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# PENDLE BOROUGH COUNCIL



## CORPORATE PLAN 2023 – 2027

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## Foreword

**The Corporate Plan 2023-2027 sets out the vision and priorities of the Shared Administration of Pendle Borough Council. It has been built on a strong understanding of what is important to our communities now and in the coming years and decades. We have listened to our residents, businesses and communities and considered the opportunities as well as the challenges facing the borough.**

Pendle has a distinctive cultural heritage, astounding natural beauty, and is the home to a number of advanced technology and aerospace businesses. However, many people in our communities faced hardship through the Covid-19 pandemic and continue to struggle financially due to recent global events leading to high inflation.

The Council's unique role in Pendle means it has an important leadership role to play in providing support to people when they need it but also planning for a better future. For this reason, we are focusing on a number of key initiatives such as improving health inequalities through a new partnership with health and community partners, developing digital skills in the community with Nelson and Colne College, building key skills for young people through the YES Hub, and regenerating our towns through Nelson Town Deal, Levelling Up in Colne and enhancing public realm and street scape in Barnoldswick, Earby and Brierfield.

We will strengthen our response to climate change across a number of areas, ensuring we reduce our own emissions and helping businesses and residents do the same. With health and wellbeing so vital for our people, we are committed to delivering a review of leisure services with an ambition to preserve leisure centres in our three main townships. This will mean ensuring they provide the right mix of services to be popular and commercially viable into the future and improving their energy use to save money and reduce our carbon emissions. We will also facilitate the provision of youth services throughout the borough working in partnership with community organisations where we can.

Everyone has the right to a decent home, so we will be developing a new Local Plan which meets community and business needs, provides the right housing in the right places and utilises brownfield sites wherever possible. We will work with partners to increase social housing and bring empty properties back into use, particularly those which have been empty for a long time. We also need to improve existing homes and make sure they are safe from dangerous damp and mould and are affordable to heat, whilst reducing harmful emissions into the surrounding area. Our joint ventures through the PEARL companies will continue to be a key delivery tool, with new homes coming on stream in Brierfield, Colne, Nelson and Earby during the early stages of the Corporate Plan period.

We will prioritise street level Issues to ensure our neighbourhoods are great places to live whilst working to maintain front-line local services in the face of funding challenges. We continue to work with partners to keep our residents safe through the Community Safety Partnership and by taking an active stance on improving flood defences in parts of our borough where this poses a risk to people and property.

The Plan sets out our priorities and the actions we will be taking to make sure they are delivered. This will help us keep track of our progress and secure those vital improvements we need for the benefit of our communities.

- Councillor Asjad Mahmood
- Leader
- Leader of the Labour Group

## Introduction

This Corporate Plan sets out our ambitions and priorities for the years ahead. It outlines what we want to achieve and how we intend to do it. It builds on our Strategic Plan for 2020-2023, and includes key developments such as the Nelson Town Deal, which was identified in the refresh of the previous Strategic Plan, in 2021-22.

This Plan has been developed collectively by Councillors, the Corporate Management Team and staff across the Council. In summer/autumn 2022, working with our creative partners, we asked local people for their priorities for the area. Our survey, This is Pendle, reached across Pendle's towns and villages, and built on the findings from the Life in Pendle survey of 2021. We also met with key partners, including our business community and community and voluntary organisations, to find out what was important to them.

Engaging with our communities and key partners in a conversation has helped to define our overall priorities, as outlined here. The Corporate Plan is not an exhaustive list of everything we will be doing in the next four years. It sets out the critical activity for the Council and ensures this activity is focused through our governance and performance arrangements.

We have developed and outlined here how we intend to deliver this Plan on a number of levels, as follows:



# Introducing Pendle

Pendle is a borough in the far east of Pennine Lancashire, bordering North and West Yorkshire.

## Population in numbers

According to the 2021 Census 95,757 people live in Pendle:

- 48,396 are female (50.5% of the population) and 47,361 male (49.5%)
- 20.1 % (19,271) are children aged under 15
- 61.9 % (59,239) are adults aged 15 to 64 and 18.0 % (17,243) are aged 65 and over
- 5.5% are aged 20 to 24, 12.6% are aged 25 to 34
- 2.1% (2,024) of the resident population are 85 and over
- 26.7% of residents are Asian, Asian British or Asian Welsh

Pendle is the 36<sup>th</sup> most deprived area out of 317 districts and unitary authorities in England (from the 2019 Indices of Deprivation). This is up from 42nd in 2015. Pendle is the 5th most deprived district in Lancashire. The deprivation picture varies significantly within Pendle, as eight of 20 wards are in the top 10% most deprived areas in the country. Two are in the least deprived 10%.

## Business, Jobs and Pay

The Office of National Statistics (ONS) tells us:

- There are 2,965 businesses in Pendle - 89% of these are micro (up to nine employees) and 1 in 10 Pendle businesses are in the manufacturing sector.
- Nearly half of Pendle's new businesses are still going after five years and Pendle has a 48.1% five-year survival rate - this is higher than the UK (44.1%)
- Nearly three in ten jobs in Pendle are in the manufacturing sector, which is significantly higher than the national figure of 8%
- In contrast, there are fewer professional jobs in the area (4% Pendle vs 9% across the UK)
- Median weekly pay in Pendle is £477 compared with £578 across the North West and £613 for Great Britain
- One in ten working-age people in Pendle claim out-of-work benefits - this is higher than the national figure of 8.4%.
- Two thirds of Pendle adults are in employment, which is lower than the North West (73%) and UK (75%).

## Health and Wellbeing

According to the Public Health England Local Authority Health Profile 2021:

- Life expectancy in Pendle is lower than the national average. Men in Pendle are expected to live to the age of 78, whilst women are expected to live to the age of 81.
- Cardiovascular disease mortality rates in Pendle are three times higher than England.
- One in five Pendle residents have a limiting long term illness or disability: 21% in Pendle compared with 18% nationally.
- 63% of Pendle adults are physically active compared with 66% nationally; 65% of Pendle adults are classified as overweight or obese.

## Living in Pendle

Pendle is the happiest place to live in East Lancashire, according to data from the Office for National Statistics (ONS). The ONS conducted a survey and asked people to rate their happiness in the 12 months up to March 2022. Those surveyed were asked to rate their life satisfaction, happiness and anxiety levels out of 10. According to the data, Pendle scored a rating of 8.1 out of 10. It also ranked the best for life satisfaction (7.98), a feeling that things are worthwhile (8.17) and anxiety levels (2.28).

## This is Pendle

This community engagement programme gave us some rich data about the views and priorities of local people. In the survey, the first word residents would use to describe Pendle to a friend was most likely to be about the countryside and green spaces. This positivity reflects the findings that:

- 60% of Pendle residents are satisfied with their local area as a place to live and they feel countryside and clean streets make somewhere a good place to live to live.
- however, clean streets are also the area residents feel are most in need of improvement and some residents feel people in the community should take more pride in their local area.

From the survey and engagement sessions across Pendle, the top six themes residents suggested around the Corporate Plan were:

- Roads and transport
- Business and jobs
- Community safety
- Planning/ protecting green land
- Clean Streets
- Council organisation related

These themes have been incorporated into this Corporate Plan, whilst recognising that other organisations such as Lancashire County Council are responsible for some areas, such as roads and transport.

## Our Vision

**Pendle:** A richly characterful place with ambition, opportunities and strong connections.

**Pendle Borough Council:** Working to deliver an approachable, responsive and efficient Council that aims to foster happy communities thriving in an economically ambitious and sustainable way.

## Our Priorities

We will deliver the Vision for the borough and the Council through four key priorities:





## Priority 1: Providing High Quality Services and Facilities

### Our ambitions

- Develop a Council that is as effective and efficient as it can be
- Listen to people and drive a customer-focused ethos
- Become digital by default, moving with the technology and bringing our customers on a journey with us
- Ensure that, as a borough Council, we are fit for purpose and deliver value for money in the services we provide

### What will we do

- ✓ Evaluate the Council's Transforming Pendle programme and embed service improvement in our daily work
- ✓ Complete the Liberata contract review
- ✓ Agree and deliver the Corporate Peer Challenge Improvement Plan
- ✓ Work with local services to explore a customer hub model with partners, particularly for our most vulnerable customers
- ✓ Continue to support our residents to access Council services online, whilst continuing good levels of service
- ✓ Implement the Elections Act 2022 to strengthen the integrity of the electoral process
- ✓ Engage our staff in living the organisation's values and recognise their achievements



## Priority 1: Providing High Quality Services and Facilities - Key actions for 2023/24

Actions and Milestones	When
<b>Financial Resilience</b> <ul style="list-style-type: none"> <li>Continue to deliver a balanced three-year medium-term forecast whilst delivering effective services and identify required savings as part of service improvements</li> </ul>	28 Feb 2024
<b>Continuous Improvement</b> <ul style="list-style-type: none"> <li>Integrate service improvement into business as usual</li> <li>Review operation of litter and dog bin waste emptying</li> </ul>	31 Jul 2023 31 Mar 2024
<b>Liberata Contract Review</b> <ul style="list-style-type: none"> <li>Recommend proposed actions arising from the review</li> </ul>	31 Dec 2023
<b>Corporate Peer Challenge Improvement Plan</b> <ul style="list-style-type: none"> <li>Improvement Plan agreed at Executive</li> </ul>	30 Jun 2023
<b>Citizens Hub</b> <ul style="list-style-type: none"> <li>Explore shared service delivery with partners, including the community and voluntary sector</li> </ul>	31 Dec 2023
<b>Online services</b> <ul style="list-style-type: none"> <li>Carry out tender exercise for live streaming of meetings and implement</li> <li>Understand the customer experience for online services to improve accessibility</li> <li>Develop My Account for single sign-on to make it easier to access Council Tax, Benefits and Business Rates accounts</li> </ul>	31 Oct 2023 31 Mar 2024 30 Nov 2023
<b>Elections Act 2022</b> <ul style="list-style-type: none"> <li>Evaluate the Council's performance in implementing the Act</li> <li>Report a review of polling places to Council</li> </ul>	30 Jun 2023 31 Mar 2024
<b>Staff Values and Achievements</b> <ul style="list-style-type: none"> <li>Share the revised staff values with Councillors, following a staff consultation exercise</li> <li>Celebrate staff who show exemplary practice</li> </ul>	28 Feb 2024 31 Mar 2024
<b>Transfer of Assets and Shared Services</b> <ul style="list-style-type: none"> <li>Reconvene working group for transfer of assets <ul style="list-style-type: none"> <li>Agree the principle of Park transfers</li> <li>Explore opportunities for sharing service provision</li> <li>Explore the potential for shared services arrangements on the delivery of key priorities and senior management roles where this would boost capacity</li> </ul> </li> </ul>	30 Sep 2023 31 Mar 2024 31 Mar 2024 31 Mar 2024

## Priority 2: Proud and Connected Communities and Places

### Our ambitions

- Engage with and support our communities, working with key partners, including Lancashire County Council and our Town and Parish Councils, particularly in these challenging times.
- Encourage and foster community pride for a safer, cleaner and greener environment
- Continue to work with our local Community Safety Partnerships and communities to tackle any issues to keep us safe and feeling safe.
- Protect our parks and local environment by taking pride in our green spaces and surroundings
- Continue to develop our digital connections and seek to increase community confidence in accessing services online

### What will we do

- ✓ Bring partners together to shape a programme to deliver better outcomes in our communities and offer support the cost of living crisis, to build independent, confident communities
- ✓ Develop proposals for the Leeds & Liverpool Canal to bring life into this corridor and promote active travel by bike and on foot
- ✓ Deliver a connectivity and accessibility plan including a campaign to actively influence the reopening of the Skipton to Colne railway, working in partnership Skipton East Lancashire Rail Action Partnership (SELRAP).
- ✓ Refocus the Council's Climate Change Plan to enhance delivery
- ✓ Provide a Pendle voice in the developments for a County devolution deal and delivery of Lancashire 2050, a strategic framework for Lancashire
- ✓ Enhance biodiversity, including designating Gib Hill as a Local Nature Reserve for the borough
- ✓ Develop behaviour change campaigns to encourage responsibility and pride in local communities, including picking up litter and taking care of our parks
- ✓ Continue to work with partners in our local Community Safety Partnership to improve the safety, and sense of safety, for our residents
- ✓ Develop a new cemetery site, to enable key community provision for people into the coming decades

## Priority 2: Proud and Connected Communities and Places - Key actions for 2023/24

Actions and Milestones	When
<b>Health and Worklessness</b> <ul style="list-style-type: none"> <li>Bring together partners to scope a programme which improves outcomes for people in relation to health and worklessness</li> </ul>	31 Mar 2024
<b>Realising the canal as a key asset</b> <ul style="list-style-type: none"> <li>Review the benefits of the Supersloway programme</li> </ul>	31 Jan 2024
<b>Connectivity and accessibility</b> <ul style="list-style-type: none"> <li>Reaffirm the Council's commitment to the Skipton to Colne railway reopening</li> </ul>	31 Dec 2023
<b>Climate Emergency</b> <ul style="list-style-type: none"> <li>Commission feasibility study for Earby phase 3 flood defence and agree next steps</li> <li>Develop a range of carbon reduction measures to reduce the Council's carbon footprint</li> <li>Progress the electric vehicle charging rollout</li> <li>Investigate the feasibility of retrofitting the borough's housing stock by commissioning a housing stock condition survey</li> <li>Increase capacity to address climate emergency issues in the Council</li> </ul>	31 Dec 2023 31 Jan 2024 31 Mar 2024 31 Mar 2024 28 Feb 2024
<b>Contribute to the Lancashire 2050 Framework</b> Work with the Councils in the pan-Lancashire area on developing a draft strategy for the Lancashire 2050 framework	31 Mar 2024
<b>Biodiversity and Local Nature Reserve</b> <ul style="list-style-type: none"> <li>Register Gib Hill as a Local Nature Reserve</li> <li>Submit a planning application for Gib Hill Local Nature Reserve</li> <li>Include Gib Hill Local Nature Reserve in the Lancashire Nature Recovery Strategy</li> <li>Work with Colne and Nelson Town Councils on future management arrangements</li> </ul>	30 April 2023 31 Mar 2024 31 Mar 2024 31 Mar 2024
<b>Behaviour change campaigns</b> <ul style="list-style-type: none"> <li>Lead a campaign to raise awareness and impact of community street scene issues</li> </ul>	31 Dec 2023
<b>Community Safety</b> <ul style="list-style-type: none"> <li>Work with Pennine CSP partners to develop a Local Partnership and response to the Serious Violence Duty</li> <li>Agree and sign-up to a Serious Violence Duty Partnership strategy which supports the Lancashire Violence Reduction Network's Violence Reduction Strategy</li> <li>Support the development of a case management Youth Panel by addressing the unmet support needs of young people on the edge of the criminal justice system or causing concern to their family, school or community</li> </ul>	30 June 2023 31 Dec 2023 31 Dec 2023
<b>Bereavement services</b> <ul style="list-style-type: none"> <li>Complete preliminary risk assessments on identified cemeteries in Pendle to establish if there are any environmental constraints and potential risks to obtaining Environment Agency consent for burials</li> <li>Seek support from Earby Town Council to complete initial risk assessment on transferred land linked to Earby Cemetery to establish if there are any environmental constraints and potential risks to obtaining Environment Agency consent for burials</li> </ul>	31 Aug 2023 31 Aug 2023 31 Oct 2023

<ul style="list-style-type: none"> <li>• Develop the design and layout of the site on Halifax Road, Nelson</li> <li>• Complete the planning process on Halifax Road, Nelson</li> <li>• Complete the tender and procurement process on Halifax Road, Nelson</li> <li>• Obtain information from site reports and prepare and present report to Executive to seek approval for funding and to proceed works on viable sites</li> <li>• Tender contract for consultants</li> </ul>	30 Nov 2023 31 Jan 2024 31 Jan 2024 31 Mar 2024
<b>Tree planting</b> <ul style="list-style-type: none"> <li>• Work with other local authorities and the MP and LCC to push for Lancashire to be included within the Northern Forest</li> </ul>	31 Mar 2024

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## Priority 3: Good Growth

### Our ambitions

- Achieve economic prosperity and development in our local economy
- Develop quality new housing, which are well-designed, sustainable homes
- Focus on sustainable, green and inclusive growth across the borough
- Work in partnership with our local education providers to improve education and skills
- Drive campaigns to improve infrastructure and connectivity for transport and roads, by influencing Government organisations and partners

### What will we do

- ✓ Develop an ambitious Local Plan, to set out the vision for future development in Pendle, using brownfield sites where we can
- ✓ Develop and deliver the investment plan for the UK Shared Prosperity Fund, to support local programmes for improvement
- ✓ Strengthen links with our local businesses, signposting to support and bringing businesses together to share challenges and successes
- ✓ Bring together businesses and education skills providers to develop a pipeline of opportunities for young people, aligned to business need
- ✓ Deliver the Nelson Town Deal programme, to improve perceptions of the town centre, increase footfall and make it a place where people want to shop and spend their leisure time
- ✓ Deliver the Barnoldswick, Colne and Earby Masterplans focusing on the priorities for the three towns for the next 10-15 years
- ✓ Deliver the Colne Levelling Up programme, to encourage more use of the town centre during the day and into the evening
- ✓ Deliver PEARL and PEARL Together projects to bring ambitious development to different parts of the borough
- ✓ Facilitate Lomeshaye Industrial Estate Phase 2 plans with the private sector
- ✓ Ensure a co-ordinated approach to delivering economic growth

## Priority 3: Good Growth - Key actions for 2023/24

Actions and Milestones	When
<b>An ambitious Local Plan</b> <ul style="list-style-type: none"> <li>Issue the preferred options report which sets out options for the content and policies of the Local Plan</li> <li>Conduct public consultation exercise on the Preferred Options report</li> <li>Develop the Council's final version of the Local Plan to proceed to examination</li> <li>Incorporate identified Local Green Spaces into the Local Plan</li> <li>Ensure planning applications are dealt with efficiently and in a timely manner.</li> <li>Amend/update processes to comply with the new timeframes on planning applications</li> </ul>	31 May 2023  31 Aug 2023 31 Jun 2024 31 Jun 2024 31 Mar 2024 31 Mar 2024
<b>UK Shared Prosperity Fund (SPF)</b> <ul style="list-style-type: none"> <li>Propose Year 1 programmes to Government to roll forward</li> <li>Develop the remainder of the programme - outstanding items in the investment plan</li> <li>Implement public realm improvement schemes in Barnoldswick</li> </ul>	30 Apr 2023 30 Nov 2023  31 Mar 2024
<b>Green Growth</b> <ul style="list-style-type: none"> <li>Target green business growth and resilience with UK Shared Prosperity Fund and support East Lancashire Chamber of Commerce to deliver the RedCAT (Centre for Alternative Technologies) for business support on low carbon innovation and technology</li> </ul>	31 Mar 2024
<b>Links with Local Businesses</b> <ul style="list-style-type: none"> <li>Review and develop current arrangements</li> <li>Bring together businesses and education/skills providers</li> </ul>	31 Mar 2024 31 Mar 2024
<b>Nelson Town Deal</b> <ul style="list-style-type: none"> <li>Progress the implementation of the delivery of Revitalised Nelson by completing initial phase of CPO work for Pendle Rise</li> <li>Complete Council actions to allow N&amp;C College to occupy town centre spoke venue for the Digital Skills Hub</li> <li>Work with Lancashire County Council to progress Accessible Nelson</li> </ul>	31 March 2024  31 March 2024 31 March 2024
<b>Barnoldswick, Colne and Earby Masterplans</b> <ul style="list-style-type: none"> <li>Develop the vision and objectives for the three areas of Barnoldswick, Colne and Earby</li> <li>Present interim results of consultation with each town and test options with stakeholders</li> <li>Present finalised masterplan report covering Barnoldswick, Colne and Earby</li> </ul>	30 May 2023  28 Feb 2024 31 March 2024
<b>Colne Levelling Up programme</b> <ul style="list-style-type: none"> <li>Begin the remaining phases (Muni and Little Theatre) of construction work within the Heritage Quarter</li> <li>Begin the remaining phases (Hippodrome) of construction work within the Heritage Quarter</li> <li>Gain planning permission for Colne Market</li> <li>Temporary relocation of market hall tenants</li> </ul>	31 July 2023  31 Aug 2023  31 Dec 2023 31 Jan 2024

<b>PEARL/PEARL Together</b>	
• Support Pearl Together to acquire the site for 53 new homes in Spring Mill, Earby	30 Jun 2023
• Commence building works in Spring Mill	31 Dec 2023
• Complete 79 low carbon houses in Harrison Drive, Colne and handover to Together Housing	31 Dec 2023
• Complete transfer of the site for 129 new homes at Further Clough Head	31 Jan 2024
<b>Lomeshaye Industrial Estate Phase 2 plans</b>	
• Scope the support that is needed to bring forward development	30 Nov 2023

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## Priority 4: Healthy Communities

### Our ambitions

- Improve existing housing stock across the borough, by working with our private landlords
- Develop a wider sustainable leisure offer, to enhance health and wellbeing for those who live, work and study in Pendle
- Work with our local health and wellbeing providers to tackle health inequalities and improve outcomes for all

### What will we do

- ✓ Maintain accessible local leisure facilities in Pendle's townships
- ✓ Enhance our green spaces to promote health and wellbeing in our communities
- ✓ Incorporate cycleways and footpaths into the wider leisure offer, to improve connectivity, and sustainability and for health and wellbeing
- ✓ Develop and deliver a Health and Wellbeing Plan in partnership with our key providers
- ✓ Refresh our Housing Standards Strategy to identify a way forward on the private rented sector and housing standards
- ✓ Work with our creative partners to improve health and wellbeing and celebrate our local cultures, vibrancy and uniqueness
- ✓ Ensure our taxis are safe
- ✓ Work in partnership to improve the service offer for young people

## Priority 4: Healthy Communities - Key actions for 2023/24

Actions and Milestones	When
<b>Indoor Leisure Review</b> <ul style="list-style-type: none"> <li>Report outcomes from Strategic Leisure Review to Executive and Council</li> <li>Review how existing leisure centres can become financially and environmentally sustainable</li> </ul>	31 Jul 2023 31 Jan 2024
<b>Green Spaces</b> <ul style="list-style-type: none"> <li>Deliver Parks Levelling Up scheme on Netherfield Road</li> <li>Develop playing pitch strategy for the borough</li> <li>Deliver Nelson Town Deal Healthy Towns Parks project for Victoria Park and Walverden Park</li> </ul>	31 Oct 2023 28 Feb 2024 31 Mar 2024
<b>Cycleways and Footpaths</b> <ul style="list-style-type: none"> <li>Work with Lancashire County Council to support a programme of cycleways, bridleways and footpaths across the borough</li> </ul>	31 Aug 2023
<b>Health and Wellbeing Plan</b> <ul style="list-style-type: none"> <li>Establish governance arrangements for Pendle health structures, aligned to the Pennine Lancashire Integrated Care Board</li> <li>Help to develop a Health Plan with partners in the Health and Wellbeing Partnership</li> <li>Influence partners to improve access to health care facilities in West Craven</li> </ul>	30 Sep 2023 31 Mar 2024 31 Mar 2024
<b>Housing Standards</b> <ul style="list-style-type: none"> <li>Commission a housing stock condition survey including consideration of empty properties</li> <li>Work with housing providers on plans to build more social housing</li> <li>Work with Liberata to identify and reduce the number of long term empty properties</li> </ul>	31 Mar 2024 31 Mar 2024 31 Mar 2024
<b>Cultural Activities</b> <ul style="list-style-type: none"> <li>Work with partners to develop a programme for local arts, cultural, heritage and creative activities</li> <li>Review of the Arts and Culture Corporate Strategy</li> <li>Review project delivery of the UK Shared Prosperity Fund outputs and outcomes for arts and culture</li> </ul>	31 Mar 2024 31 Mar 2024 31 Dec 2023 & 31 Mar 24
<b>Taxi Licensing</b> <ul style="list-style-type: none"> <li>Implement new taxi safety measures</li> </ul>	30 Jun 2024
<b>Youth Services</b> <ul style="list-style-type: none"> <li>Work with partners to improve services for young people throughout the borough, e.g. skatepark provision</li> </ul>	31 Mar 2024

## Ensuring we deliver

The Council uses a Performance Management Framework to ensure it is delivering on its priorities. Every quarter, progress will be reported on how the Council is implementing its actions and milestones using a green-amber-red rating system.

The reports will set out the reasons for slower progress and the actions the Council is taking to address this, alongside highlighting the progress that is being made and where actions are progressing to plan.

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