

DRAFT

PENDLE BOROUGH COUNCIL



COUNCILR**PORATE** **PLAN**
2025**3** – **202**8**7**

Contents

CONTENTS 2

FOREWORD 3

INTRODUCTION 4

INTRODUCING PENDLE 5

OUR VISION 7

OUR PRIORITIES 7

PRIORITY 1: PROVIDING HIGH QUALITY SERVICES AND FACILITIES..... 98

PRIORITY 2: PROUD AND CONNECTED COMMUNITIES AND PLACES 10

PRIORITY 3: GOOD GROWTH 1113

PRIORITY 4: HEALTHY COMMUNITIES 1216

ENSURING WE DELIVER 1318

Foreword

The ~~Corporate Council~~ Plan 202~~53~~-202~~87~~ 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 and national events ~~leading to high inflation~~.

The Council's unique ~~role~~ place 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 working 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.

Looking ahead, preparing Members, staff and community groups for potential changes that may evolve through Local Government Reorganisation and Devolution for Lancashire.

We will strengthen our response to climate change across ~~a number of~~ several 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~~ Independent Group

Introduction

This ~~Corporate Council~~ 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~~ is an update of our ~~Strategic Corporate~~ Plan for 20250-20238, and includes key developments ~~such as the Nelson Town Deal, which was identified in the refresh of the previous Strategic Plan, in 2021-22~~ whilst looking ahead to Local Government Reorganisation.

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~~ All about 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 36th 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 3,150 businesses in Pendle - 89% of these are micro (up to nine employees) 9% of Pendle businesses are in the manufacturing sector.
- ~~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%)~~ 46.6% five year survival rate - this is higher than the UK (39.1%)
- Nearly three in ten jobs in Pendle are in the manufacturing sector, which is significantly higher than the national figure of 98%
- In contrast, there are fewer professional jobs in the area (4% Pendle vs 9% across Great Britain ~~the UK~~)

- Median weekly pay in Pendle is ~~£477 compared with £578 across the North West and £613 for Great Britain~~ £586 compared with £696 across the North West and £729 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%. Over 6% of economically active people in Pendle are considered to be unemployed. This higher than the national figure of 3.8%~~
- ~~Two thirds of Pendle adults are in employment, which is lower than the North West (73%) and UK (75%). 7 in 10 residents of working age are in employment. This is lower than the North West (73%) and UK (76%).~~

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.
- 60% of Pendle adults are physically active compared with 64.6% 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 Council~~ 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~~effective 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 ~~c~~Council through four key priorities:



In line with our climate emergency declared in 2019, Pendle Council is committed to tackling climate change and achieving a carbon neutral Pendle.

In delivering all four priorities, we will ensure that climate change and environmental sustainability are key considerations when planning and delivering our actions.

Priority 1: Providing High Quality Services and Facilities

Our ambitions

- ~~Develop a~~ A high performing cCouncil that is ~~as~~ effective and efficient ~~as it can be~~
- Listen to its people and drive a customer-focused ethos throughout the organisation and beyond
- Become digital by default, moving with the technology and bringing our customers on a journey with us
- ~~Ensure that, as a borough~~ The Council, ~~we are~~ is fit for purpose and deliver value for money in the services we provide
- Lead our community through ~~into~~ Local Government Reorganisation

What will we do

- ✓ ~~Evaluate the Council's Transforming Pendle programme and e~~Embed service continuous 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~~Implement a customer hub model ~~with partners~~, particularly for our most vulnerable customers
- ✓ Continue to support our residents to access Council services online, whilst continuing delivering good levels of service
- ✓ ~~Implement the Elections Act 2022 to s~~Strengthen the integrity of the electoral process
- ✓ ~~Engage o~~Our staff in will ~~living~~ the organisation's corporate objectives and values and we will recognise their achievements

Priority 2: Proud and Connected Communities and Places

Our ambitions

- Engage with and support our communities to foster community cohesion and resilience, 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

- ✓ Deliver our Community Cohesion Strategy
- ✓ ~~Bring partners together to shape a programme to d~~ 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 p~~ 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—~~ Deliver the Council's Climate Change and Biodiversity Plan to enhance delivery Strategies
- ✓ Provide a Pendle voice in the developments shaping the future for ~~a~~ County devolution ~~deal and delivery of Lancashire 2050, a strategic framework for Lancashire and Local Government Reorganisation~~
- ✓ Enhance biodiversity, ~~including designating Gib Hill as a~~ and Local Nature Reserves s 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 through delivery of its strategy
- ✓ Develop a new cemetery site, to enable key community provision ~~for people~~ into the coming decades

Priority 3: Good Growth

Our ambitions

- Achieve economic prosperity and development in our local economy
- Develop quality new housing, which are well-designed and 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
- Tackle poverty, low pay and aspiration
- Provide quality jobs and skills

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~~ 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 Complete~~ 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, along with value for money projects

Priority 4: Housing and 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~~ Improve 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

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 highlight the progress that is being made and where actions are progressing to plan, whilst setting 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.~~