/ service core | Key road corridors which could be enhanced to provide better quality links to surrounding assets |
| Out of town/ big box retail stores | Opportunity to establish a green/ ecological / local agri corridor |
| Industrial areas | Opportunity to redefine relationship with Boundary Outlet to capture spend in town centre |
| Key greenspaces | Opportunity to capture passive journeys along A6068 |
| Primary schools | Topography of valley impacts movement between train station and town centre - opportunity to enhance connection |
| Secondary schools/ colleges | Distance from station impacts reach of town centre - opportunity to enhance eastern end to attract further footfall |
| Civic building/ uses | |
| Key proposed housing allocations: Neighbourhood Plan Draft 2020/ Pendle Local Plan 2015 | |
| LUF Projects | |
| Building with opportunity for enhanced cultural offer through the LUF Bid | |
| Opportunity for new development to increase mixed use offer through the LUF Bid | |

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Colne spatial analysis plan



Key action and intervention areas in Colne



COLNE SPATIAL ANALYSIS PLAN

Key Features

- Train station
- 1km radius from Colne Train Station (approx 12 minute walk)
- Primary routes
- Secondary routes
- Tertiary routes
- National Cycle Network
- Town centre retail/ service core
- Out of town/ big box retail stores
- Industrial areas
- Key greenspaces
- Direction of downward slope
- Primary schools
- Secondary schools/ colleges
- Civic building/ uses
- Key proposed housing allocations
- Weighted Local Plan Draft 2020/ Pendle Local Plan 2015

Key Constraints/ Opportunities

- Conceptual Colne to Skipton rail link (potential for reinstatement subject to ongoing studies)
- Potential M65 bypass route
- Blue Links - Colne Water
- Water/ green gateway & enhanced link opportunities/ opportunity for Super Slow Way
- Opportunity to draw visitors to the Leeds Liverpool Canal by connecting with Super Slow Way projects
- Opportunity to create more legible gateway arrival points
- Key road corridors which could be enhanced to provide better quality links to surrounding assets
- Opportunity to establish a green/ ecological/ local agri corridor
- Opportunity to redefine relationship with Boundary Outlet to capture spend in town centre
- Opportunity to capture passive journeys along A6066
- Topography of valley impacts movement between town station and town centre - opportunity to enhance connection
- Distance from station impacts reach of town centre - opportunity to enhance western end to attract further footfall

LUF Projects

- Building with opportunity for enhanced cultural offer through the LUF Bid
- Opportunity for new development to increase mixed use offer through the LUF Bid

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Key Interventions/ Action Areas

- 1 South Valley Masterplan area - employment led mixed use, housing sites, historic mills
 - 2 Town centre central area - increasing residential offer, re-purposing vacant units, delivery of a vibrant cultural/ heritage quarter
 - 3 Town centre east area - improvements to Market Hall, retail and residential offer
 - 4 Station gateway area
- * Potential LUF bid projects

Brierfield is Pendle's third largest town with 10,430 residents and is significantly shaped by proximity to Burnley. Almost a thousand residents move between Brierfield and Burnley for employment – making effective road and transport links integral to its success. Manufacturing is central to the town's economy and heritage shapes the built environment with several flagship buildings including Brierfield Mill. The Brierfield & Reedley 10 Year Vision sets out how the area will be revitalised over the next decade and guides activity, future investment and support for future funding. Acquired by Pendle Council in 2012, Brierfield Mill is an embodiment of our vision for renewal – bringing a vacant building back into a productive mixed-use destination.

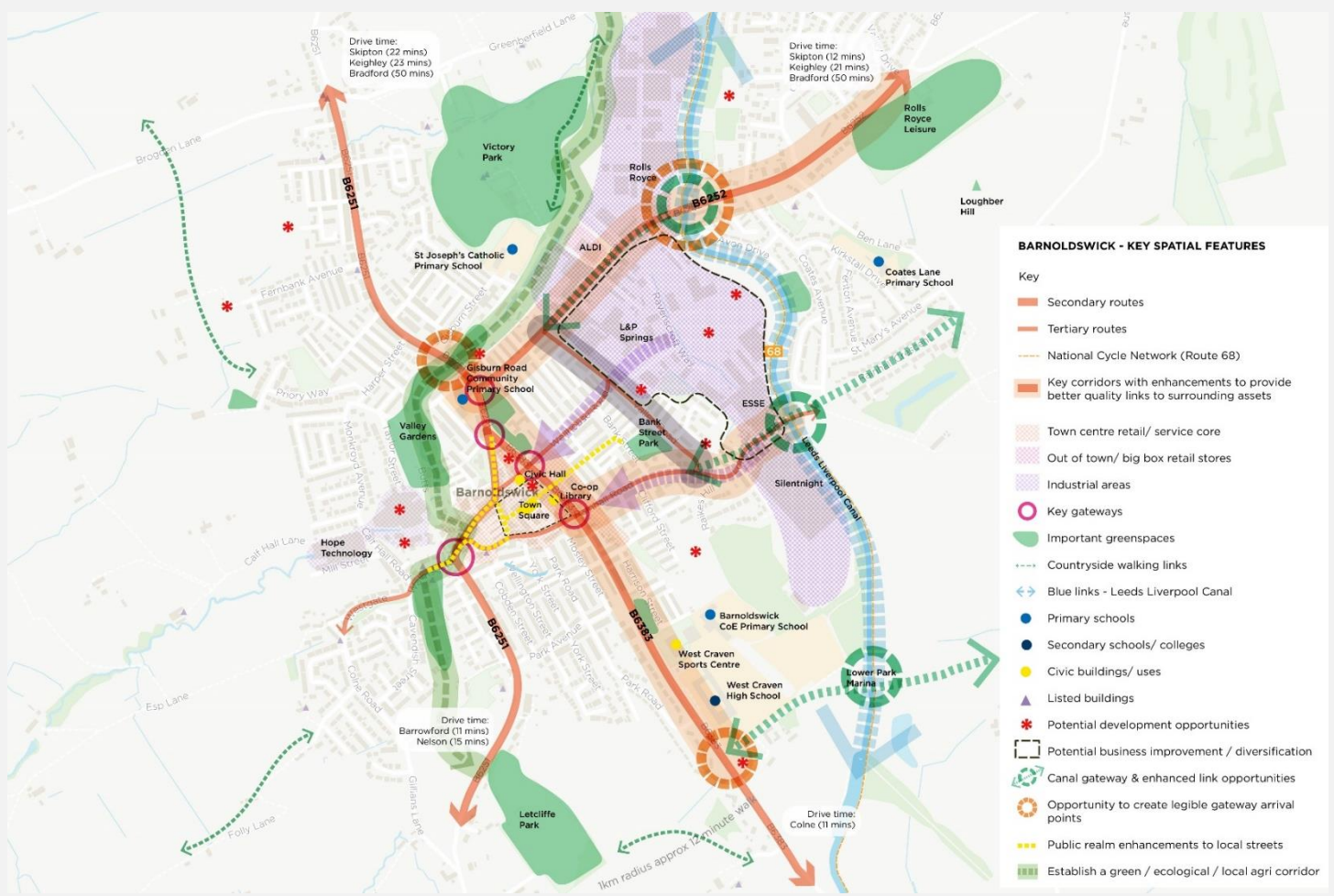
Barrowford is home to over 5,000 people located next to the A682. Despite its small size, Barrowford hosts employment specialisms in Human Health and Social Work, Wholesale and Retail, and Manufacturing.

West Craven Towns

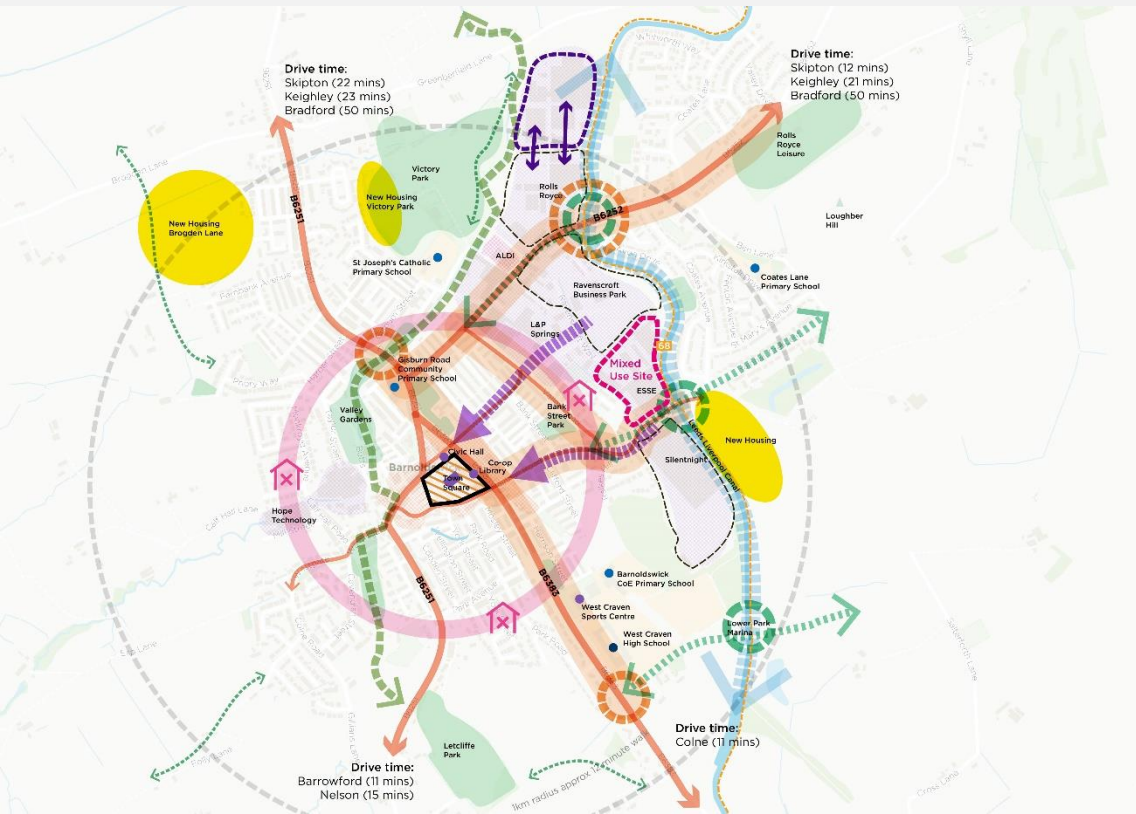
Barnoldswick and Earby have a rich social and economic history – providing the employment and social infrastructure as the largest towns in West Craven. Although these towns have strong economic ties with the M65 corridor and the rest of Lancashire, connectivity and macro-economic challenges threaten their future vitality, role and function without targeted action.

Barnoldswick is a key employment centre for the district, hosting a range of large employers such as Silent Night, Hope Technology and Rolls Royce – reflected by manufacturing specialisms seven times the England average. The town is heavily reliant on the sector, therefore focusing on opportunities for diversification and supporting small businesses is essential to safeguard the town's future vitality.

Key spatial features of Barnoldswick



Barnoldswick spatial analysis plan



BARNOLDSWICK SPATIAL ANALYSIS PLAN

- | Key Features | Key Constraints/ Opportunities |
|---|--|
| 1km radius from Barnoldswick centre (approx 12 minute walk) | Blue links - Leeds Liverpool Canal |
| Primary routes | Country side walking links |
| Secondary routes | Canal/ green gateway - enhances link opportunities and opportunity to draw visitors to canal through Super Slow Way projects |
| Tertiary routes | Key road corridors which could be enhanced to provide better quality links to surrounding assets |
| National Cycle Network(Route 6B) | Opportunity to create more legible gateway arrival points |
| Town centre retail/ service core | Opportunity to establish a green/ ecological/ local agri corridor |
| Out of town/ big box retail stores | Opportunity to enhance access to town centre from key employment/ residential areas |
| Industrial areas | Lack of high quality, modern family housing around the town centre |
| Important greenspaces | Opportunity to consolidate Rois Royce employment offer and diversify employment focus |
| Primary schools | Mixed use allocation- opportunity to provide high quality housing in centre |
| Secondary schools/ colleges | Opportunity to enhance employment area/ provide new space for a diversified employment offer |
| Civic buildings/ uses | Opportunities for public realm improvements in and around town square to enhance offer and attract more footfall |
| Area of new housing | |

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Key action and intervention areas in Barnoldswick



BARNOLDSWICK SPATIAL ANALYSIS PLAN

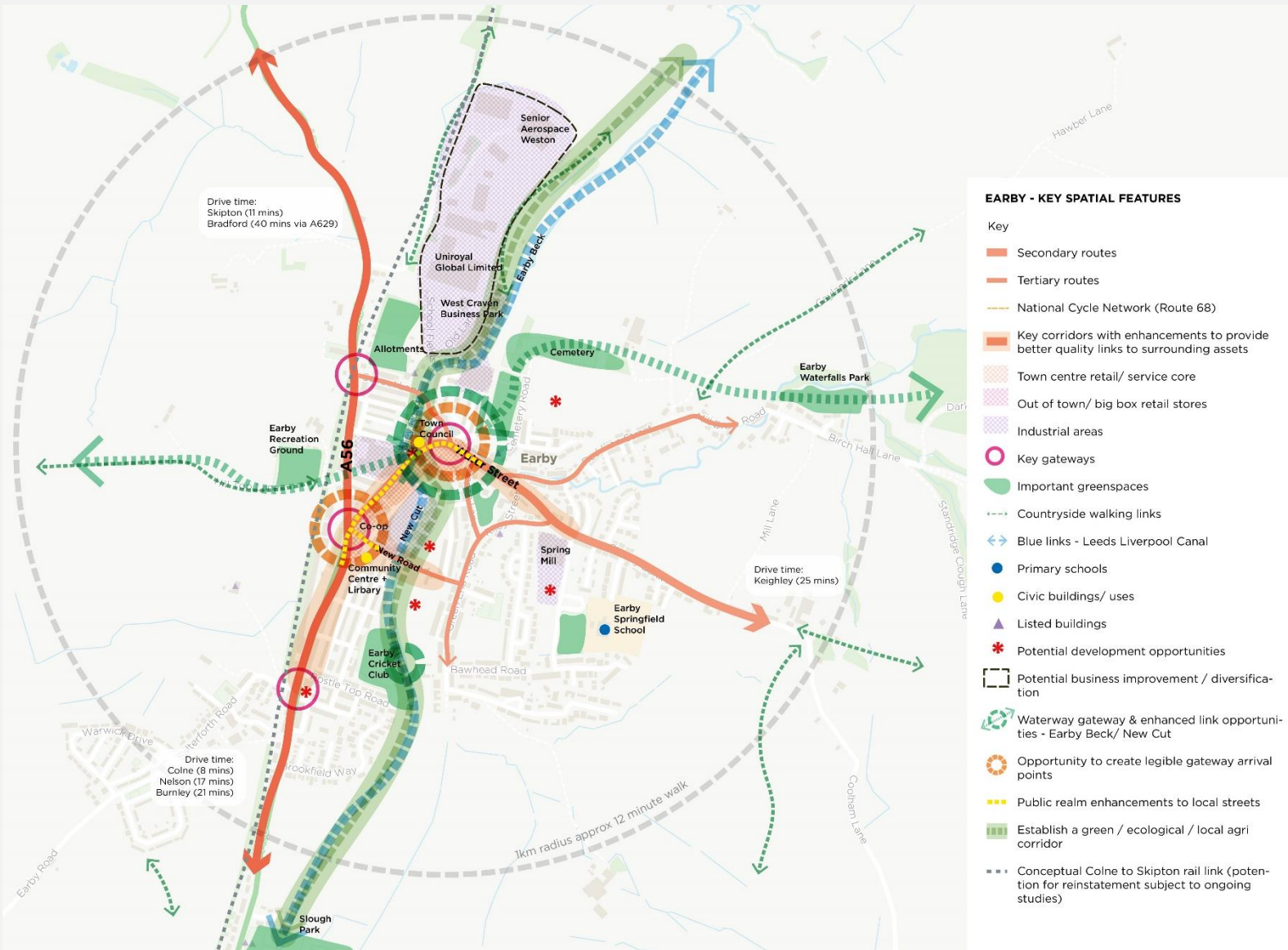
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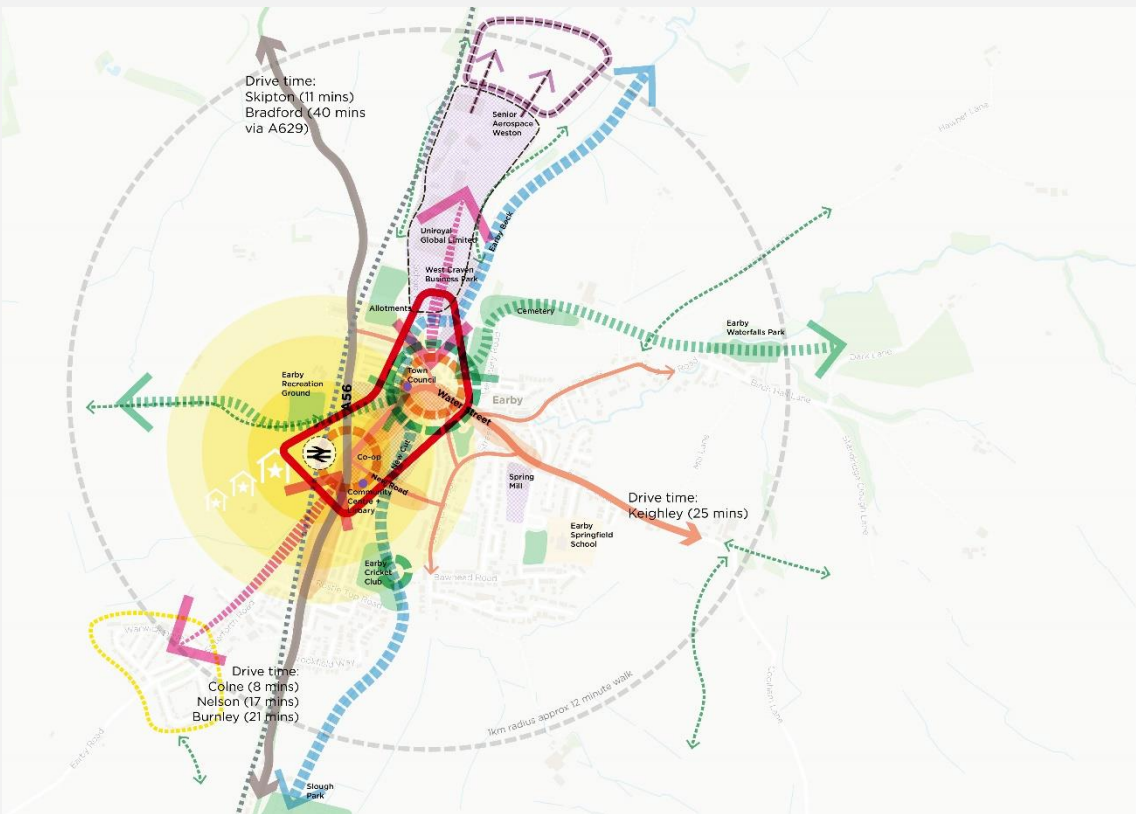
- ### Key Interventions/ Action Areas
- 1** Rois Royce site - strategy to target new businesses through enhancement of surplus space
 - 2** Ravenscroft Way employment area - consolidation of employment offer and enhancement of area and links to town centre and river
 - 3** Long Ing Lane mixed use site - opportunity to offer new employment space and family housing on Brownfield site within town centre
 - 4** Town centre - opportunity to build on historic town square and shopping offer, improved links to employment areas and park and canal network

While modest in size with 4,400 residents, Earby is an important shopping and service centre for the borough – serving a wide catchment comprised of surrounding villages such as Sough and Kelbrook. The growth and potential of the town has historically been constrained by its limited road and rail infrastructure, in addition to flood constraints in the town centre, which has held back Earby’s growth potential.

Key spatial features of Earby



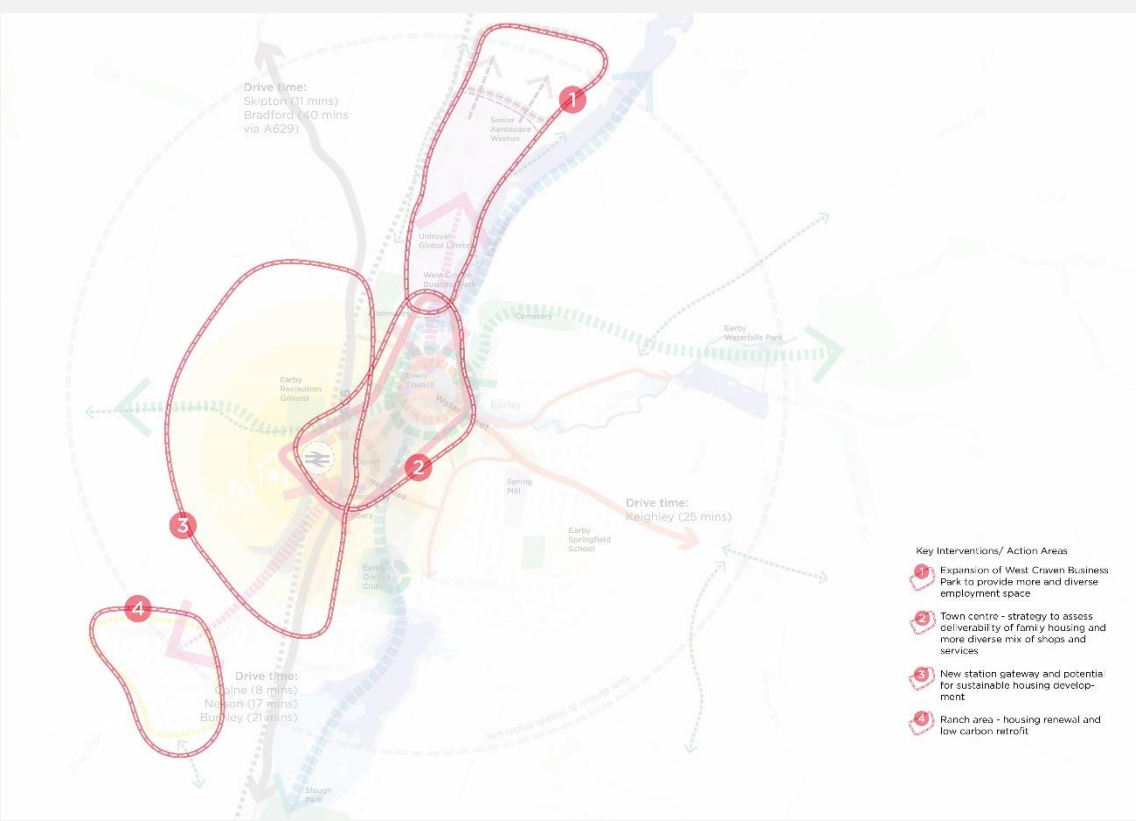
Earby spatial analysis plan



EARBY SPATIAL ANALYSIS PLAN

- | Key Features | Key Constraints/ Opportunities |
|--|---|
| 1km radius from Earby centre (approx 12 minute walk) | Conceptual Colne to Skipton rail link (potential for reinstatement subject to ongoing studies) |
| Primary routes | Blue links - Leeds Liverpool Canal |
| Secondary routes | Water/ green gateway & enhanced link opportunities - Earby Beck/ New Cut |
| Tertiary routes | Countryside walking links |
| National Cycle Network (Route 68) | Opportunity to create more legible gateway arrival points |
| Town centre retail/ service core | Key road corridors which could be enhanced to provide better quality links to surrounding assets |
| Industrial areas | Opportunity to establish a green/ ecological / local agri corridor |
| Important greenspaces | Opportunity to enhance access to town centre from key employment/ residential areas |
| Primary schools | Opportunity for new train station at key gateway to town centre |
| Secondary schools/ colleges | Opportunity to develop larger family housing to improve housing options within town in a sustainable location linked to the new train station |
| Civic buildings/ uses | Opportunity to expand West Craven Business Park to increase employment offer |
| | Opportunity for housing renewal/ regeneration |
| | Opportunity for focused town centre regeneration catalysing on new train station and expanded business park |

Key action and intervention areas in Earby



EARBY SPATIAL ANALYSIS PLAN

- | Key Features | Key Constraints/ Opportunities |
|--|---|
| 1km radius from Earby centre (approx 12 minute walk) | Conceptual Colne to Skipton rail link (potential for reinstatement subject to ongoing studies) |
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| Civic buildings/ uses | Opportunity to expand West Craven Business Park to increase employment offer |
| | Opportunity for housing renewal/ regeneration |
| | Opportunity for focused town centre regeneration catalysing on new train station and expanded business park |

- ### Key Interventions/ Action Areas
- Expansion of West Craven Business Park to provide more and diverse employment space
 - Town centre - strategy to assess deliverability of family housing and more diverse mix of shops and services
 - New station gateway and potential for sustainable housing development
 - Ranch area - housing renewal and low carbon retrofit

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Despite being different in their size, role, and function, all six towns are linked by shared challenges of poor accessibility, suppressed high street vitality, homogenous housing offer, and development viability challenges. As a result, these towns sit at the heart of our district's growth and levelling up opportunity. Building on the success of the Nelson Town Investment Plan, we will prime for investment through mini masterplans which identify local challenges, opportunities, and intervention priorities.

Rural areas

Between the towns of the M65 Corridor and West Craven widely dispersed villages and hamlets are interspersed with statements of our rich natural capital including valued assets such as Pendle Hill which will shape our borough's post-COVID identity.

While the M65 Corridor is home to three quarters of the borough's population, rural areas provide vital infrastructure underpinning Pendle's place offer. By protecting, enhancing, and celebrating high quality landscapes and habitats will see Pendle's rural areas and canal corridor become increasingly attractive for tourism and leisure. We will seek to create sustainable rural communities by improving transport and digital connectivity and providing affordable housing - allowing young people to live in the villages where they grew up.

Our actions

Priority Intervention: town centre vitality and resilience



Learning from the Nelson Town Investment Plan process, we will leverage available funding opportunities to revitalise our town centres. We will develop bespoke mini-masterplans for each of our remaining main towns to define priorities which respond to local need and address deeply embedded local challenges. We will use these to guide our investment priorities and principles – targeting funding for the projects that will have the greatest impacts in levelling up our borough.

Lead organisation: Pendle Borough Council

Intervention timescales: Short-term

Action	Status - Underway, Pipeline, Aspirational	Timeframe	Building on Existing Activity	National Policy Alignment	Group/ Geography Targeted	Delivery Organisation & Partners	Role of PBC	Funding & Resources
Priority 1: Our Places								
Delivering our housing strategy. We will seek to deliver a balanced housing market that supports economic growth and social well-being in Pendle. We will work in partnership and seek funding to maximise the potential of our housing markets by diversifying and improving the housing offer, ensuring it is attractive and affordable and meets the needs and aspirations of our communities.	Underway	Medium Term	Housing Strategy for Pendle (2018-2023), Housing Needs Assessment (2020), Local Plan Part 2	Housing White Paper	Borough-wide	Homes England, Developers	Delivery	Private developers, Housing Associations, PBC and Homes England
Bidding for funding to enhance town centre resilience and growth potential. Starting with the Colne Levelling Up Fund bid positioned at enhancing the resilience and vitality through a range of complementary interventions	Underway	Short Term	Using the learning from the Towns Fund bid for Nelson to create a compelling bid for Colne based on need and opportunity	Levelling Up Fund, Community Renewal Fund	Colne	Pendle Borough Council/ project owners	Delivery	UK Government
Explore and when feasible support the establishment of Business Improvement Districts (BID). Building on the Colne BID which was approved in 2018, the council will support the formation of BIDs across our primary towns to provide additional services such as extra security, public realm improvements and environmental measures	Underway	Short Term	Colne Business Improvement District	UK Government Business Improvement District Loan Fund	6 main towns	Local businesses	Facilitate	Business-funded
Improve place identity and branding. We will raise the profile of Pendle's towns and rural areas. This will celebrate the diversity of our places and define the offer proposition of our borough to prospective businesses and residents.	Underway	Short Term	Make it in Pendle social media campaign; Nelson Town Investment Plan - 'This is Nelson', BID work, Marketing Lancashire	N/a	Borough-wide	PBC, local businesses	Delivery	Communications Team Revenue budget
Occupying vacant or underutilised spaces. We will seek gap funding to diversify the use of vacant or underutilised spaces across our town centre to better meet the needs of our economy and population. This will help to address perceptions of decline and help to re-animate our town centres.	Underway	Long Term	Brierfield Mill; Nelson Town Investment Plan; Colne Levelling Up Fund bid	Brownfield Development Fund. Opportunity to access this to bring forward brownfield sites	6 main towns	Developers, landowners	Delivery/ facilitate	UK Government

Action	Status - Underway, Pipeline, Aspirational	Timeframe	Building on Existing Activity	National Policy Alignment	Group/ Geography Targeted	Delivery Organisation & Partners	Role of PBC	Funding & Resources
				for residential development				
Town mini masterplans. We will commission mini masterplans for all of Pendle's main towns to understand key spatial opportunities, challenges and constraints. This will ensure future funding bids are evidence-led and delivers maximum impact for residents and businesses	Pipeline	Medium Term	Nelson Town Centre Masterplan (2021) Brierfield & Reedley 10 Year Vision	National Planning Policy Framework	Colne, Barnoldswick, Brierfield, Earby, Barrowford	Pendle Borough Council / Lancashire County Council	Delivery	PBC
Enhancing green and leisure spaces. We will provide the enabling infrastructure to enable residents to live healthy and active lives. Starting with Towns Fund investment into Nelson's leisure centre and parks, we will diversify reasons for visiting our town centres	Pipeline	Medium Term	Established facilities at Pendle Wavelengths and capital budget of Pendle BC Parks and Open Spaces Team	Sport England: Uniting the Movement	Nelson	Pendle Wavelengths; PBC Parks and Open Spaces Team	Delivery	UK Government
Town centre living and housing diversity. We will seek to promote different types of housing in our town centres to support economic growth and attract a younger workforce to locate in our places	Pipeline	Long Term	Nelson Town Investment Plan and Masterplan, Local Plan	UK government planning reforms, Permitted Development Rights	6 main towns	Homes England, developers	Delivery/ facilitate	Private sector
Empty shops commission. We will establish a commission comprising major landlords across our six towns. This will seek to diagnose barriers to filling vacant retail units and explore methods for incentivising occupation. This could include meanwhile uses	Aspirational	Medium Term	Nelson Town Investment Plan: repurposing underutilised spaces	High Streets Task Force	High Streets across our 6 main towns	PBC, landlords, public sector property owners	Delivery	In-kind PBC support for group coordination/ ideas
Maximising natural capital assets - using the canal as a focus for renewal. We will be an active partner in the Super Slow Way and Pennine Lancashire Linear Park. This will bring communities together around one of our borough's most significant natural assets to support active travel; culture, leisure and tourism; and grow our economy	Aspirational	Medium Term	Arts, Culture and Creativity in Pendle (2020-2030)	N/a	Canal	Super Slow Way, Canal and Riverside Trust, Arts Council England, LCC	Champion	Officer support



Priority 2: Our Business

We will build on our manufacturing credentials to drive resilience and growth, diversify our economy to embrace future opportunities, and support entrepreneurial and innovative activity

Five Defining Challenges

- **Lack of jobs**, with 0.72 of a job per working age resident indicating a below average job density (England = 0.88) and a net outflow of 4,500 commuters from the borough
- **Skill shortages and gaps** holding back productivity and growth, with significant replacement demand in sectors such as manufacturing and health and social work
- **Disproportionate COVID impact** as a result of dependence on key sectors most vulnerable to the effects of the pandemic, including the civil aerospace and hospitality sector
- **Heightened Exposure to macro factors affecting the local economy** including policies associated with EU Exit and climate change, and disruptors such as automation
- **Business ownership and size structure** impacts on the ability of Pendle businesses to respond with agility to changing economic circumstances and control investment decisions

Five Defining Opportunities

- **Driving resilience and growth in the manufacturing cluster** through productivity improvements, diversification into new products and markets and innovative activity
- **Stimulate and support entrepreneurship** to support diversification and growth into growth sectors such as digital and creative, including social enterprises
- **Harnessing natural capital** as a driver of growth supporting high quality of life and underpinning culture, leisure and town centre vitality
- **Developing Pendle's value proposition** maximising heritage business brands, quality of life and position on the M65 growth corridor
- **Leveraging funding opportunities** to support productivity and growth by unlocking barriers to economic prosperity and maximising our own assets to build community wealth

Key sectors

The manufacturing sector in Pendle is vital to our economic prosperity, accounting for 9,000 employees and 285 businesses. The sector accounts for over half (56%) of Pendle's economic output and is worth approximately £1.26bn.

Pendle's manufacturing sector: in numbers

£1.26bn in GVA

285 businesses

56% of Pendle's economic output

2.0 business Location Quotient

9,000 employees

-2% business change since 2016

27% of total employment



Key sub sectors include manufacture of air and spacecraft and manufacture of furniture. Significant employers including Rolls Royce, Silent Night and Farmhouse Biscuits

0% employment growth since 2015

3.4 employment Location Quotient means that Pendle is over 3x more specialised than the England average

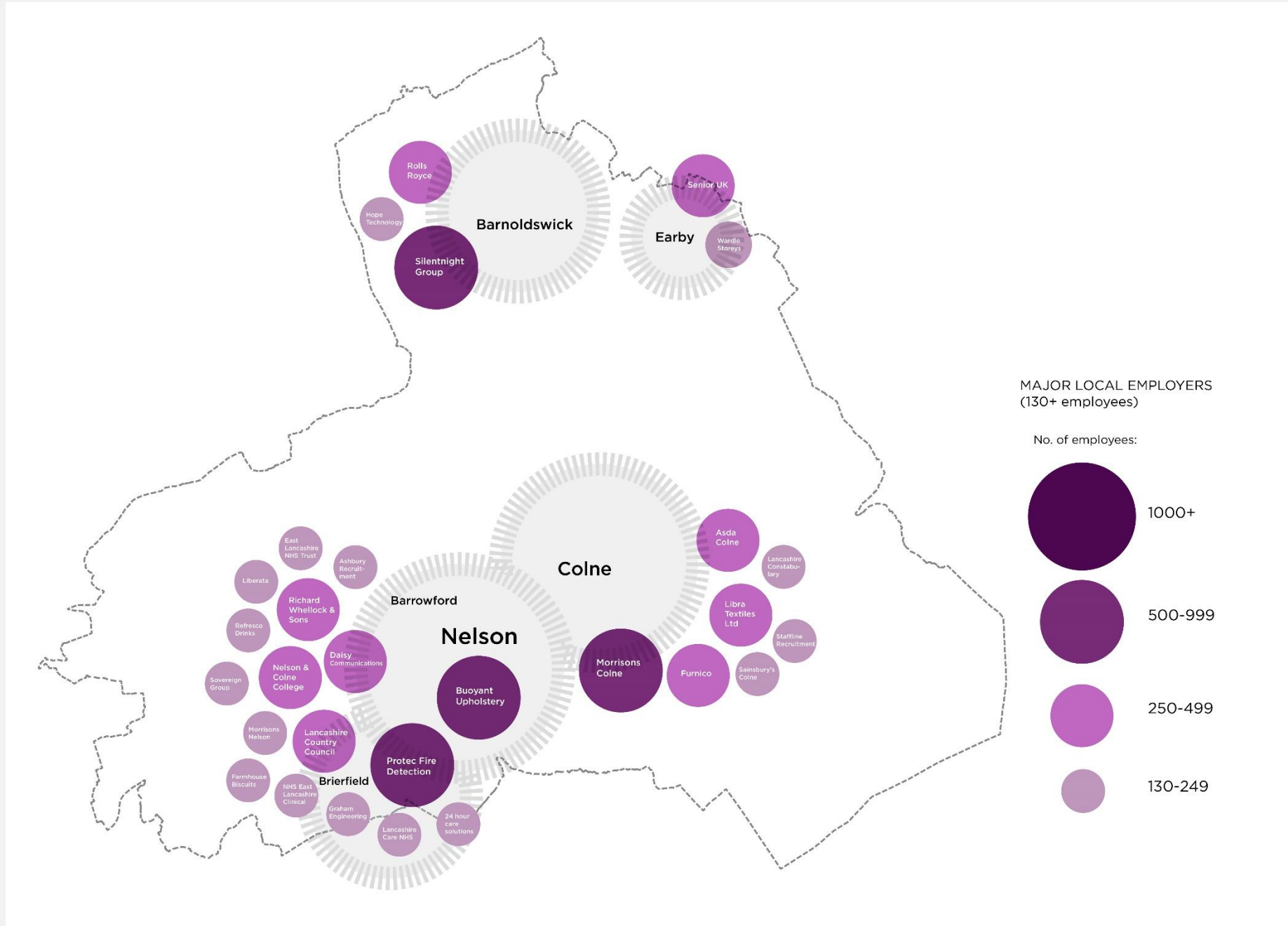
Sources: ONS Regional GVA, ONS BRES, ONS Business Counts

Pendle plays an important role in Lancashire's internationally renowned civil aerospace sector, with Tier 1 employers such as Rolls Royce located in the borough supporting employment and supply chain activity.

Other large employment sectors include:

- **Wholesale and retail** with 6,000 employees, accounting for approximately 18% of total employment in the borough and an LQ of 1.2
- **Education** with 3,000 employees, accounting for 9% of total employment and an LQ of 1.0
- **Human health and social work**, accounting for 3,500 employees (10% of total employment) and an LQ of 0.8
- **Information and Communication**, accounting for 1,250 employees (4% of total employment) and an LQ of 0.8, including major employers such as Daisy Communications

Our borough's major employers

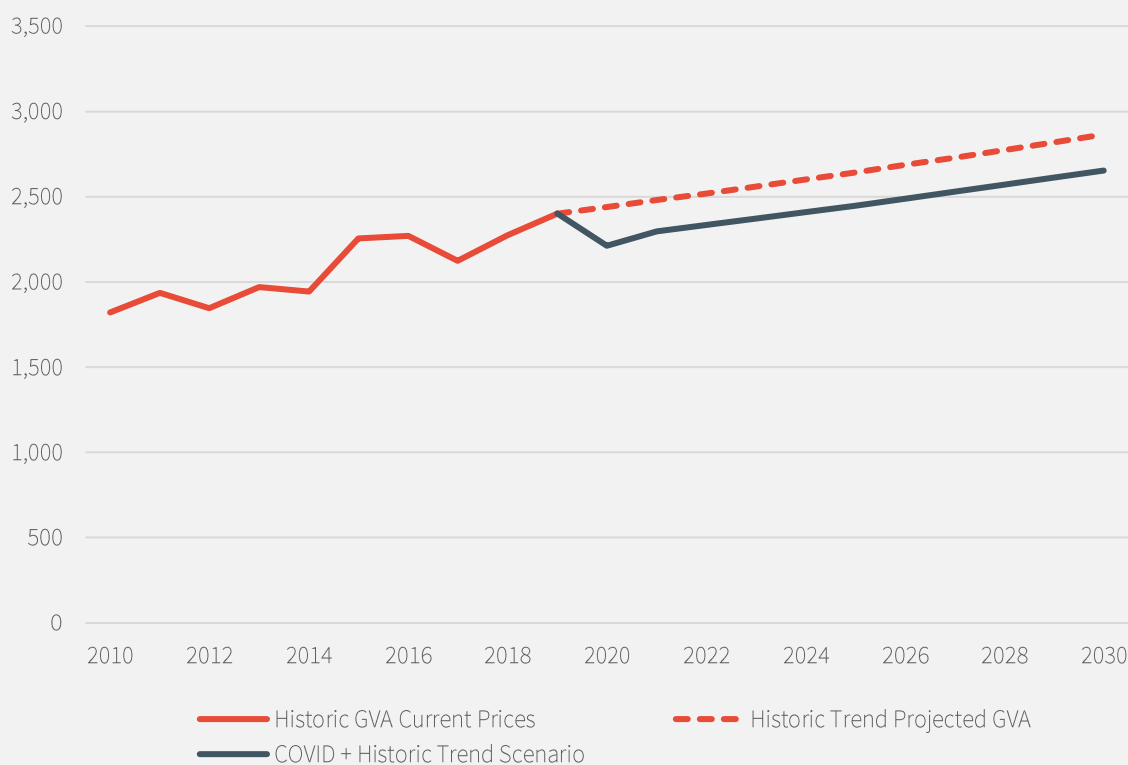


COVID impact and recovery

The full impacts of COVID-19 on the Pendle economy are still materialising and the recovery trajectory of the economy will be influenced by a multitude of factors including the likelihood of future lockdowns, the pace of the vaccine roll out, and the willingness of consumers and businesses to resume pre-COVID 19 levels of consumption. Some indications from the UK Office for Budget Responsibility and analysis by Hatch show that:

- Prior to Covid-19 Pendle's economy grew at an annual rate of 1.6% a year since 2010, lower than the UK growth rate of 2%
- The total scale of the economic impact of Covid-19 on the Pendle economy in 2020 is estimated to be around -8%; there is a significant chance that the economy will not get back to its pre-Covid-19 growth trajectory before 2030 and interventions will be required to stimulate recovery and growth
- The sectoral distribution of GVA losses in 2020 point to a significant fall in manufacturing output for the borough valued at an estimated loss of £53m of GVA. However, given the orientation around aerospace which has been hard hit by the pandemic, it is likely this impact is under-stated.

Pendle GVA impact of COVID-19 (£m in 2020 prices)

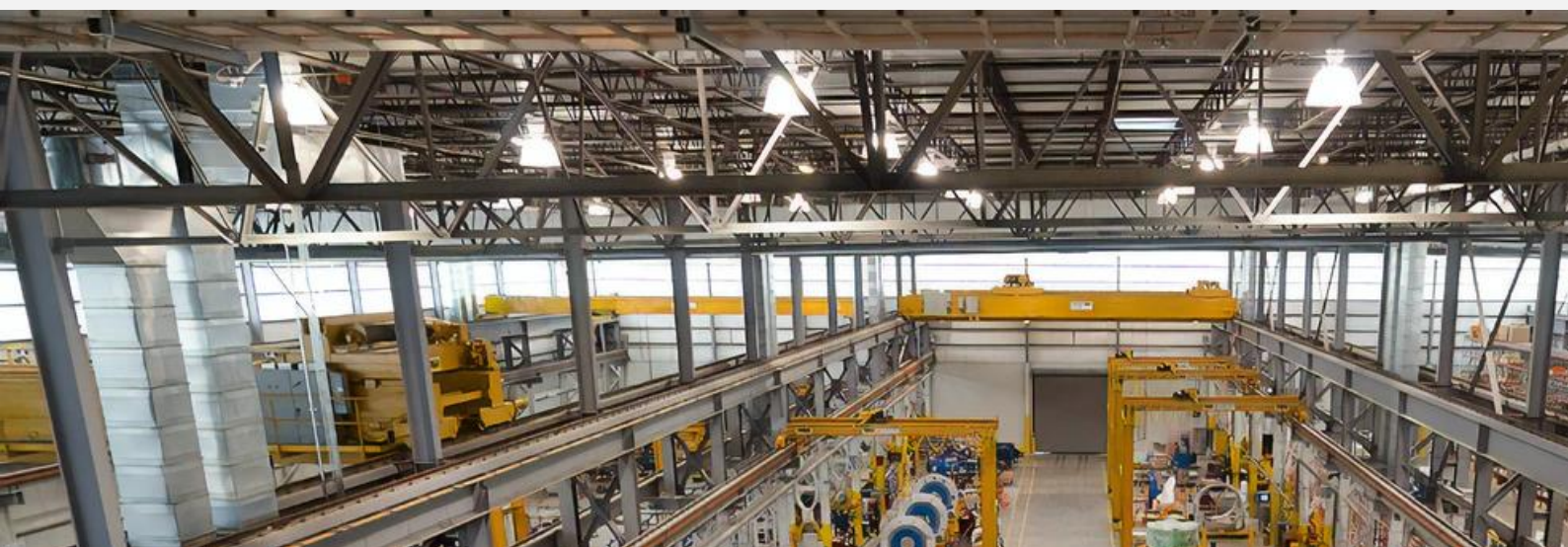


Source: Hatch analysis of Coronavirus Central Scenario, OBR Economic and Fiscal Outlook, March 2021

To ensure a rapid and sustainable recovery, there must be a concerted effort to support enterprise and innovation within Pendle. Efforts to diversify the local economy beyond the manufacturing sector, alongside intensive support to assist in this sector's recovery will need to be made. Moreover, if the economy is to get back on track before the end of the decade, a considerable economic growth rate will be needed, something that is unlikely to occur without proactive business and innovation support.

Our actions

Priority intervention: Tailored Business Resilience and Growth Programme



Roll out of a tailored Business Resilience and Growth support programme for the manufacturing sector which provides capital investment to facilitate investment in plant, machinery, and premises to drive productivity, innovation and skills development. This will be rolled out initially in Nelson as part of the Town Investment Plan, funded through Town Deal, but opportunities to extend this programme across Pendle will be sought.

Lead organisation: Pendle Borough Council in partnership with Growth Lancashire & Boost

Intervention timescales: Medium term

Action	Status - Underway, Pipeline, Aspirational	Timeframe	Building on Existing Activity	National Skills Priority Alignment	Group/ Geography Targeted	Delivery Organisation & Partners	Role of PBC	Funding & Resources
Priority 2: Our Business								
Extend and enhance business-led networks of employers, intermediaries and skills providers (including HR and Recruitment specialists) to facilitate supply chain development and demand-led skills provision	Underway	Short term	Aligns with the Lancashire Employment and Skills Board (Skills Advisory Panel), Pendle Vision Board and East Lancashire Chamber and encourages take up of the Lancashire Skills Pledge	Skills for Jobs White Paper	Businesses and learners / key sectors	Lancashire ESB & Pendle Vision Board, East Lancashire Chamber, Pendle Connects	Facilitate	LEP & DoE, Membership
Meeting the digital skill needs of SMEs through providing residents with the opportunity to build up their digital skills and provide accessible pathways into digital careers including guaranteed interviews with a local employer	Underway	Medium term	Fast Track Digital Workforce Fund aimed at addressing locally identified digital skills gaps and support Lancashire residents with accessible routes into digital employment.	UK Digital Strategy Skills for Jobs White Paper	Under employed and unemployed residents	Lancashire Skills Hub & Lancashire Digital Skills Partnership / Boost Lancashire	Champion	DoE Digital Bootcamp Trailblazer / Fast Track Digital Workforce Fund / National Skills Fund
Stimulating business start up, recovery and growth through connecting businesses to existing support programmes.	Underway	Short term	Promotes and links would-be-entrepreneurs and businesses into existing Boost Lancashire Growth Hub activity to signpost to most relevant support	Build Back Better UK Industrial Strategy	Entrepreneurs, SMEs and scale up businesses	Boost Lancashire / Growth Lancashire, Lancashire LEP, East Lancashire Chamber	Champion	ERDF & LCC
Supporting the civil aerospace sector to mitigate job losses and enable a route map to recovery	Underway	Short term	Targeted sectoral support delivered through the Aerospace Task Force including support incentives, targeted investment, supply chain support and diversification, reskilling and talent retention strategies	Build Back Better – Plan for Growth	Aerospace businesses	Aerospace Task Force / NWAA, Lancashire LEP	Champion	BEIS
Roll out of a tailored Business Resilience and Growth support programme for the manufacturing sector which provides capital investment to facilitate investment in plant, machinery and premises to drive productivity, innovation and skills development.	Pipeline	Medium term	Complements the Made Smarter programme which provides advice and funding to make use of Industry 4.0 technologies; Boost Lancashire; AMRC NW	Build Back Better Ten Point Plan Industrial Strategy	Manufacturing SMEs	PBC & Growth Lancashire / Boost Lancashire	Delivery	Town Deal / Industrial Strategy Challenge Fund

Action	Status - Underway, Pipeline, Aspirational	Timeframe	Building on Existing Activity	National Skills Priority Alignment	Group/ Geography Targeted	Delivery Organisation & Partners	Role of PBC	Funding & Resources
Internationalisation support helping Pendle businesses to identify new markets and grow international relationships to facilitate export activity and improve productivity	Pipeline	Medium Term	Responds to the LIER Interim Report and development of a Lancashire Internationalisation Strategy	Export Strategy	All businesses with a focus on manufacturing	Lancashire LEP, East Lancashire Chamber of Commerce & Boost Lancashire	Champion	LCC
Raise awareness of clean energy and green technologies to build capabilities linked to the net zero opportunity	Pipeline	Medium Term	Targeting the Lancashire growth pillar of 'Energy and Low Carbon' as an opportunity for Pendle to transfer skills from manufacturing and construction sectors and apply to this growth sector through business support which raises awareness of market opportunities. Link to the successor programme of the LoCaL-i project.	Ten Point Plan for a Green Industrial Revolution	Manufacturing and Construction businesses	Lancashire LEP / HEIs, Boost Lancashire	Champion	ERDF
Establish workforce development plans and programmes through skills support for SMEs and strategic employers to facilitate upskilling and reskilling the workforce including leadership and management capacity	Aspirational	Medium term	Complements the Boost Lancashire Business Support offer and activity of the Skills Advisory Panel by providing Workforce Development Advisors to identify skills needs and signpost to provision	Skills for Jobs White Paper	SMEs	Boost Lancashire & Lancashire Skills Hub	Champion	Dependent on funding being secured
Tailored business support offer targeting BAME entrepreneurs to support business start up activity	Aspirational	Medium Term	Complements the Boost Lancashire Business Support offer with a focus on inspiring the BAME community to consider self employment routes	Build Back Better - Plan for Growth	Entrepreneurs	Boost Lancashire / Growth Lancashire	Champion	Dependent on funding being secured
Facilitate community wealth building to strengthen local employment and supply chain opportunities through commissioning, procurement and planning processes	Aspirational	Medium term	Builds on good practice including the Preston Model and the Lancashire Social Value Toolkit and targets anchor employers to facilitate through CSR measures.	Build Back Better - Plan for Growth	SMEs / local residents	PBC / Nelson & Colne College, LCC, East Lancashire Hospital Trust	Facilitate	Dependent on funding being secured



Priority 3: Our People

We will work together to grow, attract, and retain a skilled workforce to support economic growth and prosperity and ensure our residents can access a breadth of opportunities to improve life chances

Five Defining Challenges

- **Replacement demand in key sectors** such as manufacturing, health and social work, wholesale and retail across 2018-2028 highlights the need to retain and attract skills to enable business competitiveness
- **Lagging qualifications**, with under-representation of L4+, impacting on productivity, business competitiveness and household income. Lower skilled workers are more exposed to the threat of redundancy and more likely to remain unemployed for longer if they lose their jobs. There is a forecast decline in the demand for no and low qualifications between 2018-2028
- **Out-migration of young working age residents**, with a -9% decline in those aged 19-24 years, undermining the ability of Pendle to meet the increased demand for higher level skills (L3+) as this cohort leaves the borough in search of higher level learning and employment opportunities elsewhere
- **Reduced life chances and low social mobility** for those who live in deprived areas and low-income households. Education and skills deprivation is prevalent.
- **Young people** have been most exposed to the impact of the pandemic, with disruption to learning and employment opportunities

Five Defining Opportunities

- **Harnessing our population growth** as an economic driver by retaining and attracting young and working age residents through a quality housing, jobs and culture and leisure offer
- **Strong value proposition underpinning recovery and growth which promotes Pendle's offer** including natural capital and attractive places to live and work, and high value sectors such as manufacturing providing quality employment opportunities
- **Leading Further Education provision** anchored by Nelson & Colne College to equip our residents with high level skills and clear pathways to education and employment
- **Facilitating technology adoption** to enable residents and employers to access new opportunities through the provision of digital skills
- **Skills infrastructure investment** such as the Digital Skills Academy will facilitate demand-led skills provision

Tackling barriers to labour market participation

The pandemic has exposed systemic weaknesses in the local economy which in turn has exacerbated and revealed employment and wellbeing challenges in the borough. We have witnessed increasing rates of unemployment, with a 105% increase in the claimant count between March 2020 and March 2021. In March 2021, 76 out of 1,000 working age residents were claiming out of work income support in Pendle compared to 66 in England. There are approximately 3,000 workless households in the borough: 12.7% of all households. Pendle has high levels of deprivation which are characterised by low skills, low incomes and poor health outcomes. Those with lower skills have been disproportionately affected by the reduction in employment opportunities. We need to equip our residents with the skills and competencies required to access quality employment opportunities and improve their life chances.

Meeting future skill requirements

Pendle has a growing population (+3% since 2014) driven by gains in the younger population (+4% growth among those aged 0-18) which provides a future talent pool to fuel economic growth if retained. Whilst the overall working age population grew by 1% over this time period, there was a -9% decline in those aged 19-24, indicating a key challenge which this strategy needs to address. The ageing of the population is also a feature, with 9% growth amongst those aged 65+ which is a key driver of replacement demand for skills.

Of our 92,100 residents, 60% are aged 16-64 relative to 62% in England. However, our qualification and occupation profile lags behind the national average. Only 35.7% of our working age residents are qualified to Level 4+, 8.8 percentage points below the England average. In contrast, 6.9% of our working age residents have no qualifications (3.2 percentage points above the England rate). We have less employees working in higher level occupations such as professional, associate professional and management at 43.5% (50.6% in England) and a considerably higher proportion working in skilled trades at 12.4% (9.1% in England). This profile impacts on productivity and household income, limiting business competitiveness and growth and individual life chances and prosperity.

Future skill requirements show increased demand for Levels 3 and 4+ qualifications in Lancashire through to 2028, whilst demand for those with no or low skills will fall. Skill shortages are holding back our growth, with these most acute in skilled trade occupations (33% of employers in Lancashire report skill shortage vacancies). Digital skills are vital to economic inclusion and business competitiveness, supporting technology adoption and productivity. There are digital opportunities across all of Pendle's sectors, and the acquisition of digital skills will support economic growth and workforce resilience.

Expanding opportunities for young people

Retaining and attracting young people to Pendle is vital to our future prosperity. We have had some degree of success in enabling our young people to meet their potential and enhanced their social mobility: of those pupils eligible for Free School Meals at age 15 in Pendle, 41% achieved 2 or more A-levels (or equivalent) by age 19, highlighting the supportive education system in the borough, but we recognise there is more to be done. Nelson & Colne College is reputed to be one of the best Further Education Colleges in England for its quality of teaching, and is rated number one in the country for A levels based on progress scores, with an above average proportion of students (63%) progressing to higher education. However, limited higher education and employment opportunities within the borough means young people are leaving to access these opportunities elsewhere and this is particularly the case with the high achievers.

Our actions

Priority Intervention: Digital Skills Academy and Hub



The Digital Skills Academy & Hub will support digital learning through a hub and spoke model to skills delivery by establishing a new skills centre facility in Nelson town centre and repurposing and modernising existing facilities within Nelson and Colne College's main site. By bringing skills provision and businesses together through the hub, the project can utilise Nelson's entrepreneurial culture to foster the next generation of digital businesses by providing inspiring learning environments and attracting opportunity and enterprise into Nelson town centre.

Lead organisation: Nelson & Colne College in partnership with Pendle Borough Council and East Lancashire Chamber of Commerce

Intervention timescales: Medium term

Action	Status - Underway, Pipeline, Aspirational	Timeframe	Building on Existing Activity	National Skills Priority Alignment	Group/ Geography Targeted	Delivery Organisation & Partners	Role of PBC	Funding & Resources
Priority 3: Our People								
Targeting those most exposed to the impact of COVID-19 with support	Underway	Short term	Signposting to the 'Skills for Work' initiative and 'Escalate' to enable young people, furloughed workers, those at risk of redundancy and those looking for work to easily access the support available to them including schemes such as the Kickstarter programme	Plan for Jobs	Displaced workers and groups	Lancashire Skills Hub / local & national partners	Champion	DWP, DfE, ESIF
Roll out of Technical education reforms including T Levels and progression pathways to higher technical qualifications and raise the profile of technical education by embedding routes into careers provision in Pendle	Underway	Medium term	The Lancashire Technical Education Vision seeks to enable young people to develop technical skills to improve their job prospects and earning potential	Introduction of T Levels, Higher Technical Education Reforms Skills for Jobs White Paper	Young people	Lancashire Skills Hub, Nelson & Colne College, employers	Champion	DfE
Roll out of the Enterprise Advisor Network and Careers Hub across educational institutions in Pendle to inspire young people and support progression into quality employment and education opportunities	Underway	Short term	Building on the success of the Lancashire Enterprise Adviser Network and the Careers Hub by recruiting Pendle business leaders to act as Enterprise Advisors and Cornerstone Employers to facilitate a demand-led skills system	Careers Strategy, Careers & Enterprise Company	Young people	Schools, colleges & Lancashire Skills Hub, Inspira, employers	Champion	DfE
Retraining support through Sector Based Work Academy Programmes meeting identified skill needs in skill shortage areas	Underway	Short term	The Sector Based Work Academy Programme (SWAP) is being rolled out by N&CC and DWP providing pre-employment training, work experience and a guaranteed job interview	Plan for Jobs	Broad	Nelson & Colne College & DWP	Champion	DWP
Support young people with a comprehensive 'Youth Employability Service' (YES Hub) to support progression into employment, education and training	Underway	Medium Term	Roll out of the Youth Hub initiative by DWP and proposed investment in the YES Hub in Nelson through Town Deal. Links to the Lancashire Opportunities Map for 16-18 NEET young people and the Skills for Work Microsite. Aligns with LIER focus on ensuring investment in social infrastructure to support	Build Back Better – Plan for Growth	Young people and those who are NEET	PBC & DWP / Active Lancashire, N&CC, Lancashire Skills Hub, UCLAN	Delivery	DWP & Towns Fund

Action	Status - Underway, Pipeline, Aspirational	Timeframe	Building on Existing Activity	National Skills Priority Alignment	Group/ Geography Targeted	Delivery Organisation & Partners	Role of PBC	Funding & Resources
			levelling up. Link to UCLAN Social Mobility Pledge.					
Secure capital investment to develop high quality and industry-led learning environments and facilities	Pipeline	Medium term	The proposed Digital Skills Academy will provide learning opportunities for young people and employers.	Build Back Better – Plan for Growth UK Digital Strategy	Broad	Nelson & Colne College / Lancashire Digital Skills Partnership	Champion	Towns Fund & Further Education Capital Transformation Fund
Secure revenue funding to strengthen the skills and employability offer of Pendle and facilitate competitiveness	Aspirational	Short term	Develop bids for the Community Renewal Fund, National Skills Fund and in due course the UK Shared Prosperity Fund	Skills for Jobs White Paper	Deprived communities	Providers / PBC, Lancashire Skills Hub, LCC	Facilitate	Dependent on funding being secured
Secure investment in a Pendle Opportunity Area to broaden horizons for children and young people, support social mobility and enhance attainment and progression.	Aspirational	Medium term	Roll out of the Blackpool Opportunity Area to other disadvantaged areas in Lancashire such as Pendle. This could include a 'Pendle Challenge' collaborative network to support confidence, resilience, and aspirations.	Build Back Better – Plan for Growth	Children and young people	LCC / PBC, Lancashire Skills Hub, Providers, DWP	Champion	Dependent on funding being secured
Stimulation and promotion of work placements to young people and employers to support training and progression	Aspirational	Short term	Promote government initiatives such as Kickstart, apprenticeships and T-Level roll out. Anchor employers in Pendle have a role to play in offering work placements	Skills for Jobs White Paper	Young people	Lancashire Skills Hub / employers	Champion	Dependent on funding being secured
Establish a joint working committee between health providers, DWP and PBC to explore innovative approaches to tackling poor health as a barrier to labour market participation	Aspirational	Medium term	The LIER is investigating how poor health impacts on economic output and local government capacity through a deep dive into health, wealth and well-being	Build Back Better – Plan for Growth	Broad	PBC / CCG / DWP and JCP	Facilitate	Depending on funding being secured



Priority 4: Our Connections

We will address historical connectivity deficits to level-up opportunity across our borough to unlock the potential of our residents and businesses ”

Five Defining Challenges

- **Meeting government expectations of return on investment.** While there is a clear strategic need for investment, low land values can make it difficult to make the case for public sector funding of infrastructure schemes. These viability gaps also limit the ability to raise infrastructure funding through new development.
- **Poor public realm.** Poor or outdated public realm and gateways to many of our town centres contributes to negative place perceptions and feeling of decline.
- **Access to town centres and key employment sites.** Public transport access to major employment sites such as the Lomeshaye Industrial Estate is very poor with challenges such as shift work making viability a challenge
- **Inconsistent access to digital connectivity.** Only 1% of premises in Pendle have access to full fibre broadband compared to 16% in England.
- **Unattractive public and active transport options.** The quality and reliability of Pendle’s public transport is inconsistent making it unattractive. This leads to more private car journeys and congestion in our town centres.

Five Defining Opportunities

- **Natural assets and transport routes.** Levering natural assets such as the canal to support active transport solutions – enabling safer walking and cycling.
- **Existing digital infrastructure investment.** Barnoldswick has been selected as a Fibre First town which will improve broadband speeds for the town’s residents and businesses.
- **New funding streams.** Government funding streams offers the opportunity to work across local authority boundaries to address strategic transport deficits.
- **Capitalising on post-COVID trends.** Through enhanced public transport, road infrastructure and digital connectivity, there is a unique opportunity for the borough to capture any ongoing ‘urban exodus’ with people working from home more and seeking more space.
- **Advancing zero carbon ambitions.** We will put ourselves forward to be part of the solution. We will seek funding to pilot innovative solutions making the way we move sustainable – including incentivising active travel and public transport usage, micro-mobility solutions, and EV charging.

Transport

Transport connectivity represents a principal constraint on Pendle's potential. Eastwards connectivity from our primary urban centres is very poor and is precluding our residents from accessing opportunities in major cities such as Leeds and Bradford. We will continue to lobby for the infrastructure that will unlock Pendle's growth such as the M65 bypass and the Skipton to Colne railway.

In addition to strategic infrastructure investment, we require targeted transport investment to support the vitality and prosperity of our towns and employment areas. We will work with local, regional and national partners to improve the borough's public transport provision – particularly within and between town centres and business parks.

We will seek to improve public realm within town centres and enhance active transport infrastructure to make walking and cycling attractive alternatives to using a car. This will lever existing natural assets such as the canal to prioritise the creation of safe and sustainable travel alternatives.

Digital

Digital infrastructure is vital to supporting Pendle's post-COVID recovery. The importance of reliable internet access has been a lifeline to many of our businesses and residents throughout the pandemic. However, access to the fastest speeds is mixed and this is limiting our borough's potential. We will work with both public and private stakeholders to understand barriers to delivering Full Fibre as quickly as possible. This will include empowering communities to work directly with organisations such as Openreach to plug gaps in provision.

In addition to broadband, we will support the acceleration of 5G rollout across the borough – ensuring high quality mobile connectivity throughout Pendle. 5G has many advantages to both businesses and individuals over 4G including: 100x faster peak speeds, and increased capacity that can cope more effectively during load spikes experienced during periods of high usage. Some cities across the UK are already benefitting from 5G speeds - we will work with network providers to accelerate rollout to Pendle's towns and rural areas to enhance our borough's competitiveness.

Delivering a net zero future

We are committed to ensuring sustainable economic growth and are committed to supporting the government to reach net zero by 2050. This requires bold action across all of our priorities, ranging from the efficiency of our terraced housing stock to how we move around our town centres.

In addition to improving strategic road and rail infrastructure, we will seek funding to explore net zero transport solutions between and within centres. Building on the active travel enhancements proposed as part of the Nelson Town Deal, we will explore opportunities for Electric Vehicle charging infrastructure and micro mobility (such as e-bikes) solutions to make travel cheap, sustainable and efficient.

Priority Intervention: Strategic Transport Improvements



Strategic transport investments are integral to our borough's long-term growth. Failure to deliver enhanced road and rail connectivity will exclude our residents from the north's growth trajectory and will reduce Pendle's competitiveness to attract investment.

1. **Rail improvements – Skipton to Colne Railway:** East-west connectivity in our borough is extremely limited and enhancing this will open significant economic opportunity for our residents. A new station at Earby will help to unlock the town's potential – providing a key piece of enabling infrastructure to support the town's housing and economic growth
2. **Road improvements – M65 improvements:** Currently, the M65 acts as a cul-de-sac and increases traffic and congestions within our key centres – affecting their attractiveness. We will lobby for a M65 bypass around Colne; helping to alleviate congestion and air pollution within the town.

Lead organisation: Pendle Borough Council, Transport for the North, and Lancashire County Council

Intervention timescales: Long term

Action	Status - Underway, Pipeline, Aspirational	Timeframe	Building on Existing Activity	National Priority Alignment	Group/ Geography Targeted	Delivery Organisation & Partners	Role of PBC	Funding & Resources
Priority 4: Our Connections								
Lobby for strategic infrastructure improvements. We will lobby for strategic transport connections such as improvements to the M65 and the Skipton to Colne railway.	Underway	Long Term	Transport for the North Strategic Transport Plan	UK National Infrastructure Strategy	Borough-wide	LCC, Transport for the North	Champion	UK Government/TfN
Deliver Accessible Nelson programme. The Accessible Nelson programme will improve existing gateways into Nelson from the M65 which provide a poor sense of arrival and impression of the town due to a poor-quality environment, degraded public realm and long-term vacant sites and buildings. It will also improve connections to the town centre – addressing inefficient movement and congestion	Pipeline	Medium Term	Pendle Cycling Strategy	10 Point Plan	Nelson	Lancashire County Council	Lead	Towns Fund
Signpost communities to address digital connectivity challenges. Share resources showing how rural communities can work with Openreach (through options such as DCMS vouchers) to address connectivity deficits. PBC will also engage mobile network providers to understand how 5G rollout can be accelerated	Aspirational	Short Term	Pendle Vision broadband lobbying	UK Digital Strategy	Borough-wide	Openreach, LCC, DCMS, Mobile Network providers	Champion	DCMS/private sector
Maximising natural capital assets to support active travel. Working with groups such as the Pennine Lancashire Linear Park to improve walking and cycling routes along the canal tow path to provide green links between our towns and rural areas.	Aspirational	Medium Term	Pendle Cycling Strategy, Pennine Lancashire Linear Park	UK Government Cycling and Walking Investment Strategy	Canal	Sustrans, Pennine Lancashire Linear Park, Super Slow Way	Champion	TBC
Improve public transport provision to employment sites. We will work with national and regional partners to ensure public transport to key employment areas (such as the Lomashaye Estate) is an attractive, reliable, and affordable alternative to private car usage.	Aspirational	Medium Term	Nelson Town Investment Plan	UK Government Bus Strategy	Town centres and major employment sites	LCC	Champion	UK Government/LCC
Explore innovative solutions to deliver net zero. We will seek funding to decarbonise transport across the borough putting Pendle forward for net zero transport pilots. This could include micro mobility solutions in town centres and the potential for electric vehicle charging infrastructure.	Aspirational	Long Term	Nelson Town Investment Plan	10-point plan	Borough-wide	LCC, TfN	Champion	UK Government



04 DELIVERY

04 Delivery

There has been a continuing reduction in local government revenue budgets and capital programmes since the last Strategy was produced, as well as a move from grants to loans in many central government programmes. The role of district councils such as Pendle is moving more towards an enabling role with an increased reliance on a range of partners in the public and private sectors. The delivery of this strategy will be dependent upon expertise and funding from a range of partners, including but not limited to:

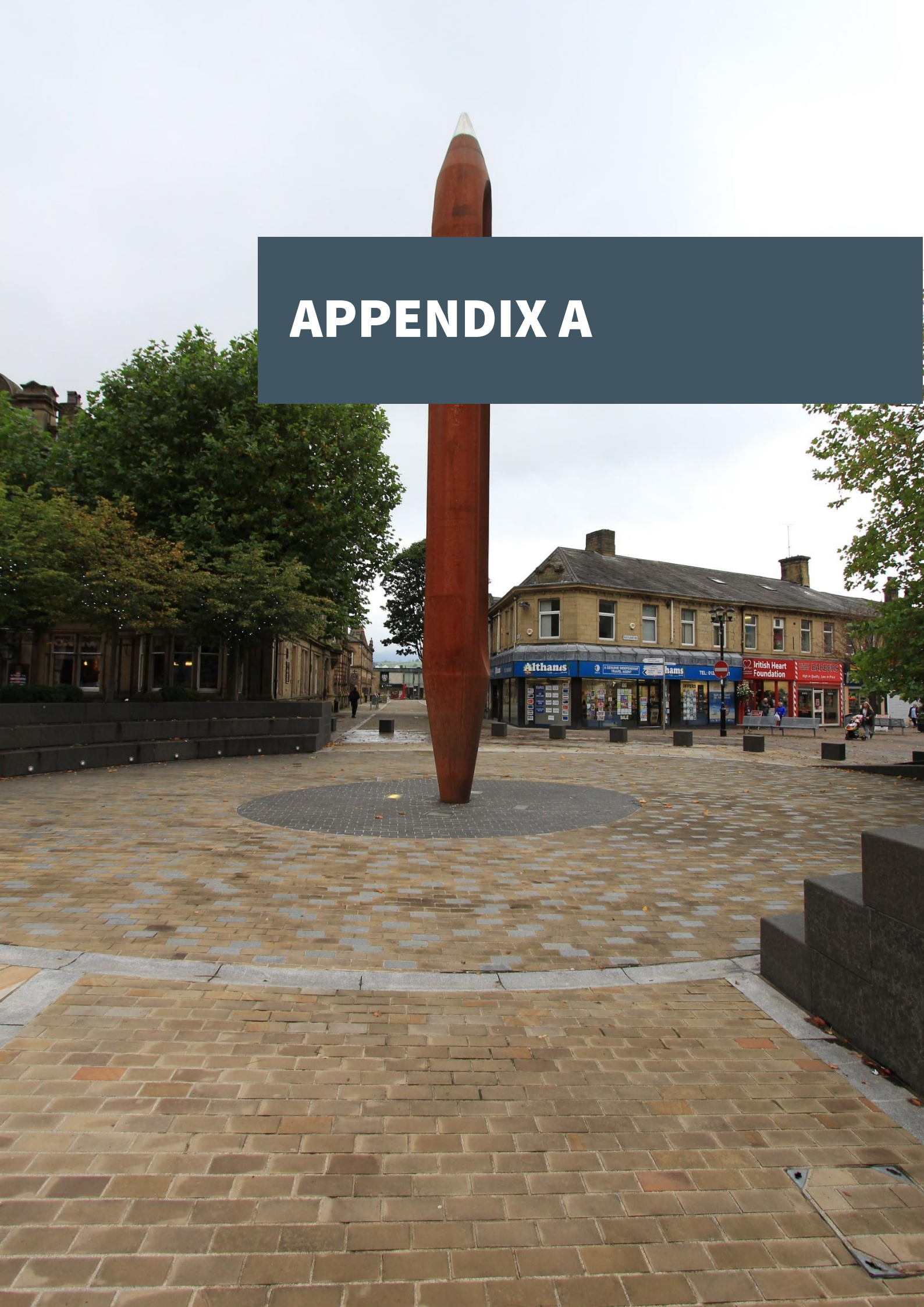
- Pendle Vision Board
- Boost Business Lancashire
- Growth Lancashire
- East Lancashire Chamber of Commerce
- Other Pennine Lancashire authorities
- Lancashire County Council
- Lancashire LEP
- DWP and Jobcentre Plus
- Education Providers
- Homes England

Our action plan reflects the importance of partnership in delivering our vision, with Pendle Borough Council's role identified as being either:

- Deliverer – responsible for leading the action
- Facilitator – working in partnership with others to support delivery
- Champion – raising awareness of the initiative to maximise success

We will review and report progress of the Economic Recovery and Growth Strategy on an annual basis through the Annual Report, highlighting key successes. We will regularly share progress with the Pendle Vision Board to ensure we are responding to business opportunities and needs.

APPENDIX A



Appendix: Stakeholder Engagement

Name	Organisation
Adrian Leather	Active Lancashire
Alison Goode	Pendle Leisure Trust
Amanda Melton	Nelson and Colne College
Andy Walker	LCC
Aneesa McGladdery	Colne BID
Cathy Hopley	Pendle Hill LP, Forest of Bowland AONB
Chris Smith	Pendle Engineering
Christine Blythe	Pendle CVS
Claire Bennett	Positive Action in the Community
Darren Wright	Active Lancashire
David Rothwell	Nelson and Colne College
Dennis Mendoros	Pendle Vision Board
Dharma Kovvuri	Uclan
Edwina Grant	LCC
Frances Starkie	DWP
Hassan Ditta	PBC
Heather Murray	DWP
Janet Doolan	Growth Lancashire
Joe Hildred	Canal River Trust
Julie Higgins	NHS East Lancashire CCG
Julie Whittaker	PBC
Karl Tupling	Homes England
Kerry Harrison	Digital Lancaster
Laurie Peake	Super Slow Way
Mark Chamberlain	Open Reach
Martin Kelly	Blackburn City Council
Martin Porter	Lancashire County Council
Matthew Riley	Daisy Group
Matthew Sidgreaves	Growth Lancashire
Michele Lawty-Jones	Lancashire Skills Hub
Michelle Holroyd	Network Rail
Miranda Barker	East Lancashire Chamber
Neil Watson	PBC
Oliver Handley	Pendle Vale
Owen Wilson	Transport for the North
Paul Shevlin	Craven DC
Philippa Britton	Network Rail
Pritam Pal	Boost
Rachel Kay	Pendle Connects
Sarah Kemp	Lancashire LEP
Scott Whalley	PBC
Sharon McDonald	North West Aerospace Alliance
Stephen Young	LCC

HATCH

