

NELSON PRIDE IN PLACE

Regeneration
Plan 10-Year Vision
2025 – 2035



NELSON
PRIDE IN PLACE



Pendle
Borough Council

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1 Foreword

We are delighted that Nelson has been selected to receive £20m over the next 10 years to invest in regeneration projects to benefit our valued community.

This major long-term funding will build on the significant progress already being made through the Nelson Town Deal to strengthen the town centre, boost skills, and foster pride in the area.

Nelson Pride in Place (NPiP) will focus on creating safer, healthier and more connected neighbourhoods where our communities can thrive.

Our Regeneration Plan brings together the voices, ideas, and ambitions of more than 1,000 local people who engaged with us during our initial consultation.

We collaborated with residents, community groups, local organisations, faith groups and partners to ensure we reflect the priorities and aspirations of those who live and work in Nelson. We want everyone to feel empowered and in control of their lives which is why their views have been central in shaping our vision.

There is a strong sense of community and a shared passion to make Nelson's multicultural town even more cohesive and resilient so everyone feels proud of their area and safe in their neighbourhood.

By building pride in public spaces – celebrating the town's assets such as its

parks and green spaces and regenerating the town centre – we can create a town that brings people together and nurtures a sense of belonging.

We openly recognise that parts of Nelson face persistent challenges such as high levels of anti-social behaviour, limited opportunities to access education and health and wellbeing services.

The NPiP Board will focus our efforts on these areas, targeting investment where the need is greatest and the potential for positive impact is strongest.

Our 10-year vision is to create a town which is thriving, inclusive, and forward-looking. We want Nelson to be known for its strong sense of community, vibrant local economy, and welcoming environment for residents, businesses, and visitors alike. We'll position Nelson as a place where people choose to live, work, invest, and visit – a place we can all be proud to call home.

This Plan has been and will continue to be driven by our community, is deliverable and will really benefit everyone who lives and works in Nelson.



Claire Bennett

Chair of Nelson Pride in Place Board



2 Local context

Local Context for Neighbourhoods Planning – Nelson, Lancashire

Nestled in the heart of East Lancashire, Nelson is a town and civil parish in the borough of Pendle, with a population of approximately 34,000. It lies between Burnley and Colne and has a rich industrial heritage rooted in the textile industry – once a thriving centre for cotton weaving. While the decline of manufacturing has impacted the local economy, Nelson remains a resilient and diverse community with a strong local identity and potential for regeneration.

Demographics and Community

Nelson is home to a multicultural population, with significant South Asian communities contributing to the town's cultural diversity. The town has a relatively young population, with many families and a growing number of community-led initiatives focused on education, wellbeing, and social cohesion.

Local Economy

Nelson's economy is evolving from its industrial heritage, with regeneration efforts underway to revitalise the town centre. The Pendle Rise Shopping Centre is currently being demolished to make way for a new retail complex which will provide improved parking, a range of food options and attractive outdoor areas that encourage people to meet and spend time together. The absence of a high-quality shopping offer in the main town centre has accelerated the decline in economic activity and reduced the town's overall appeal.

Local businesses continue to play a vital role in Nelson's commercial landscape, but there is a clear need to support small enterprises, attract new investment, and create sustainable employment opportunities. The town is part of the Nelson Town Deal, a strategic initiative aimed at delivering regeneration through targeted funding and collaborative planning.

Key Challenges and Opportunities

Nelson faces a number of interconnected challenges that impact the wellbeing and prosperity of its residents. Economic deprivation and unemployment remain significant concerns, particularly following the decline of traditional industries and the limited availability of quality retail and job opportunities.

Health inequalities are also evident, with lower life expectancy and higher rates of long-term illness compared to regional averages. The Bradley area in Nelson has the poorest health outcomes in Pendle and is a priority ward for health and wellbeing. Housing quality and affordability present further issues, especially in areas dominated by older terraced properties that often lack energy efficiency. Additionally, young people in Nelson face barriers to accessing education, training, and employment, highlighting the need for improved youth engagement and skills development.

Despite these challenges, Nelson has several promising opportunities for renewal and growth. Community-led regeneration is gaining momentum, supported by strong

local pride and active resident involvement. The Nelson Town Deal programme has created a major platform for investment, aiming to transform the town's infrastructure, economy, and public spaces. Strengthening partnerships between local authorities, businesses, and voluntary organisations can help deliver more coordinated and impactful solutions.

Nelson's story is one of adaptation and resilience. From its industrial roots to its modern-day challenges, the town has continually evolved. It has embraced its diverse population, navigated economic shifts, and maintained a strong sense of local pride. With initiatives like Nelson Pride in Place and ongoing regeneration efforts, Nelson is poised to write a new chapter – one that builds on its heritage while looking confidently into the future.



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3 Spatial targeting

The Nelson Pride in Place Board will concentrate funding and interventions in areas where the need is the greatest and the potential for impact is strongest.

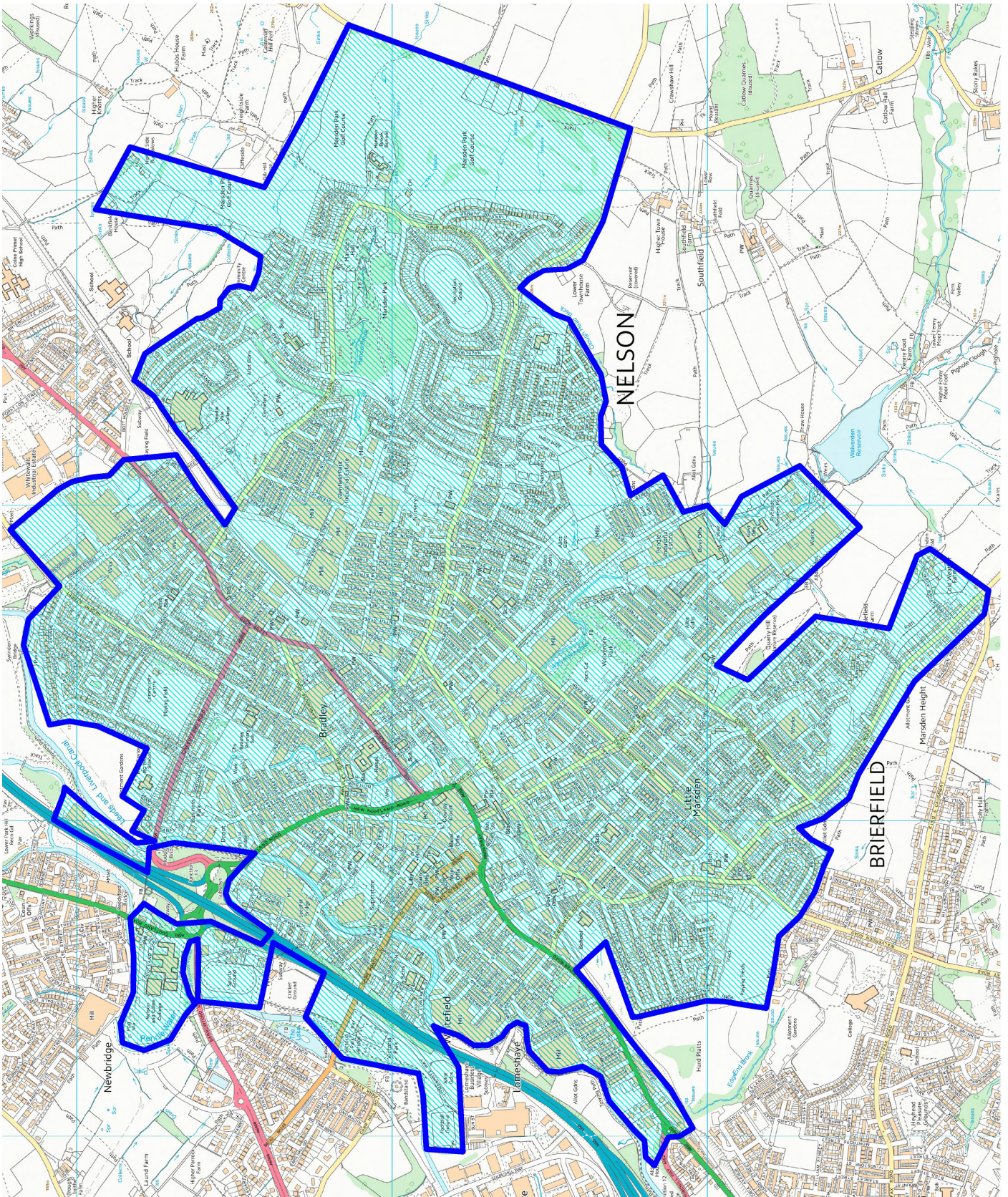
The town centre is a key focus, particularly the redevelopment of the Pendle Rise Shopping Centre site. Investment here will help reverse the decline in footfall and economic activity, making the town centre a more attractive destination for residents, visitors, and businesses.

Beyond the town centre, funding will be directed towards areas identified through a robust process combining community feedback, local data analysis, and strategic priorities. These areas face persistent

challenges such as high levels of anti-social behaviour, poor housing conditions, limited opportunities to access education, health and wellbeing services.

Interventions will be carefully aligned with local and national strategies, including the Pendle Council Plan 2025–2028, to ensure a coordinated and impactful approach. By focusing and aligning investment in these priority areas, the Pride in Place Board aims to deliver regeneration that reaches the communities most in need, unlocking local potential and driving long-term economic and social benefits through targeted, place-based investment.





4 Vision for the future

10 - year vision for Nelson

Nelson will be a thriving, inclusive, and forward-looking town known for its strong sense of community, vibrant local economy, and welcoming environment for residents, businesses, and visitors alike. Through a shared commitment to economic regeneration, social wellbeing, and environmental enhancement, Nelson will position itself as a place where people choose to live, work, invest, and visit.

By embracing innovation, sustainability, and resilience, the town will adapt to the challenges of a changing world ensuring that growth benefits everyone, infrastructure supports future needs, and opportunities are created for generations to come. Nelson's future will be shaped by collaboration, creativity, and a deep respect for its heritage, ensuring that progress and preservation go hand in hand.

By investing in people, place, and potential, Nelson will achieve:

A happier, healthier community where residents enjoy high levels of life satisfaction and wellbeing, supported by improved services, opportunities, and public spaces that foster pride, cohesion and connection.

A revitalised town centre that draws both footfall and admiration, offering a diverse mix of retail, leisure, and cultural experiences within an attractive, accessible, and safe urban environment.

A growing economy driven by innovation, entrepreneurship, and investment providing meaningful employment and skills development opportunities for local people and encouraging business expansion within a supportive ecosystem.

Enhanced perceptions of Nelson as a destination and community of choice, where safety, cleanliness, and friendliness underpin a renewed sense of local identity and confidence.

An inclusive and dynamic visitor offer that builds on Nelson's heritage, culture, and landscape attracting more visitors, and contributing to the local economy.

Safe and secure neighbourhoods, achieved through strong partnerships, targeted initiatives, and a community-first approach that reduces crime and fear of crime.

Together, these outcomes will ensure Nelson is not only judged by what it has overcome, but by what it has become – a beacon of resilience, renewal, and inclusive growth in the heart of Lancashire.

Over the course of the programme, key areas across Nelson will undergo targeted improvements that deliver real change for residents, businesses, and visitors.

In the town centre, investment will focus on revitalising key public spaces, improving shop fronts, and repurposing vacant units to support independent businesses, community

uses, and flexible workspaces. Enhanced lighting, cleaner streets, and public realm upgrades will make the area more attractive, accessible, and welcoming. At the end of the programme, Nelson's town centre will see increased footfall, higher commercial property occupancy, and a noticeable uplift in visitor numbers and local pride.

In neighbourhood areas such as Bradley and Southfield, interventions will target community safety and wellbeing. Improved lighting, better use of green spaces, and community-led initiatives will contribute to a reduction in crime and the fear of crime. These areas will become more connected, confident, and inclusive—places where people feel safe, connected and proud to live.

Around **key employment zones,** support for business growth, training opportunities, and infrastructure improvements will drive job creation and entrepreneurship. Success will be reflected in a stronger local economy, with more residents in quality employment and local businesses reporting growth and investment.

In transport and connectivity corridors, improvements to walking and cycling routes, signage, and access to public transport will make it easier for people to move around the town. As a result, residents and visitors will enjoy better access to local services and amenities, contributing to wellbeing and satisfaction.

In residential areas, a focus on housing quality, energy efficiency, and neighbourhood appearance will improve living conditions and support healthier lifestyles. Renovation of older housing stock, greening of streets, and better integration with community services will directly enhance wellbeing. At the end of the programme, residents will experience improved life satisfaction, with housing that supports both physical and mental health forming the foundation of a happier, more resilient community.

At the end of the programme, Nelson will be recognised as a safer, cohesive, more vibrant, and economically resilient town. Residents will report higher levels of happiness and wellbeing, businesses will thrive in a supportive and growing local economy, and the town's image will be transformed — both in the eyes of those who live here and those who visit.



Nelson Pride in Place Vision Statement

A vision has been co-developed with the Board that sets out where Nelson wants to be in the future.

5 Strategic case for change

Developing an Evidenced Plan

A comprehensive evidence base was developed to inform the case for interventions underpinning the Nelson Pride in Place Regeneration Plan. This was structured around the eight pre-approved interventions and brought together the findings from a wide-range of desk-based research and analysis, site visits and consultation activity. The detailed evidence base provides a supporting document to the Plan.

A Robust Evidence Base

- Data analysis drawing on the MHCLG data pack, supplemented with additional insight from Zencity
- Literature and policy review to identify trends and drivers and aligned strategies
- Mapping of existing and planned interventions
- Spatial and thematic analysis of issues and opportunities
- Extensive consultation with the community, businesses and strategic partners

The evidence base informed the identification of issues and opportunities for Nelson Pride in Place to address.



Realising Nelson's Potential

A fast growing, young and multi-cultural population

Nelson has a population of 34,000 residents which has grown significantly by 16.5% since 2011, far higher than the local (7.5%) and the Northwest (6.6%). The population is youthful. In 2022, 26.1% of Nelson's residents were under 16, compared with 18.5% in England. Only 12.4% were 65+, compared with 18.6% nationally. This youthful demographic contributes to stronger natural population growth. The median age in Nelson is 33, compared to 39 in the borough and England as a whole. The population is ethnically diverse, with groups of Asian background accounting for more than half (52.6%) of all residents.

Strategically Located

Nelson occupies a prime location in East Lancashire, at the heart of Pendle and positioned along the M65 growth corridor. The motorway connects directly to Burnley, Blackburn, and the M6, providing fast access to Manchester, Liverpool, and Preston. This strategic location offers significant opportunities to attract investment, strengthen commuter flows, and leverage growth potential across the Northwest. However, despite its excellent regional connectivity, local transport links within Nelson and the surrounding areas remain limited. Public transport services are infrequent, and infrastructure for walking and cycling is underdeveloped, creating barriers for residents and workers to access employment, education, and key amenities efficiently. Improving local transport connectivity is therefore essential to fully realise Nelson's economic and social potential.

Natural Capital Assets

Nelson's natural capital assets are diverse and multi-layered. Within the town, Walverden Park, Victoria Park, Marsden Park, and the Leeds and Liverpool Canal are key assets that enhance community health, recreation, and biodiversity. Beyond the urban area, farmland, rivers, woodlands, and nationally significant uplands (Forest of Bowland and South Pennines) provide ecosystem services, climate resilience, and tourism value. Together, these assets position Nelson as a town with both rich local green spaces and exceptional access to wider natural landscapes — a strong platform for sustainable regeneration and investment.

Nelson:

Evidence of Need for Intervention

Overview

Nelson faces a combination of economic fragility, social deprivation, and physical decline, underpinned by weak productivity, poor housing conditions, and limited health outcomes. The Ministry of Housing, Communities and Local Government (MHCLG) / Office for National Statistics (ONS) Local Data Profile (July 2025) demonstrates that Nelson consistently performs below regional and national averages across key socio-economic and wellbeing indicators. The data evidences a clear and urgent need for targeted, place-based investment.

Regeneration, High Streets and Heritage

Nelson's town centre faces acute economic and social challenges that justify targeted investment.

Recent data indicates that the commercial vacancy rate stands at 15.5%, significantly

above the England average of 10.4%. This points to a fragile retail and leisure market, with a high proportion of vacant premises contributing to perceptions of decline.

Footfall levels are markedly below average, with a footfall index score of 67.9 compared with the national benchmark of 100, reflecting low visitor numbers and weak high street performance. There are also fewer leisure and food outlets (1.9 per 1,000 people compared with 2.5 nationally), limiting the diversity and attractiveness of the town centre offer.

Cultural engagement is notably below national levels: only 31% of adults visited museums or galleries, 57% visited heritage sites, and 23% attended live theatre or performing arts. These figures indicate under-utilisation of Nelson's cultural and heritage potential and low participation in civic life.

Together, these trends reveal a struggling town centre with limited economic resilience, underused heritage assets, and low levels of public engagement.

There is a clear need for:

- regenerating the town centre through heritage-led reuse.
- enhancing the public realm and cultural offer.
- coordinating town centre management to stimulate footfall and business growth

Cohesion, Safety and Security

Community safety and cohesion indicators underline the urgent need for social investment.

Nelson records a crime rate of 82.9 per 1,000 population, higher than both the Pendle (73.7) and England averages (76.7). Anti-social behaviour incidents are more than double the national rate (37.0 per 1,000 compared with 14.8 nationally). Levels of violence and sexual offences (40.8 per 1,000) are also significantly above national norms. Social cohesion is further undermined by very low trust levels. Nelson's social trust score is 20%, compared with 3% nationally, indicating weak social capital and limited confidence in community relationships.

The 2019 Index of Multiple Deprivation shows that over 70% of neighbourhoods in Nelson fall within the 20% most deprived nationally for the living environment domain, while 58% of children live in relative low-income families. These conditions reinforce vulnerability, reduce community pride, and inhibit local participation.

There is a clear need for:

- community safety programmes
- youth engagement and trust building
- public realm improvements to restore civic pride

Housing

Housing quality and condition represent a significant barrier to local renewal. Across Pendle, one in four homes (25.6%) are classed as non-decent, compared with 15.1% across England. This reflects issues such as poor energy efficiency, outdated housing stock, and inadequate maintenance, particularly within older terraced neighbourhoods typical of Nelson's urban core.

Affordability indicators show a median house price to earnings ratio of 4.7, lower than the England average (7.7). While this suggests relative affordability, it also reflects low property values and limited market confidence, which can deter private investment and perpetuate physical decline. The data points to a cycle of low-value housing and poor living conditions, reinforcing deprivation and discouraging new residents or investment.

There is a clear need for:

- housing renewal and retrofit programmes
- neighbourhood regeneration to tackle concentrated deprivation
- selective improvement schemes to stabilise the housing market to restore confidence

Education and Opportunity

Educational attainment in Nelson is significantly below regional and national averages, highlighting the area's deep-rooted skills challenges and the need for investment in education and lifelong learning.

- Only 36.2% of working-age residents (16–64) hold qualifications at Level 3 or above (equivalent to A-levels or higher), compared to 54.7% nationally.
- Conversely, 29.1% of residents have no formal qualifications, which is more than double the England average (12.4%).

This educational gap has a direct effect on employability, income levels, and community resilience. Lower attainment rates reduce access to higher-skilled and higher-paid jobs, contributing to intergenerational cycles of disadvantage.

Given the strong youth demographic (26% under 16 years old), the data points to a pressing need for skills pathways, early-years intervention, and access to post-16 education and training.

There is a clear need for:

- investment in education and training facilities, post-16 provision, and lifelong learning
- targeted skills pathways linked to local growth sectors (e.g. green economy, health, and digital)
- youth mentoring and aspiration programmes to support transitions into education, employment, or training

Work, Productivity and Skills

Nelson's local economy is characterised by low productivity, high economic inactivity, and limited access to quality employment opportunities.

- The Gross Value Added (GVA) per job filled is just £39,241, compared with £56,625 nationally – showing that local productivity is over 30% lower than the England average.
- The employment rate (age 16–64) stands at 55.2%, compared with 71.0% across England.
- Unemployment (7.9%) and economic inactivity (48.6%) are substantially above both the Pendle and national averages, indicating a constrained labour market and structural worklessness.
- Job density is 0.42, meaning there are fewer than half as many jobs as working age residents compared with 0.77 nationally.

These indicators suggest a shortage of local employment opportunities, a mismatch between available jobs and resident skills, and limited local business growth capacity. The area's economic base remains dominated by lower-wage sectors, with limited pathways into higher-value employment.

There is a clear need for:

- upskilling and enterprise support
- adult retraining and employment pathways
- local business innovation to create quality jobs

Without focused intervention, Nelson risks being locked into a low-skill, low-wage economic model that limits social mobility and discourages private sector investment.

Health and Wellbeing

Nelson's health indicators reveal both poor access to healthcare and lower patient satisfaction, alongside deprivation-linked health inequalities.

Healthy life expectancy in Lancashire (used as a proxy for Nelson due to data availability) is 60.5 years for males and 61.5 years for females, compared to 61.5 and 61.9 years nationally.

This means that local residents spend fewer years in good health, often experiencing long-term conditions earlier in life.

Only 50% of patients in Nelson report having a good experience contacting their GP, compared to 68% nationally, reflecting pressures on primary care services and potential access issues.

GP appointment rates (451.8 per 1,000 patients) are slightly below the England average, suggesting limited healthcare capacity and potential underutilisation due to barriers such as transport or digital access.

High levels of deprivation, poor housing quality, and economic inactivity compound these health challenges, contributing to both physical and mental health issues.

There is a clear need for:

- community health and wellbeing hubs
- preventative health programmes
- integrated housing-health-employment support

Transport and Connectivity

Nelson performs well on digital infrastructure: 95% of premises have access to gigabit-capable broadband, well above both the Pendle (83%) and England (83%) averages. The job density ratio (0.42) supports this, indicating an employment shortfall and reliance on neighbouring towns for work.

There is a clear need for:

- better public transport and active travel options
- improved regional connectivity
- leveraging digital assets for remote

Community Priorities

Extensive engagement with residents, community groups, and local businesses identified the following top priorities for change:

- safer streets and stronger community cohesion
- better job opportunities and training for young people
- more affordable, good-quality homes
- a vibrant, clean, and active town centre with more things to do
- improved public spaces, parks, and health facilities
- better connections – both physical (transport) and digital

These priorities have shaped the vision and objectives of Nelson Pride in Place.

Programme Objective	Nelson's Priorities	Strategic Focus
Thriving Places	Economic resilience, town centre renewal, heritage-led regeneration	Strengthen high streets, attract investment, support enterprise
Stronger Communities	Safety, cohesion, wellbeing, youth opportunity	Pride, and social capital through engagement and local delivery
Taking Back Control	Empowerment, local voice, responsive services	Use devolved powers for local decision-making, neighbourhood management, and community asset ownership

Aspirations



Intended Use of Powers

The Nelson Pride in Place Programme will use the full suite of devolved Pride in Place powers to drive integrated, locally led regeneration.

- **Planning and land assembly powers** to unlock brownfield sites and heritage assets
- **Local investment coordination** to align housing, skills, health, and transport funding
- **Community asset transfer** to support local groups in managing facilities
- **Neighbourhood management frameworks** to enhance accountability and visibility of local services
- **Participatory decision-making** to give residents a stronger role in shaping priorities and delivery

These powers will ensure that regeneration is rooted in local leadership, accountability, and empowerment.

Strategic Case for Intervention

To achieve transformation, Nelson requires an integrated, place-based approach focusing on:

1. **Town Centre and Heritage Regeneration** – Reinvigorating the high street and preserving historic assets.
2. **Housing Quality and Neighbourhood Renewal** – Tackling poor conditions and promoting sustainability.
3. **Community Safety and Cohesion** – Building trust and engagement through local empowerment.
4. **Education, Skills and Employment** – Creating pathways into sustainable, higher-value work.
5. **Health and Wellbeing** – Embedding health improvement in regeneration delivery.
6. **Transport and Digital Connectivity** – Ensuring residents can access opportunities and services locally and regionally.

Such coordinated investment will enable Nelson to transition from economic vulnerability to resilience and from decline to renewal, building a healthier, more connected, and confident community equipped for future growth.



Such coordinated investment will enable Nelson to transition from economic vulnerability to resilience and from decline to renewal



Summary of Key Indicators

Theme	Indicator	Nelson / Pendle	England	Interpretation	Relevant Objectives(s)	Rational
High Streets & Regeneration	Commercial vacancy rate	15.5%	10.4%	Weak town centre vitality	Thriving Places & Local Economies	Reflects strength of local business environment and high street vitality.
	Footfall index	67.9	100	Low local activity	Thriving Places & Local Economies	Measures activity and attractiveness of local centres.
	Cultural participation	23–56%	39–66%	Underused heritage & culture	Connected, Proud & Resilient Communities	Indicates community engagement and local pride through arts and culture.
Housing	Non-decent dwellings	25.6%	15.1%	Poor housing quality	Healthy & Safe Communities	Relates to housing quality and wellbeing.
	Affordability ratio	4.7	7.7	Low-value market	Healthy & Safe Communities	Captures housing affordability and inclusion.
Cohesion & Safety	Crime rate	82.9	76.7	Above national average	Stronger Communities	Measures safety and perceived security in neighbourhoods.
	Anti-social behaviour	37.0	14.8	High disorder	Stronger Communities	Indicates community safety and social order.
	Social trust	–20%	–3%	Low community cohesion	Stronger Communities	Core to community cohesion and neighbourhood pride.
Education & Skills	Level 3+ qualifications	36.2%	54.7%	Skills gap	Thriving Places & Local Economies	Reflects skills development and workforce capability.
	No qualifications	29.1%	12.4%	Educational exclusion	Thriving Places & Local Economies	Inverse indicator of skills; affects employability and local prosperity.
Work & Productivity	GVA per job	£39,241	£56,625	Low productivity	Thriving Places & Local Economies	Economic productivity measure.
	Employment rate	55.2%	71.0%	Weak labour market	Thriving Places & Local Economies	Captures strength of local labour market.
	Job density	0.42	0.77	Job shortage	Thriving Places & Local Economies	Indicates availability of local employment opportunities.
Health & Wellbeing	Healthy life expectancy (M)	60.5	61.5	Below average	Healthy & Safe Communities	Core measure of population health and wellbeing.
	GP satisfaction	50%	68%	Poor access to care	Healthy & Safe Communities	Reflects quality and accessibility of local health services.
Transport and Connectivity	Gigabit broadband coverage	95%	83%	Excellent digital infrastructure	Thriving Places & Local Economies	Digital infrastructure for modern economic growth.
	Job density	0.42	0.77	Limited local employment access	Thriving Places & Local Economies	Same as above; local employment concentration measure.

* MHCLG Nelson (Pendle) – local data profile July 2025.

In Summary

Nelson faces persistent and interconnected challenges across economic, physical, and social dimensions.

The data evidences systemic issues of low productivity, poor housing, high deprivation, limited transport accessibility, and weak community cohesion.

These conditions reinforce one another, trapping residents in cycles of low opportunity and declining confidence.



The data evidences systemic issues of low productivity, poor housing, high deprivation, limited transport accessibility, and weak community cohesion.





6 Alignment with other programmes and investments

Building on Achievements to Date

Nelson is on a regeneration journey, one that will gain further momentum through delivery of the Nelson Pride in Place Programme (NPiP). The town has already secured significant support via initiatives such as the Town Deal, the Levelling Up Fund and the UK Shared Prosperity Fund, all of which are helping transform the physical environment and improve prospects for local people. Strong progress is being made, though further investment is needed to unlock the full potential of the town's communities and places.

The Board has been clear that NPiP must complement activity already underway rather than duplicate it. Development of the programme has therefore carefully mapped where NPiP can add value, fill gaps and deliver targeted interventions that previous

funding streams have not been able to support. The inclusion of revenue funding is a particular strength of NPiP, allowing more flexible and responsive delivery alongside existing and new capital projects.

The strategic case for change recognises Nelson's priorities: the deep-rooted challenges still to be addressed, and the emerging opportunities driven by wider public and private investment. NPiP is intentionally designed to remain responsive as local and national contexts evolve. Adding value to existing investments NPiP offers a unique opportunity to accelerate progress in Nelson. As the strategic case highlights, the town continues to face issues across the pre-approved intervention areas, and NPiP allows tailored, community-focused activities to tackle these head-on.



The strategic case for change recognises Nelson's priorities: the deep-rooted challenges still to be addressed



Examples of alignment and added value

Existing Investment	Nelson Pride in Place Alignment & Added Value
Pendle Borough Council Plan (2025–2028) – Priorities: High-Quality Services & Facilities; Proud & Connected Communities and Places; Good Growth & Housing; Healthy Communities	Pendle Borough Council Plan (2025–2028) – Priorities: High-Quality Services & Facilities; Proud & Connected Communities and Places; Good Growth & Housing; Healthy Communities
Nelson Town Deal – £25m	NPiP can complement projects such as Revitalised Nelson, Business Resilience & Growth, This Is Nelson and the Pendle YES Hub through interventions in regeneration, skills, inclusion and cohesion. Its transport activities can enhance and extend the Accessible Nelson infrastructure.
Levelling Up Fund – Lancashire County Council (£50m) – “Safer, Greener, Healthier Streets” in Nelson	NPiP can deliver additional active travel and small-scale street improvements that improve connectivity and encourage walking and cycling, helping maximise the benefits of this investment.
UK Shared Prosperity Fund (£5.3m across Pendle)	NPiP can enhance business support, invest in public spaces, expand arts and events, support energy-efficient homes and strengthen volunteer networks to build pride in place.
Local Cycling & Walking Infrastructure Plan – Proposed Nelson walking and cycling routes	NPiP aligns directly with active travel priorities and can help accelerate delivery by funding gap-filling infrastructure and placemaking improvements.
One Public Estate – £3.5m towards £18m Police Station (Carr Road)	Aligns with NPiP’s focus on safety and security. The new facility strengthens policing presence and public access to services in the town centre.
Local infrastructure investment (Pendle BC) – e.g., new cemetery with woodland walks.	Woodland walk improvements support NPiP’s health, wellbeing and active travel goals, strengthening green infrastructure in Nelson.

Alignment with National & Local Programmes

NPiP has been developed to align with wider policy and funding streams, ensuring a joined-up approach to regeneration, skills, safety, transport and wellbeing.

National Programmes and Strategies

- **National Planning Policy Framework** – enables coherent, plan-led regeneration
- **Pride in Place Strategy**
- **Levelling Up White Paper** (implicitly referenced through place/regeneration work)
- **Tackling Violence Against Women and Girls (VAWG) Strategy** – strong alignment with safety and security interventions
- **Domestic Abuse Plan** – improved support for victims and community safeguarding
- **Local Growth Plans**
- **UK Modern Industrial Strategy** (and place-based implications)
- **The New Local** (Power, Prevention & Place)
- **Nelson Pride in Place Regeneration Plan Guidance**
- **Regenerative Places Programme**
- **Safer Streets Fund** – focused on neighbourhood crime and reducing fear of harm
- **UK Shared Prosperity Fund** – aligned around people, business and place
- **Levelling Up Fund** – aligned around infrastructure and connectivity
- **Town Deal Fund** – continuation and enhancement of ongoing regeneration
- **Net Zero Strategy** – supports energy efficiency and greener travel
- **Public health and wellbeing priorities** – reflected in green space, activity and services projects

These **national programmes** link to the Pride in Place Programme because they share a common vision to:

“Build thriving, inclusive, and sustainable places where people are proud to live, work, and belong.”

They provide the policy foundations, funding opportunities, and strategic alignment that help the local Pride in Place Board deliver real, long-term improvements in economic vitality, community wellbeing, and neighbourhood pride.

Regional and Local Plans

- **Council Plan (2025–2028)** – community empowerment, good growth and healthy communities
- **Lancashire County Council Transport Strategy and Active Travel Programmes**
- **Local Cycling & Walking Infrastructure Plan** – routes through Nelson
- **One Public Estate programme** – enhanced frontline presence and community access
- **Ongoing local regeneration projects** in Nelson’s built and natural environments
- **Local arts, culture and wellbeing strategies**

Nelson Pride in Place (NPiP) Board understands the importance of the role that regional and local plans play in translating the national Pride in Place vision into action on the ground. Regional and local plans provide the context, delivery mechanisms, and local priorities needed to make national goals achievable.

Regional plans (such as Combined Authority Growth Plans or Local Enterprise Partnership strategies) ensure that Pride in Place activity aligns with wider economic development, transport, housing, and skills agendas across

the region. They help coordinate investment, attract funding, and ensure local projects contribute to shared regional outcomes like job creation and inclusive growth.

Local plans (including Local Development Plans, Neighbourhood Plans, and Regeneration Frameworks) translate the broader ambitions into place-specific projects and community actions. They identify the needs for each neighbourhood, from housing and health to public spaces and social cohesion, ensuring interventions reflect the voices and priorities of residents.

NPiP Board and Pendle Borough Council understand the importance of integrating, regional and local plans to complement the Pride in Place programme, providing a joined-up framework that connects national vision with local delivery, ensuring resources are targeted effectively and communities are at the heart of decision-making.

Masterplans and Spatial Frameworks

NPiP programme will remain aligned with relevant local masterplans and spatial strategies guiding NPiP, ensuring that new interventions integrate seamlessly

with existing design, access, and urban regeneration frameworks. A key principle of delivery will be maximising match funding opportunities, combining local, regional, and national resources to amplify impact. By aligning NPiP investments with other funding streams such as Levelling Up, Shared Prosperity Fund, or local regeneration budgets, the programme can leverage greater value for money, accelerate project delivery, and ensure every pound spent delivers wider community benefit.

How NPiP Complements the Wider Landscape

Through these alignments, Nelson Pride in Place:

- ensures **public investment works harder together**
- fills gaps in delivery, especially in **revenue-funded community activity**
- supports a **long-term, place-based vision** for Nelson
- enables local people to **lead, shape and sustain change**
- strengthens the **inclusivity, connectivity** and overall experience of the town



7 Match funding and leveraged investment

The Nelson Pride in Place (NPiP) Board will take a proactive and collaborative approach to attracting and maximising public, private and philanthropic investment, ensuring that every pound of Nelson Pride in Place funding delivers lasting value for local people. Building on the strong foundation of the Nelson Town Deal and ongoing partnerships with Pendle Borough Council, Lancashire County Council and local housing associations, the Board will leverage both financial contributions and in-kind support to deliver shared priorities for the neighbourhood.

A number of local partners have already demonstrated commitment to the programme. This includes established collaboration with voluntary and community organisations, which contribute staff capacity, expertise and access to communities. Existing investment through Town Deal, the UK Shared Prosperity Fund and Levelling Up Fund also provides a strong platform for match funding and future alignment.

Looking ahead, the Board will actively pursue complementary funding streams from a broad range of sources. This includes:

- **Public sector funding** aligned with skills, health, community safety, transport and climate priorities
- **Philanthropic and charitable investment** focused on community development, wellbeing and arts/culture

- **Private sector investment**, particularly in high street revitalisation, business resilience and redevelopment of strategic sites
- **Corporate social responsibility partnerships** with local employers and anchor institutions to secure sustained cash and in-kind contributions

The Board will use this blended approach to target specific opportunities that reinforce the priorities of Nelson Pride in Place. These include:

- **Education and skills** funding to support lifelong learning, employability support and opportunities for young people
- **Health and wellbeing** funding to help tackle inequalities and expand access to local activities and services
- **Private capital investment** in key regeneration priorities such as gateway sites and high street properties, safety and security
- **Net-zero and sustainability** funding to deliver energy efficiency upgrades, green infrastructure and community energy projects
- **Transport and infrastructure** investment, including collaboration with Lancashire County Council on active travel, street improvements and better connectivity

To ensure alignment with the Government's eight pre-approved Pride in Place intervention areas, all match funding will be directed toward activities that:

- enhance high streets, public realm, green and community spaces
- improve neighbourhood safety and strengthen confidence in public spaces
- celebrate local identity through heritage and cultural investment
- expand access to employment and skills pathways
- improve health outcomes through inclusive leisure, sport and wellbeing opportunities
- bring empty homes and buildings back into productive use
- support walking, cycling and improved access to services
- accelerate local environmental improvements and net-zero ambitions

Securing leveraged investment and new partnerships will remain a standing agenda item for the Nelson Pride in Place Board, enabling regular monitoring of opportunities, emerging funds and programme progress.

Securing Future Support

Sustaining momentum beyond the initial investment period is central to the Board's approach. The broad representation across the Board – including public, private, voluntary and community sector partners – creates a powerful coalition for future fundraising, attracting inward investment and mobilising resources that reflect the community's priorities. Pendle Borough Council, as the accountable body for Nelson Pride in Place, will continue to identify and secure further funding opportunities that improve Nelson's built environment, strengthen its local economy and support thriving neighbourhoods.

Together, these efforts will ensure that the Nelson Pride in Place programme becomes a catalyst for long-term regeneration, creating a strong legacy of partnership-driven growth, improved life chances and renewed pride in Nelson's future.



Pendle Borough Council, as the accountable body for Nelson Pride in Place, will continue to identify and secure further funding opportunities that improve Nelson's built environment, strengthen its local economy and support thriving neighbourhoods.



Match Funding and Leveraged Investment: Summary Table

Funding Source Type	Example Funders / Partners	Target Nelson Pride in Place Priorities	Commitment Status
Public sector investment	Pendle Borough Council, Lancashire County Council, NHS partners	Health & wellbeing; community spaces; transport connectivity; neighbourhood safety	Established / Ongoing , with further targeted bids
Existing regeneration funding	Town Deal, UK Shared Prosperity Fund, Levelling Up Fund	High street revitalisation; business support; skills development; public realm improvements	Secured and aligned with NPiP priorities
Education and skills partners	Nelson and Colne College; local schools; training providers	Employment pathways; lifelong learning; confidence and skills development	Established partnerships with opportunity to expand financial leverage
Voluntary and community sector contributions	Lottery, National Heritage Funds, Trusts, Charities, Foundations	Co-design, delivery support; capacity building; cohesion and pride	Committed in-kind support (staff time, volunteer capacity)
Philanthropic and charitable funders	Local and national trusts (e.g., community foundations); charitable grant makers	Social inclusion; arts & culture; youth programmes; community leadership	Targeted for future bids
Corporate social responsibility and private investment	Local employers; anchor institutions; developers; retail and hospitality sector	Business premises improvement; inward investment; high street diversification	In development , engagement underway
Housing and placemaking partners	Local housing associations; private landlords	Bringing underused buildings back into productive use; neighbourhood improvements	Secured and expanding commitment
Environmental and net-zero funding sources	Energy efficiency and retrofit funds; green infrastructure programmes	Reduced carbon emissions; home energy improvements; nature-based solutions	Targeted for future bids and partnership projects



8 Community and stakeholder engagement

Community and Stakeholder Engagement

Successful regeneration in Nelson depends on the energy, insight, and ownership of the people who live, work, invest, and care about the town. Nelson Pride in Place will embed community partnership at every stage of programme design and delivery, ensuring residents are not just consulted once but actively shaping decisions throughout the full 10 year investment period.

Neighbourhood Board Membership and Leadership

The Nelson Neighbourhood Board brings together a balanced cross-section of civic, private, voluntary, and community sector partners, including resident representatives from across the neighbourhood. Membership reflects the diversity of Nelson's communities, while ensuring expertise in education, health, housing, business, environment, culture, and community development.

The Board will review its membership annually so representation remains inclusive, dynamic, and relevant. A Chair and Vice-Chair model provides collaborative leadership that combines local authority accountability with strong independent community leadership to ensure decisions remain locally driven.

Clear Distinction from the Local Authority

Pendle Borough Council is the accountable body for the programme. The Nelson Pride in Place Board is the strategic decision-maker

for the Pride in Place Programme. It operates independently from the Council through:

- locally set priorities and delivery decisions
- transparent governance with published agendas, minutes, and performance reporting
- thematic working groups enabling wider resident and stakeholder participation
- direct community challenge and oversight built into programme management

This model protects the principle of local ownership while ensuring robust financial compliance and delivery assurance.

Securing Buy-In from Businesses, Civil Society and Communities

A comprehensive engagement approach will widen participation and build long-term investment in Nelson's future. This includes:

- ongoing collaboration with local partners and neighbourhood based organisations
- business engagement through the Nelson Town Deal Board, Pendle Vision Board, and local business forums, unlocking sponsorship, local procurement, and apprenticeships
- strong relationships with faith groups, youth organisations, schools, and cultural networks
- opportunities for residents to take on leadership roles as community champions and project ambassadors

Young people will be specifically engaged to ensure the regeneration reflects their hopes and aspirations, retaining talent and belief in Nelson as a great place to grow and stay.

Community-Led Delivery

Engagement continues beyond design and into delivery, monitoring, and stewardship of projects. A dedicated Development Officer will act as the local connector, making sure communities stay informed, involved, and empowered.

Key delivery methods:

- “Go to where people are” engagement through community hubs, local events, neighbourhood walkabouts, and street level outreach
- Accessible communications including plain-language updates, visual storytelling, and multilingual materials

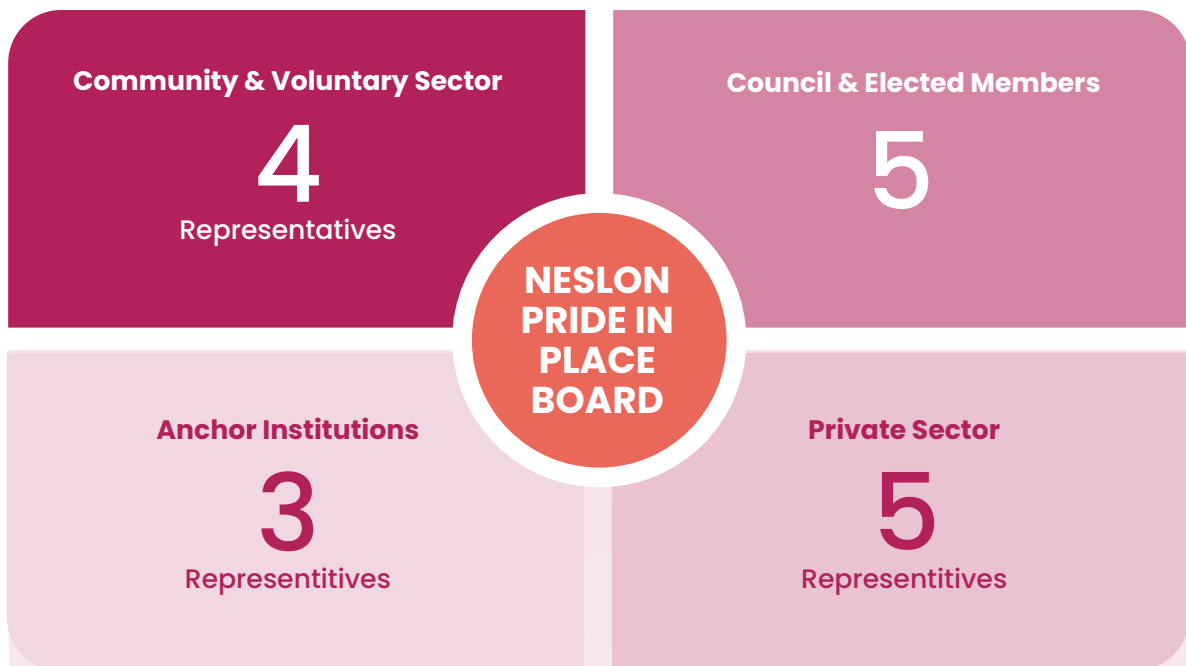
- Co-design workshops for regeneration, public spaces, community facilities, education and skills, health and wellbeing projects
- Digital platforms for ongoing feedback and open reporting
- Resident involvement in evaluation, ensuring success is measured by local experience and satisfaction

Long-Term Collaboration and Evolution

Engagement will grow with the programme. Annual Community Summits and Stakeholder Forums will help track progress, refresh priorities, and celebrate achievements. The Board will adapt methods to reflect changing needs, ensuring residents continue to lead the direction of change.

Nelson Pride in Place will strengthen local trust, ownership, and pride over time, creating a regeneration legacy shaped by the people who know the town best and care for it the most





Nelson Pride in Place Board's responsibilities

- Provide visible leadership and champion the programme throughout its lifetime, sharing information and progress with all relevant stakeholders.
- Create an environment that enables the Board to plan, agree, and implement measures necessary for the programme's success.
- Ensure the local community — including residents and the business community — has opportunities to be involved in developing strategies and proposals for the town.
- Confirm and communicate the vision for the Nelson Pride in Place Programme and the means by which this vision will be achieved.
- Maintain strategic oversight of programme delivery, ensuring alignment with agreed vision and objectives.
- Ensure the programme delivers within agreed boundaries of cost, timescales, organisational impact, and benefits realisation.
- Oversee the development of project proposals for projects seeking programme funding and make recommendations to Pendle Borough Council.
- Monitor delivery of the Investment Plan projects, identifying and managing adjustments or changes as required.
- Identify and pursue additional sources of funding to support the vision and transformation of Nelson.
- Consider wider matters impacting Nelson's economic growth as they arise.
- Approve end project reports and reviews, including lessons learned.
- Oversee compliance with post-contract conditions for the programme with the Department for Levelling Up, Housing and Communities (formerly MHCLG).

Inclusive Community Engagement in Local Planning and Decision Making

The Nelson Pride in Place Board has made a bold and forward-thinking decision to appoint a dedicated Community Development Officer — a role created to strengthen local engagement and foster meaningful community interaction throughout the next 10 years of the Plan. This Officer's mission is to listen, connect, and empower. By engaging directly with residents, organisations, businesses, and underrepresented groups, they will uncover the key challenges and aspirations that truly matter to the people of Nelson, ensuring every voice shapes the vision of a town where everyone can thrive.

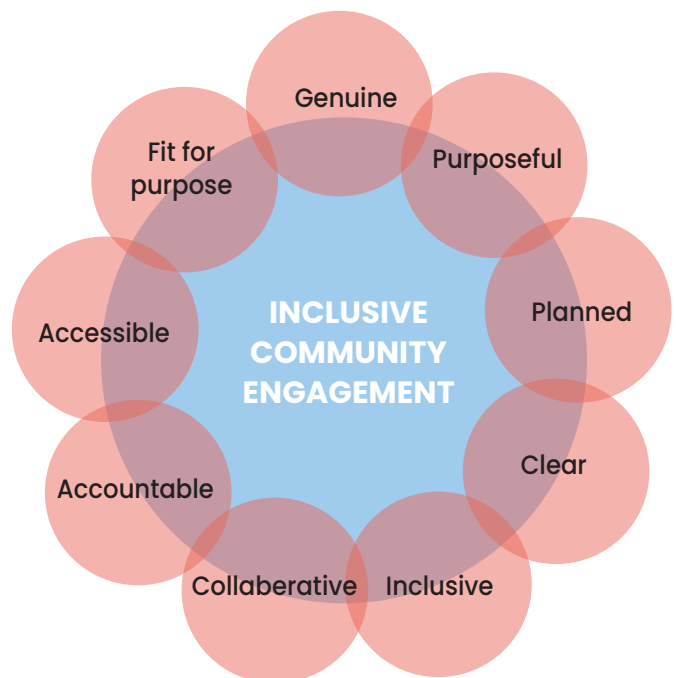
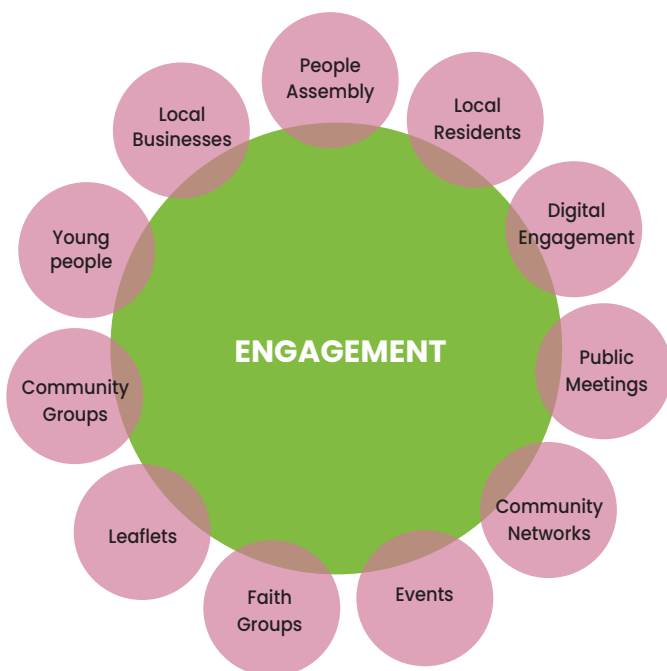
In planning consultations and community activities, the nine principles of inclusive community engagement have been rigorously upheld, guaranteeing that participation is open, respectful, and representative of Nelson's rich diversity. Together, this marks an inspiring step towards

a more inclusive, vibrant, and connected Nelson — a place shaped by its people, for its people.

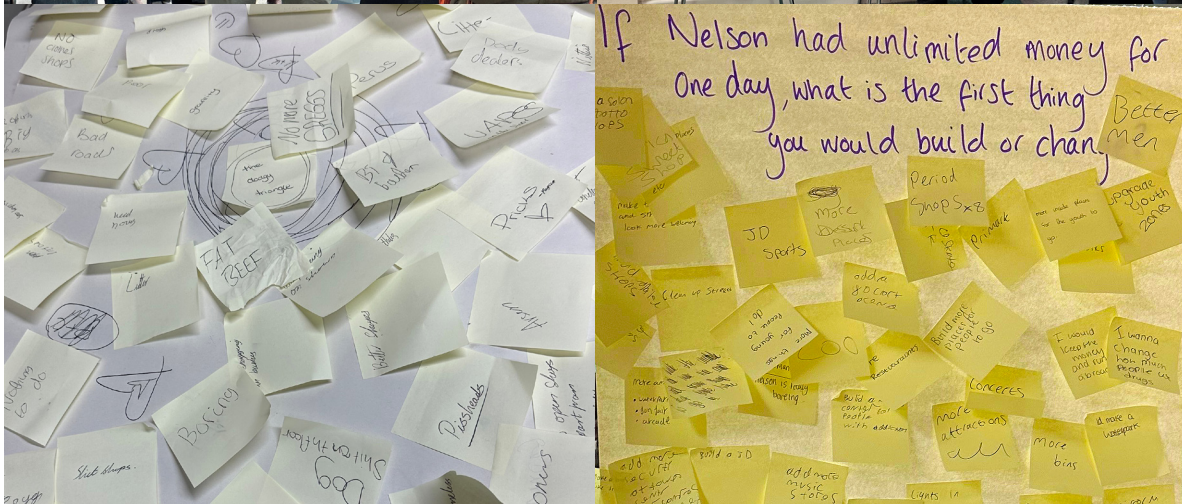
Now that the Board is in place, their goal is to truly empower the community to have a say in decisions that affect everyone. To help make this happen, they are creating two working groups made up of people from all parts of the community. These groups will be important spaces for working together, sharing ideas, and taking action.

The working groups will give community members a real way to get involved, collaborate with others, and help shape projects that matter. They will also encourage creativity, participation, and teamwork across different community voices.

Each group will help the Nelson Pride in Place Board by listening to the community, bringing forward ideas, identifying important needs or opportunities, and helping choose future projects to focus on.







9 Governance

Strong, transparent, and accountable governance underpins the Nelson Pride in Place Programme. The governance arrangements have been designed to ensure that public investment is managed effectively, decisions are made in the best interests of local communities, and all activities are aligned with national standards for public accountability, value for money, and ethical conduct. The structure promotes collaboration between the Nelson Pride in Place Board, Pendle Borough Council as the accountable body, and other delivery partners to deliver a robust, locally-led programme over the 10 year investment period.

Governance Structure and Roles

The Nelson Pride in Place Board provides strategic leadership and oversight for Nelson Pride in Place. It serves as the central partnership body for the programme, bringing together representatives from public, private, voluntary, and community sectors to ensure strong collaboration and local ownership.

The Board is currently Chaired by the Chief Executive of a Nelson-based charity employing more than 60 staff. The Chair has more than 24 years of community experience working in Nelson and across East Lancashire within the voluntary sector, particularly in the fields of youth homelessness, domestic abuse, and emotional health and wellbeing.

As a Pendle resident, they are deeply rooted in the community and committed to tackling local socio-economic challenges.

The Chair's leadership is grounded in her ability to recognise gaps in local provision and champion innovative, partnership-led solutions. Her focus on community development, collaboration, and improving life chances ensures that the priorities and decisions of the Board remain shaped by the needs and aspirations of local people.

The Board is responsible for shaping the vision and priorities of the programme, overseeing delivery progress, monitoring outcomes, and ensuring alignment with wider regeneration and growth strategies, including the Nelson Town Deal and Pendle Borough Council's corporate objectives.

The Board's key responsibilities:

- Setting the strategic direction and approving the overall delivery plan.
- Reviewing performance and progress against agreed milestones and outcomes.
- Ensuring community voices remain central to programme development and decision-making.
- Supporting the identification and attraction of match funding and leveraged investment.
- Providing guidance to ensure projects deliver long-term social, economic, and environmental value.

Pendle Borough Council, as the accountable body, holds ultimate responsibility for the proper use of public funds and compliance with government regulations. The Council provides financial management, legal oversight, and procurement support, ensuring that all programme spending meets the requirements of Managing Public Money. The Council's Section 151 Officer will ensure financial integrity and adherence to the principles of regularity, propriety, and value for money. The Council will also act as the formal contracting body for all grant agreements and major procurement exercises.

The Nelson Pride in Place Board works in close collaboration with Pendle Borough Council, Lancashire County Council, and other key stakeholders to ensure alignment with wider regeneration and infrastructure initiatives. The programme's governance arrangements are designed to be flexible and adaptive, enabling effective partnership working while maintaining clear lines of accountability and decision-making. Board meetings are held at least quarterly, with the ability to convene more frequently where required to support timely decisions, such as the approval of the Regeneration and Investment Plan and other critical programme milestones.

Governance and Transparency Requirements

The Nelson Pride in Place Board operates in line with government guidance on openness, accountability, and transparency. Meeting agendas, minutes, and key decisions will be published online through Nelson Pride in Place and Pendle Borough Council's websites to ensure public visibility of programme governance. The Board will

adopt and regularly review a Terms of Reference document outlining membership, voting arrangements, conflict of interest procedures, and decision-making protocols.

Members will be required to declare any personal or financial interests in matters under discussion and to adhere to the Council's Code of Conduct. All decisions will be recorded and retained to provide a clear audit trail. Subgroups or delivery panels established under the Board will report formally to the main Board, ensuring consistency and oversight.

To maintain independence, the Board will operate at arm's length from day-to-day Council functions, allowing it to provide challenge and scrutiny while working collaboratively with the accountable body. Regular progress reports will also be shared with relevant committees within Pendle Borough Council to ensure democratic accountability and alignment with statutory governance standards.

Ethical and Financial Standards

All programme activities will be delivered in accordance with the Nolan Principles of Public Life — selflessness, integrity, objectivity, accountability, openness, honesty, and leadership. These principles will underpin all aspects of governance, decision-making, and partnership working.

The programme will also comply fully with HM Treasury's Managing Public Money guidance, ensuring regularity (in line with legal and policy frameworks), propriety (ethical and transparent conduct), value for money (economy, efficiency, and effectiveness), and feasibility (deliverable and sustainable projects).

Annual independent audits and financial reports will be conducted to confirm compliance with these standards. Any potential risks or conflicts will be identified through a formal risk management framework and mitigated through early intervention and review by the Board and the accountable body.

Investment Appraisal and Route to Market

All proposed projects and interventions will follow a clear and consistent route-to-market and appraisal process to ensure decisions are evidence-based and deliver measurable impact. This process will include:

1. Project Identification and Development –

Proposals may originate from community groups, Board members, or delivery partners and must demonstrate alignment with the strategic priorities of the Nelson Pride in Place Regeneration and Investment Plans.

2. Initial Screening and Feasibility

Assessment – Each proposal will be reviewed for strategic fit, deliverability, and potential outcomes before progressing to the next stage.



To maintain independence, the Board will operate at arm's length from day-to-day Council functions, allowing it to provide challenge and scrutiny while working collaboratively with the accountable body.

3. Appraisal – Detailed projects/business cases will be prepared, covering strategic, economic, commercial, financial, and management aspects.

4. Board Review and Recommendation –

The Neighbourhood Board will assess appraisals and recommend projects for approval based on value for money, impact, and community benefit.

5. Formal Approval and Contracting –

Pendle Borough Council, as the accountable body, will undertake the final financial due diligence, issue contracts or grant agreements, and oversee compliance with procurement regulations.

6. Monitoring and Evaluation – Approved projects will be monitored throughout their lifecycle, with progress and outcomes reported regularly to the Board and the Council.

This governance framework ensures that investment decisions are transparent, evidence-based, and aligned with the long-term ambitions of Nelson and its communities. It provides the structure, accountability, and ethical foundation needed to deliver a successful, sustainable regeneration programme over the next decade.

10 Assurance

Assurance

The Pendle Borough Council will implement a robust assurance framework to ensure the Neighbourhoods Programme is delivered in accordance with Best Value standards and the principles of Managing Public Money, including regularity, propriety, value for money, and feasibility.

Governance and Oversight

Programme governance will be overseen by a dedicated Plan for Neighbourhood Board, with representation from key departments including finance, procurement, legal, and delivery teams. This board will meet regularly to review progress, risks, and compliance, ensuring decisions are made transparently and in line with public sector standards.

Best Value Assurance

Each intervention within the programme will be subject to a value-for-money assessment during the appraisal phase, ensuring that resources are used efficiently and effectively. Delivery partners will be selected through competitive procurement processes where applicable, and contracts will include performance measures to drive continuous improvement.

Financial Assurance

All programme spending will be monitored through established financial controls, including monthly budget tracking, variance reporting, and audit trails. Funding allocations will be reviewed against delivery

milestones to ensure financial feasibility and accountability. The authority's Section 151 Officer will provide oversight to ensure compliance with financial regulations.

Risk and Feasibility Management

A programme-level risk register will be maintained and reviewed regularly. Risks related to feasibility, delivery capacity, and external dependencies will be actively managed through mitigation plans and contingency strategies. Feasibility assessments will be embedded in the early stages of project development to ensure realistic planning and delivery.

Regularity and Propriety

All programme activities will comply with statutory requirements, procurement regulations, and ethical standards. Decision-making processes will be documented and subject to internal audit, scrutiny committees and external scrutiny where appropriate. Stakeholder engagement will be conducted transparently, with clear communication of objectives and outcomes.

Monitoring and Evaluation

A monitoring and evaluation framework will be established to track outputs, outcomes, and impact. This will include regular reporting to stakeholders and funders, as well as post-implementation reviews to capture lessons learned and inform future neighbourhood interventions.



Pendle Borough Council

Town Hall,
Market Street,
Nelson, Lancashire,
BB9 7LG

tel: 01282 661661
www.pendle.gov.uk

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