

EXECUTIVE

Tuesday, 6th June, 2017
6.30 pm





EXECUTIVE

BURNLEY TOWN HALL

Tuesday, 6th June, 2017 at 6.30 pm

This agenda gives notice of items to be considered in private as required by Regulations (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Members are reminded that if they have detailed questions on individual reports, they are advised to contact the report authors in advance of the meeting.

Members of the public may ask a question, make a statement, or present a petition relating to any agenda item or any matter falling within the remit of the committee.

Notice in writing of the subject matter must be given to the Head of Governance, Law & Regulation by 5.00pm on the day before the meeting. Forms can be obtained for this purpose from the reception desk at Burnley Town Hall or the Contact Centre, Parker Lane, Burnley. Forms are also available on the Council's website www.burnley.gov.uk/meetings.

AGENDA

1) Apologies

To receive any apologies for absence

2) Minutes

5 - 8

To approve as a correct record the Minutes of the previous meeting held on 25th April 2017.

3) Additional Items of Business

To determine whether there are any additional items of business which, by reason of special circumstances, the Chair decides should be considered at the meeting as a matter of urgency.

4) Declaration of Interest

In accordance with the Regulations, Members are required to declare any personal or personal and prejudicial interests they may have and the nature of those interests in respect of items on this agenda and/or indicate if S106 of the Local Government Finance Act 1992 applies to them.

5) Exclusion of the Public

To determine during which items, if any, the public are to be excluded from the meeting.

6) *Right To Speak*

To determine during which items, if any, the public are to be excluded from the meeting.

- | | |
|--|---------|
| 7) <i>Padiham Conservation Area Management Plan</i> | 9 - 26 |
| 8) <i>Pennine Lancashire Growth and Prosperity Plan</i> | 27 - 58 |
| 9) <i>Strategic Risk Register</i> | 59 - 74 |
| 10) <i>Constitutional Executive Updates</i> | 75 - 86 |

MEMBERSHIP OF COMMITTEE

Councillor Mark Townsend (Chair)
Councillor John Harbour (Vice-Chair)
Councillor Sue Graham

Councillor Lian Pate
Councillor Mohammed Ishtiaq

PUBLISHED

Friday, 26 May 2017

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EXECUTIVE

BURNLEY TOWN HALL

Tuesday, 25th April, 2017 at 6.30 pm

PRESENT

MEMBERS

Councillors M Townsend (Chair), J Harbour (Vice-Chair), B Foster, S Graham, W Khan and L Pate

OFFICERS

Mick Cartledge	– Chief Operating Officer
Lukman Patel	– Head of Governance, Property, Law and Regulation
Imelda Grady	– Democracy Officer

118. Minutes

The Minutes of the last meeting held on the 27th March 2017 were confirmed as a true record and signed by the Chair.

119. Additional Items of Business

Purpose To approve a contractor regarding Padiham Town Hall Reinstatement

Reason In order that the project can be progressed in a timely manner.
for
Decision

Decision In accordance with the provisions of Section 100 (B) (4) (b) of the Local Government Act 1972 the Chair decided that the item regarding Padiham Town Hall Reinstatement should be taken as item 9 on the agenda in view of the special circumstance outlined.

120. Declaration of Interest

Councillor Bea Foster declared an Other Prejudicial interest in the Item relating to the Stoops and Hargher Clough Community Centre.

121. Exclusion of the Public

Purpose To consider when it may be relevant to exclude the public from the meeting, and clarify the order of the agenda.

Reason for Decision Minute Numbers 122 and 123 contain exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

Decision That the public be excluded from the meeting before discussion takes place on the items relating to Minutes 122 and 123 since in view of the nature of the business to be transacted, if the public were present there would be a disclosure to them of exempt information within the meaning of Part VA of the Local Government Act 1972.

122. Stoops and Hargher Clough Community Centre

Councillor Bea Foster left the room and did not take part in this item.

Purpose To approve:

- a) The transfer of the Council's freehold interest in Hargher Clough Community Centre to Lancashire County Council (LCC) and the small adjoining plot to enable its lease as a Community Asset to a local Community Association; and
- b) The granting of a long lease of the adjoining Council land to the same Tenant for community use in conjunction with the same be approved.

Reason for Decision To secure the continued community use of the Centre and the adjoining land.

Decision (1) That the Council's freehold interest in the Centre be transferred to LCC and that the adjoining land be leased to the Community Association for community use on the outline terms set out in the report; and

(2) That the Head of Governance, Law, Property and Regulation be authorised to complete the legal formalities including consideration of any objections received to the disposal of public open space.

123. Padiham Town Hall Reinstatement

Purpose To approve the appointment of a specialist asbestos sub-contractor to remove failed asbestos encapsulant in the basement of Padiham Town Hall.

Reason for Decision To ensure that the reinstatement works proceed in a timely, safe and cost effective manner.

Decision

- (1) That the lowest bid as outlined in Paragraphs 4 and 5 of the report and the associated supervision and additional main contract costs be accepted by the Head of Governance, Law, Property and Regulation for the removal of encapsulated asbestos from the basement as the most economically advantageous tender;
- (2) That the standing orders for contracts 15 be waived to allow the appointment of Broadland as specialist asbestos consultants to monitor and supervise the works; and
- (3) That the main contract be varied to allow the contractor as set out in Paragraph 5 of the report to act as Principal Contractor with overall responsibility for all of the works proposed.

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PADIHAM CONSERVATION AREA MANAGEMENT PLAN

REPORT TO THE EXECUTIVE



DATE	6th June 2017
PORTFOLIO	Regeneration and Economic Development
REPORT AUTHOR	Sarah Heslop
TEL NO	01282 425011 x3144
EMAIL	sheslop@burnley.gov.uk

PURPOSE

1. To report the representations received during the consultation on the Draft Padiham Conservation Management Plan (CAMP) and seek approval for the adoption of the final draft of the document.

RECOMMENDATION

2. That the Executive:
 - Note the consultation comments received and consequential modifications to the CAMP as set out in Appendix A.
 - Gives delegated authority to the Head of Regeneration and Planning Policy to make minor editorial changes to the final CAMP prior to publication.
 - Approve and adopt the amended CAMP for Padiham as a guidance document that will provide a robust framework for the positive future management of the Padiham Conservation Area

REASONS FOR RECOMMENDATION

3. The CAMP is a key tool in fulfilling the Council's duties under Section 71 of the 1990 Planning (Listed Buildings and Conservation Areas) Act to formulate and publish proposals for the preservation and enhancement of conservation areas.
4. The Heritage Lottery Fund (HLF), as part of the conditions of awarding grant funding through the Townscape Heritage scheme, requires Burnley Council to adopt a CAMP for Padiham prior to their award decision at the end of June.

SUMMARY OF KEY POINTS

5. On 13th February 2017 the Executive approved the draft CAMP for Padiham for the purposes of public consultation.

6. A stage 2 application for £1.4m Townscape Heritage (TH) funding for Padiham was submitted to HLF on 28th February 2017. An award decision is expected from HLF by the end of June 2017. The production and adoption of a CAMP is a key requirement for the awarding of the HLF grant. An up to date CAMP gives the HLF confidence that the Council is committed to the Conservation Area in the long term and that the Council has accepted what is required in terms of interventions and future actions to continue to manage it and improve it. HLF requires confidence that its investment is part of a bigger agreed picture and that improvements forthcoming will not necessarily be made in isolation.

Public consultation

7. A four week consultation exercise for the Padiham CAMP was undertaken between 27th March and 28th April 2017. Copies of the document and consultation questionnaires were available during this time in Padiham library, Burnley Central Library and the Council's Contact Centre. The document was also available to download from the Council's website and comments could be posted via an online survey. A drop-in public meeting was held at St. Leonards, Padiham on 28th March 2017 to present and discuss the proposals. In addition, the document was circulated to a range of stakeholders with an interest in the subjects covered by the management plan for comment. The consultation was covered in the local press and promoted on social media and the Council's websites.
8. A questionnaire on the Council's website received three responses and three written submissions were received in response to our direct contact with stakeholders. Overall the CAMP was positively received, with no adverse comments made. The consensus of the respondents was that the document showed a good understanding of significance and a thorough analysis of the issues. Strong support was received for the issues identified in the report and the management recommendations put forward. Comments largely related to the need to strengthen the document in recognition of the significant opportunities that green/open spaces offer for increased amenity and wildlife value of the conservation area. Minor amendments have been made accordingly. Other principal comments relate to and reinforce technical details to be considered in the implementation of the plan such as the scope of the public realm strategy and the need to protect public investment in property repair schemes and the loss of traditional architectural features through the withdrawal of permitted development rights. Matters relating to the practical implementation of the TH scheme were also raised. Where appropriate the draft document has been amended to reflect consultation responses. Details of the comments received, the Council's response and text modifications are summarised in Appendix A.

Finalised CAMP document

9. Executive approval is now sought to adopt the amended CAMP as a guidance document and to support its proactive implementation throughout the lifetime of the TH scheme and beyond.
10. Prior to final publication some minor grammatical and formatting changes may be necessary and some plans and photographs may need to be altered. This will not materially affect the approved document.

11. Members are reminded that in adopting the CAMP, the Council is committing to using the full range of planning measures and statutory powers, where appropriate, to ensure proper management of the conservation area. Once approved, the Plan will cover an initial period of ten years from adoption and will be subject to regular monitoring and review to ensure that priorities remain relevant, to assess progress and to make any amendments necessary to reflect changes in circumstances. The management plan cannot introduce new policy; rather its purpose is to provide a clear indication of the Council's approach to the preservation and enhancement of the Conservation Area, as well as support existing planning policy already set out in the Local Plan. The CAMP will provide planning guidance and will aid consideration of decisions relating to development within the Padiham Conservation Area. The document will be made available to download from the Burnley Council website.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

12. The adoption of the CAMP will assist the Council's endeavours to secure a £1.4M HLF grant. The delivery of a range of activities within CAMP is dependent on securing the HLF funding.
13. The CAMP does not commit the Council to any increase in existing budget provision.

POLICY IMPLICATIONS

14. The Padiham: Crafting the Future project is a high priority and delivers the Council's objectives on prosperity and place.

DETAILS OF CONSULTATION

15. None.

BACKGROUND PAPERS

16. None.

FURTHER INFORMATION

PLEASE CONTACT:

ALSO:

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Reference	Consultee	Comment	Response
General	Burnley Wildlife Conservation Forum	There are opportunities for improving the green spaces in the Padiham Conservation Area so that they become more attractive landscape features which can at the same time also benefit wildlife and enhance the Conservation Area.	Comments are noted.
9. Implementation of the Plan 9.5 Community Consultation & Engagement	Burnley Wildlife Conservation Forum	BWCF would welcome any future opportunities to assist with the process of enhancing Padiham Conservation Area's greenspaces, perhaps through the proposed Padiham TH Scheme steering group (Para 9.5) or in any other ways as appropriate.	Support welcomed and noted.
5. Management Issues Issue 9 Green/Open Space, Trees and Soft Landscaping Page 13	Burnley Wildlife Conservation Forum	In the part of the draft management plan which outlines management issues (Issue 9, p15) it states that <i>"the conservation area has very little green space, however where small areas of informal landscaping and open space are present, it is commonly found that these areas are lacking in maintenance and purpose"</i> . Whilst referring to the present situation in this way, Issue 9 should place more emphasis on future opportunities on a more positive note, we suggest along the lines of <i>"it is commonly found that these areas have been maintained in the same traditional way and they are in need of a more modern makeover to enhance them with native trees, shrubs and plant species which will make them more attractive to both people and wildlife"</i> .	<p>This section of the Management Plan provides a summary of the key issues that detract from and/or threaten to harm the special interest, character or appearance of the Conservation Area and as such are described in a negative manner. BWCF's suggested text with regards to future opportunities has been considered for inclusion in the section of the Masterplan that provides recommendations and actions for enhancement (paragraph 6.4.4)</p> <p>The following amendment has been made to Issue 9 (page 15) in recognition of the amenity and wildlife potential of green-open spaces, trees and landscaping.</p> <p><i>The conservation area contains relatively few areas of planned open space largely due to the density of development that has occurred. The most significant area of greenspace and semi-natural wildlife habitat is that which extends from Shuttleworth Street and Starkie Street to the River Calder. Other prominent areas of open/green space include the historic burial ground to the north of Saint Leonards Church and the entrance area to Memorial Park. However</i></p> <p>Where small areas of informal landscaping and <i>green/open space are present, they offer significant opportunities to increase the amenity and wildlife value of the conservation area. However it is commonly found that these areas are generally lacking in</i></p>

			<i>maintenance and purpose, largely due to constrained resources, and in such instances their condition is limiting their potential.</i>
6. General Management Recommendations and Actions for Enhancement 6.4.4 Planting and Green Space	Burnley Wildlife Conservation Forum	The suggestion along the lines of <i>“the green spaces within the conservation area are in need of enhancement by way of planting native trees, shrubs and plant species which make them welcoming to both people and wildlife.”</i> recommendation should be similar or consistent with our “Issue 9”	<p>Agreed. The text has been amended to reflect the response as follows: Delete all of 6.4.4 and add Planting (in the Public Realm) and GreenSpace 6.5 Trees, Green/Open Space and Landscaping <i>The conservation area contains few areas of formal open space largely due to the density of development that has occurred. However where green/open spaces are present, they offer significant opportunities to increase the amenity and wildlife value of the conservation area.</i></p> <p>RECOMMENDATION <i>Existing green spaces that are important to the character and appearance of the Conservation Area should be protected and enhanced. Enhancement proposals should include planting of native trees, shrubs and plant species which will make them welcoming to both people and wildlife. The Council should continue to develop proposals for building the capacity of local communities to collaborate in the maintenance and enhancement of the green/open spaces within the conservation area.</i></p>
6.5 Priorities for Change and Actions 6.5.1.4 Public Realm	Burnley Wildlife Conservation Forum	Starkie Arms Car Park: Regarding the sentence that ends with <i>“street furniture and bollards”</i> we suggest adding <i>“some boundary green space with some tree and shrub planting interspersed with flower beds.”</i>	<p>Agreed. The text has been amended to reflect the response as follows: When the opportunity arises, seek to work with the owners to investigate possibilities for more appropriate car park surfacing, street furniture and bollards <i>enhancing the visual appearance of the car park area. Ideally this should involve hard and soft landscaping that complements the area’s historic interest and provides amenity and wildlife benefits.</i></p>
6.5 Priorities for Change and Actions 6.5.1.4 Public Realm	Burnley Wildlife Conservation Forum	Green Space to the north of St Leonards Church: The majority of this area of green space is mown utility grassland and we suggest that a comment should be added along the lines of <i>“This area of grassland has the potential for imaginative enhancement to form an attractive garden with flowerbeds and interspersed with tree and shrub planting.”</i>	<p>Whilst having the appearance of utility grassland the green space behind Saint Leonards Church is an historic burial ground (closed in the 1850s) with restricted public access. The area should be treated with sensitivity and it is considered that a public garden on this site would not be appropriate.</p>
6.5 Priorities for	Burnley Wildlife	Gap Site on Mill Street:	Comment noted. Mill Street this is a development site rather than a

Change and Actions 6.5.1.4 Public Realm	Conservation Forum	After <i>“gap site having a negative impact on Mill Street”</i> we suggest adding <i>“with an opportunity to create a new area of attractive greenspace”</i>	gap site, benefiting from planning permission to rebuild on the foot print of the demolished school. The text has been amended to provide clarity on the temporary status of the gap site. As such it is not considered appropriate to include as a new area of greenspace as suggested.
6.5 Priorities for Change and Actions 6.5.1.4 Public Realm	Burnley Wildlife Conservation Forum	<p>Riverside Open Space: We understand that “near the junction of the road is an area of public realm and screen planting” refers to a small area adjacent the pet shop on Station Road near to the junction with Burnley Road. We suggest that the scope of 6.5.3.4 is expanded to include all the green space which surrounds the car-park next to the health centre and extends along the health centre’s boundary and up the steep slope to Mill Street. We suggest that this whole area is described as above in a sentence which would end with <i>“which is continuous inter-connected green space which has the potential for enhancement both for people and wildlife”</i></p> <p>Within the Trees and Soft landscaping section we suggest the text is replaced with something along the lines of <i>“the River Calder is not only a valuable landscape feature but also an important natural wildlife corridor and the present native trees and vegetation along its banks should be retained and if appropriate enhanced by additional planting with suitable species.”</i></p>	<p>Agreed. Paragraph 6.5.3.4 has been amended to reflect the response as follows: Near the junction of the Station Road and Burnley Road (<i>fronting the public car park</i>) there is an area of Council owned public realm and screen planting that is in search of a purpose, which has the potential for improvement. could be better exploited. <i>This area forms part of a continuous inter-connected green space, surrounding the car park to the rear and extending north to Mill Street, which has the potential for enhancement to increase wildlife and amenity values.</i></p> <p>Agreed. The text has been amended to reflect the response as suggested.</p>
6.5 Priorities for Change and Actions 6.5.1.4 Public Realm	Burnley Wildlife Conservation Forum	<p>Mixed Historic, Industrial, Residential and Commercial 6.5.4.6 states that “though outside the boundary, Guy St is bordered to the north by greenspace” This area of greenspace needs to complement the conservation area and the boundary could be expanded to incorporate this green space within in it. Either inside or outside the boundary we suggest the following is added to the end of the sentence “with potential for enhancement with additional trees, shrubs and flower planting for people and wildlife”</p>	Within this character area, the conservation area boundary is considered generally to be an appropriate definition of the area of special architectural and historic interest. However in recognition of the positive contribution that this greenspace to the setting of the conservation area, the text has been amended to reflect the potential for enhancement as follows: <i>Guy Street is bordered on the north by a significant area of greenspace. Whilst positively contributing to the setting of the conservation area the greenspace could be better utilised to take advantage of the opportunities to increase amenity and wildlife values.</i>

<p>6.5 Priorities for Change and Actions 6.5.1.4 Public Realm</p>	<p>Burnley Wildlife Conservation Forum</p>	<p>Riverside Residential This area includes the Conservation Area’s most extensive area of greenspace which extends from Shuttleworth Street and Starkie Street to the River Calder. The main part of this area along the River Calder comprises the Conservation Area’s most valuable semi-natural wildlife habitat, which needs to be protected and where appropriate enhanced. We suggest something positive along these lines is added to the text in 6.5.5.6</p>	<p>Agreed. Additional text has been added 6.5.5.6 to reflect the response as suggested.</p> <p><i>This area includes the Conservation Area’s most extensive greenspace and most valuable semi-natural wildlife habitat, which extends from Shuttleworth Street and Starkie Street to the River Calder. The Council should work closely with the owner to ensure that the area is appropriately managed and that enhancement opportunities are taken as appropriate.</i></p>
<p>6.5 Priorities for Change and Actions 6.5.1.4 Public Realm</p>	<p>Burnley Wildlife Conservation Forum</p>	<p>Church Street Frontage Fig 67 shows the bus shelter and closed public toilets adjacent to an area of soft landscaping. This is perhaps the most prominent greenspace in the Conservation Area and it is in need of an enhancing makeover. The closed public toilets, which have been unused for many years are an eyesore. As public toilet facilities are provided close by at the Town Hall and Memorial park they should be demolished. The adjacent area of soft landscaping needs to become much more attractive and together with the land released following demolition of the toilet building should be a priority for a complete re-designed public garden planted with appropriate native trees, shrubs and flowerbeds stocked with plants valuable to butterflies, bees and other insects so that it becomes an attractive feature for people and wildlife. We suggest altering or replacing the present text with something along these lines.</p>	<p>Agreed. The text has been amended to reflect the response as follows:</p> <p><i>A small space breaks the line of Church Street, adjacent to number 47. This Council owned grassed area has a small amount of grass, is screened to the south with some mature trees and includes a brick public toilet building and a bus shelter. Presently this is a functional area that does not offer any public recreation however the closure of the public toilets provides the opportunity to enhance the space which is presently a functional area that offers limited public recreation or wildlife benefit.</i></p> <p>PRIORITY Seek to ensure that this area well lit, well-maintained and welcoming so as to avoid antisocial behaviour. <i>Opportunities should be taken to redesign the greenspace in a way that complements the areas historic context and enhances the amenity and wildlife value of the greenspace.</i></p>
<p>6.5 Priorities for Change and Actions 6.5.1.4 Public Realm</p>	<p>Burnley Wildlife Conservation Forum</p>	<p>The Arbores and Crossways Paragraph 6.5.8.6 Priority box referring to the removal of trees not protected by the TPO. We suggest that this should be more robustly protective and suggest the text is amended along the lines of <i>“and investigate extending the TPO in order to give protection to the other valuable trees which are presently not included in the existing TPO”</i></p>	<p>It is not considered necessary to extend the TPO as all trees within the conservation area are already automatically protected by the requirement for landowners to notify the Council of their intention to carry out works to them. Tree Preservation Orders provide an additional protection for significant trees and groups of trees, where any proposed action requires permission.</p> <p>However it is suggested that the Priority be amended to provide</p>

			<p>clarity as follows... Ensure that the open spaces and trees along Arbory Drive are adequately protected by the Conservation Area designation. Discourage new development that would alter this valuable greenspace or remove trees not protected by the TPO unless absolutely necessary. <i>The Council should continue to work with landowners and other stakeholders to manage trees and open spaces within this area in a manner that recognises the important positive contribution they make to the character of the conservation area.</i></p>
7.5 Extensions to the Conservation Area	Burnley Wildlife Conservation Forum	We suggest adding something along the lines of <i>“consideration should be given to extending the Conservation Area boundary to include any areas of greenspace which are currently alongside but outside the present boundary and to look for opportunities to create new areas of green space on any plots of open vacant land alongside but outside the present Conservation Area boundaries”</i>	The boundary of the conservation area is considered generally to be an appropriate definition of the area of special architectural and historic interest.
Page 17	Historic England	We support the Buttress recommendation that a public realm and streetscape strategy be produced for Padiham to ensure design consistency, to protect traditional public realm and street surfaces, and to set out a strategy for future investment and management of space between buildings. A strategy would ensure relevant agencies are aware of heritage significance and are co-ordinated in their actions. The strategy could usefully address the detrimental impacts of vehicles on Burnley Road. Your management plan refers to the potential of a conservation skills training project as part of your THI, the repair of historic cobbled streets and flagged footways could make an excellent training project to build local understanding and skills.	Support for the production of a public realm and street surfaces strategy and what that could usefully include is noted.
	Historic England	The barley sugar twist cast iron street columns in Padiham are unique to the area. English Heritage previously funded repairs and cast iron extensions to many of these columns along with detached feeder pillars so they can be retained in use. A strategy for the repair and maintenance of surviving cast iron columns in Padiham should be included in a Public Realm and	Support for the production of a public realm and street surfaces strategy and what that could usefully include in respect of the surviving cast iron columns is noted.

		Streetscape Strategy.	
	Historic England	Many properties on Albert Street seem to be suffering from lack of maintenance since English Heritage invested in restoring roofs, chimneys, masonry and external joinery via a previous CAP scheme. We urge Burnley Council to consider an Article 4 Direction to protect past public investment. You may also wish to consider applying an Article 4 Direction to cover other properties following your TH investment.	Historic England's strength of support for the use of an Article 4 Direction is noted. This matter is addressed in detail in paragraph 8.2.1 of the CAMP. The scope for an Article 4(2) Direction in the TH Scheme area is limited, because few of the buildings are single family dwellings and controls are, therefore, already available. Normal planning controls, if properly enforced, should therefore be adequate to safeguard its historic character. Nonetheless, the Council could consider the use of an Article 4(1) Direction to withdraw permitted development rights within the TH Scheme area for the painting of existing painted buildings (and therefore any colour changes) or unpainted buildings.
	Historic England	We are pleased to note that Burnley Council will consider enforcement action where necessary.	Support noted.
Page 18	Historic England	Your management plan refers to the high vacancy rate in Padiham. It would be helpful if the management plan could set out how vacancy might be tackled by way of planning policy or direct actions. For example, Oldham Council have been acquiring retail properties in their town centre, restoring them and releasing them back onto the market for preferred uses. Other authorities are utilising new tools available under the Enterprise and Regulatory Reform Act, utilising BPRA, establishing JVs or introducing Business Rate Relief etc. to incentivise private investment.	It is considered that the Management Plan as drafted makes adequate provision within its priorities, recommendations and actions for addressing long term vacant properties. The intention to work proactively with owners and developers to establish and implement new and viable uses for properties. The Townscape Heritage Scheme is the funding mechanism for partnership working to tackle a range of issues that include vacant buildings. It is hoped that the TH investment will act as a catalyst to encourage private investment in the area. The TH will address the negative impacts that vacant buildings are having on the area and it is expected that this, alongside public realm improvements and the Council's wider based business support and town centre management initiatives will encourage new business start –ups and support the local economy. Resolving long term vacant commercial properties is complex and time consuming and will require input from Planning, Legal, Environmental Health, Housing and Property Services. There are insufficient resources within the Council to proactively deal with all

			<p>such properties, but it is acknowledged that the current reactive and informal approach is insufficient to resolve the complex issues relating to some of the properties within the conservation area and that a more proactive approach is required. Within current staffing resources across the various Council services that could be involved in finding a solution for an individual property, it is considered that moving forward with two properties within the TH area using HLF funding and powers under the relevant planning acts would allow the Council to move forward with limited impact on other work areas.</p> <p>Padiham town centre benefits from existing small business rate relief schemes,</p>
<p>General</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 19</p>	Head of Greenspaces and Amenity	<p>The HLF assesses applications in relation to the outcomes for Heritage, People and Communities. I know that other parts of the TH application will cover these outcomes but I couldn't find any specific reference to the outcomes in the CAMP.</p> <p>There are specific recommendations that cover outcomes for heritage and there may also be an opportunity for the CAMP to make also recommendations and identify actions in relation to outcomes for people and communities. It may be worth putting a table into the document that summarises recommendations in relation to these outcomes?</p>	<p>Section 2: Introduction, describes the relationship between the CAMP and TH. The CAMP sets out guidance and future actions for the preservation and enhancement of the conservation area whilst the TH scheme is the funding mechanism for partnership working to tackle a range of issues that include people and communities (social). Whilst recognising that there will be outcomes for people and communities it is not considered necessary to specifically reference these in the CAMP.</p>
<p>Enforcement Recommendations Paragraph 12.5.3</p>	Head of Greenspaces and Amenity	<p>In section 12.5.3, recommendation 6 refers to building links with local building preservation trusts and community groups but is not specific about these groups, which might be expected in such a document.</p>	<p>Noted. It is not intended that this is prescriptive as community groups and BPTS can be relatively fluid, often being formed and constituted to react to the plight of a specific building.</p>
<p>Implementation Actions Paragraph 12.5.4</p>	Head of Greenspaces and Amenity	<p>In 12.5.4 refers to an 'informal officer group' but is not specific. What is the role for Padiham Town Council and can it be a heritage champion?</p>	<p>Paragraph 12.5.4 summarises the Recommendations and Actions in 9.2 Funding and Resources. The text on 9.2.1 has been amended to provide clarity on the role and membership of the officer group and the heritage champion as follows:</p> <p>Managing the Conservation Area effectively will require experienced professional input from a range of fields to ensure a co-ordinated</p>

			<p>approach by the Council to respond to the issues raised in this management plan. It is recognised that a development team approach would help to ensure that such issues are widely understood within the authority. This group would include officers from key services from across the Council, including but not limited to Development Control; Regeneration and Planning Policy; Town Centre Management; Engineers (including Lancashire County Council Highways), Streetscene, Greenspace and Amenities and Housing. The group would meet regularly to discuss relevant issues and to create a better understanding conservation area management.</p> <p>To ensure the successful management of the conservation areas, it will also be necessary to ensure that Council officers involved in conservation area management have sufficient high level support to ensure decision-making has proper regard to historic environment considerations. It is proposed that a relevant Head of Service with the Council or an Executive member be identified as a 'heritage Champion'. The role of the Champion would be of particular relevance in strategic matters where the historic environment can often be inadvertently overlooked.</p>
9.5 Community Consultation and Engagement	Head of Greenspaces and Amenity	There doesn't seem to be any reference to work that has been done previously or currently to promote knowledge of heritage in Padiham including the Padiham Town Trail, various booklets, guided walks, etc.	<p>Agreed. The document has been amended to include the following actions:</p> <p><i>ACTION: To widen the awareness and understanding of the historic and architectural interest of the conservation area by building upon the success of previous local heritage focussed engagement projects and initiatives from local interest and community groups such as guided walks, local history workshops, exhibitions and publications.</i></p> <p><i>ACTION: To proactively support activities that will enable the broadest community to participate in and share their local and community heritage, especially those more recent stories within living memory.</i></p>
Management Issues Issue 9	Head of Greenspaces and Amenity	The CAMP states that "there is very little green space and where present it lacks maintenance and purpose" The plan on page 55 suggests otherwise with perhaps as much as 15% of	<p>Agreed. The text has been amended to reflect the response as follows:</p> <p><i>The conservation area contains relatively few areas of planned open</i></p>

		<p>the conservation area being open space and incorrectly identifies that it is all publically accessible.</p> <p>Maintenance of the publically owned POS is constrained by shortage of staff but we are developing work with volunteers and reference could be made to the opportunity to improve the maintenance of POS in this way.</p>	<p><i>space largely due to the density of development that has occurred. The most significant area of greenspace and semi-natural wildlife habitat is that which extends from Shuttleworth Street and Starkie Street to the River Calder. Other prominent areas of open/green space include the historic burial ground to the north of Saint Leonards Church and the entrance area to Memorial Park. However</i></p> <p>Where small areas of informal landscaping and green/open space are present, they offer significant opportunities to increase the amenity and wildlife value of the conservation area. However it is commonly found that these areas are generally lacking in maintenance and purpose, largely due to constrained resources, and in such instances their condition is limiting their potential.</p> <p>The plan in 12.3 has been corrected in accordance with the response and amended to reflect the distinction between publically owned open space and privately owned greenspace.</p>
<p>General Management Recommendations and Actions for Enhancement 6.4.4 Planting and Green Space</p>	<p>Head of Greenspaces and Amenity</p>	<p>Maintenance of the publically owned POS is constrained by shortage of staff but we are developing work with volunteers and reference could be made to the opportunity to improve the maintenance of POS in this way.</p>	<p>Agreed. The recommendation relating at 6.4.4 has been amended to reflect the response as follows: <i>Existing green spaces that are important to the character and appearance of the Conservation Area should be protected and enhanced. Enhancement proposals should include planting of native trees, shrubs and plant species which will make them welcoming to both people and wildlife. The Council should continue to develop proposals for building the capacity of local communities to collaborate in the maintenance and enhancement of the green/open spaces within the conservation area.</i></p>
	<p>Head of Greenspaces and Amenity</p>	<p>The open spaces include:</p> <ol style="list-style-type: none"> 1. The seating area on Station Road (Burnley B.C). This area has potential for improvement and we can develop proposals. 2. The Millennium Garden on Mill St created by Padiham Town Council (Burnley B.C), same recommendation as above. 3. The extensive ‘banks’ which are owned by the Huntroyd 	<p>Comments are noted. The plan at 12.3 has been amended to reflect the distinction between publically owned open space and privately owned greenspace and additional information has been added as follows:</p> <p>Station Road – The text has been amended to reflect the response as follows: <i>Near the junction of the Station Road and Burnley Road (fronting the public car park) there is an area of Council owned public realm and screen planting that is in search of a purpose,</i></p>

Estate through which there is a Public Right Of Way. There needs to be discussion with the Huntroyd estate regarding management of this area.

4. The entrance to Memorial Park, which includes the war memorial garden, air crash memorial garden, rose garden, visitor centre garden, Knight Hill House and the associated dementia garden and public toilets. The Park holds a Green Flag Award and is owned by Burnley B.C. Current proposals include improving the parking area at the entrance, improvements to the war memorial garden including provision of disabled access.

5. A closed burial ground on North St maintained by Burnley B.C

6. The greenspace around the toilets on Church Street, Burnley B.C. This area could be improved and the yellow salt bin moved.

7. A privately owned area of land on Havelock Street. There needs to be discussion with the owner about this site

8. The closed church yard on Church Lane owned by St Leonards Church and there needs to be discussion with the Church about landscape improvements, such as tree planting and opening up access.

which has the potential for improvement. could be better exploited. This area forms part of a continuous inter-connected green space surrounding the car park to the rear and extending north to Mill Street, including the Millenium Garden created by Padiham Town Council, which has the potential for enhancement to increase wildlife and amenity value.

Millenium Garden, Mill Street – This area is covered in the text above, as part of an interconnected greenspace with the seating area on Station Road.

The Banks of the River Calder – The plan in 12.3 has been amended to reflect the ownership of the green space. The text in paragraph 6.5.5.6 has been amended as follows: *This area includes the Conservation Area’s most extensive greenspace and most valuable semi-natural wildlife habitat, which extends from Shuttleworth Street and Starkie Street to the River Calder. The Council should work closely with the owner to ensure that the area is appropriately managed and that enhancement opportunities are taken as appropriate.*

Entrance to Memorial Park – The text in 6.5.9.4 has been amended to describe the distinctive elements within the park entrance, the status of the park and the current proposals as follows: *This charater area is bounded by a high traffic road and incorporates the entrance to the Memorial Park, the only public park in Padiham. The park, which presently holds a Green Flag Award, comprises two sites linked by a riverside walk both of which are outside the conservation area boundary. However the formal entrance to the park is included in the Conservation Area and is an attractive feature which makes a positive contribution to the quality of the townscape. The park entrance includes the war memorial garden, air crash memorial garden, rose garden, visitor centre garden, Knight Hill House and the associated dementia garden and public toilets. Memorial Park is an important area of green/open space and is well managed. Current proposals include improvements to the entrance parking area and to the war memorial garden.*

			<p>Enclosed Burial ground on North Street – The plan on 12.3 has been amended to reflect the nature of the site.</p> <p>Church Street - The text has been amended as follows: <i>This Council owned grassed area has a small amount of grass, is screened to the south with some mature trees and includes a brick public toilet building and a bus shelter. Presently this is a functional area that does not offer any public recreation however the closure of the public toilets provides the opportunity to enhance the space which is presently a functional area that offers limited public recreation or wildlife benefit.</i></p> <p>PRIORITY Seek to ensure that this area well lit, well-maintained and welcoming so as to avoid antisocial behaviour. <i>Opportunities should be taken to redesign the greenspace in a way that complements the areas historic context and enhances the amenity and wildlife value of the greenspace.</i></p> <p>Havelock Street – The plan on 12.3 has been amended to reflect the nature of the site.</p> <p>St Leonards closed churchyard – The green space behind Saint Leonards Church is an historic burial ground (closed in the 1850s) with restricted public access. The area should be treated with sensitivity and it is considered that a public open space on this site would not be appropriate. The plan at 12.3 has been amended to reflect the nature of the site.</p>
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What is important about the character and appearance of the Conservation Area?	Project Padiham	Footpaths and roads and pedestrian areas need to be kept natural as they would have been unlike Burnley centre using alien surfaces like Trafalgar Street which are out of character (and expensive). Tarmac is out of character and lets the area down.
What is important about the character and appearance of the Conservation Area?	Resident	Some greenery and open space are vital, I like the pattern of the stones and the Church is a lovely focal point.
Are there any other important issues threatening the character of the Conservation Area?	Project Padiham	Building condition, ie the Constitutional Club on Mill Street and two shop fronts on Burnley Road between the banks. let the area down. Narrow footpaths are original and should be left alone otherwise traffic flow would be horrendous.
Are there any other important issues threatening the character of the conservation area?	Resident	It is important that the town centre also meets the requirements of people who live here today so for example traffic and greenspaces are vital issues. The roundabout near Starkies and the Church is a death trap to pedestrians crossing from the bottom of Gawthorpe Street to the hairdressers.
Are there any other actions/proposals that you think should be undertaken to protect and/or enhance the area?	Project Padiham	The Town hall should definitely be included in the Conservation Area, pure Art Deco, for Padiham to keep and maintain its charm and uniqueness. Property developers and investors should be given guidelines and advice on what is expected in conservation areas and enforce.
What do you see as the main priority for	Project Padiham	The tidying up of empty shops, finding the owners and making them bring the properties up to standard and explain the rules of having properties in the conservation area, as on Mill Street.

Padiham Conservation Area?		
What do you see as the main priority for Padiham Conservation Area?	Resident	Traffic Management and better access everywhere for pedestrians. Do not see Gawthorpe Street as a priority.
Further comments?	Project Padiham	Members and Officers should take turns to walk round the conservation area, not just look at photographs. Project Padiham has been involved with planning applications in the Conservation Area for 30 years, local knowledge being very important. The group was originally consulted over the areas and we are pleased to be part of the consultation process.
Further comments?	Resident	Starkies is a focal point as you are coming into Padiham – would like to see seats at the front put at the back and people encouraged to sit round the back rather than all congregating around the front. A garden around the back would also look nice as you go down Burnley Road would lead into the public open space area. Need to enable pedestrians to more easily get across the road from Barclays bank to shop on the other side.

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Pennine Lancashire Growth and Prosperity Plan [Title]
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REPORT TO THE EXECUTIVE



DATE	06/06/2017
PORTFOLIO	Regeneration and Economic Development
REPORT AUTHOR	Kate Ingram
TEL NO	01282 477271
EMAIL	kingram@burnley.gov.uk

PURPOSE

1. The purpose of the report is to seek the Executive’s endorsement of the Pennine Lancashire Growth and Prosperity Plan to replace the existing Burnley Economic Development Plan 2007 to 2017.

RECOMMENDATION

2. It is recommended that the Executive endorse the Pennine Lancashire Growth and Prosperity Plan to replace the existing Burnley Economic Development Plan 2007 to 2017 (Appendix 1).

REASONS FOR RECOMMENDATION

3. The Council’s current Economic Strategy is now ten years old and due for replacement. As the borough is part of a wider Functioning Economic Area stretching across Pennine Lancashire it make’s sense to have a joint strategy with neighbouring authorities, providing a stronger influence on key economic matters that affect the whole area.

SUMMARY OF KEY POINTS

4. The Pennine Lancashire Growth and Prosperity Plan (PLGPP) has been produced by the Pennine Lancashire Leaders and Chief Executives and covers the five local authority areas of Blackburn with Darwen, Burnley, Hyndburn, Pendle and Rossendale and includes Lancashire County Council. The Chief Executives of East Lancashire Chamber of Commerce and the East Lancashire Clinical Commissioning Group (CCG) have also contributed.
5. The PLGPP sets out our ambition to accelerate economic growth and housing development in Pennine Lancashire, closing the productivity gap and ensuring that Pennine Lancashire builds on its position as a major contributor to the Lancashire Economy and the Northern Powerhouse.
6. The plan will lead to a significant improvement in Pennine Lancashire’s productivity

supported by significant growth in the working age population, with the accelerated delivery of 28,000 new homes and 14,000 jobs ensuring that Pennine Lancashire retains its position as a major contributor to the Lancashire Economy.

7. The PLGPP sets out the following as a strategic aim:
“To sustain growth and productivity above national rates significantly reducing the productivity gap between output in the Pennine Lancashire economy and the national average ensuring that we continue to make a net positive contribution to the Lancashire economy located at the centre of the Northern Powerhouse”.
8. The strategic aim is supported by four strategic objectives:
 - i) Population, Labour Supply and Housing Growth
 - ii) Productivity, Employment Growth and Innovation
 - iii) Education, Skills and Workforce Participation
 - iv) Connectivity and Infrastructure

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

9. There are no immediate financial implications.

POLICY IMPLICATIONS

10. The plan supports the Council’s Strategic Priorities on Prosperity and Place.

DETAILS OF CONSULTATION

11. NA

BACKGROUND PAPERS

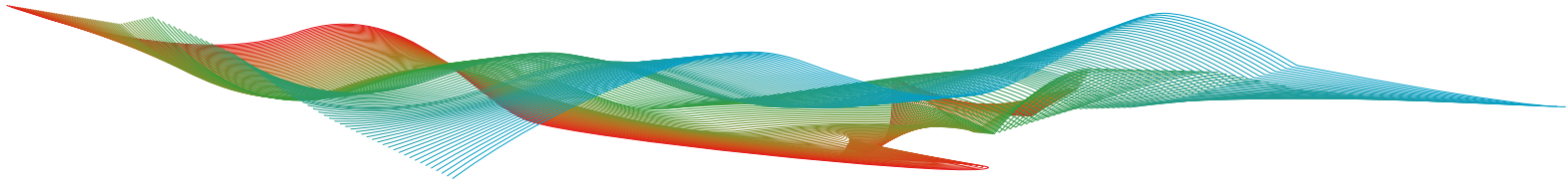
12. None.

FURTHER INFORMATION

PLEASE CONTACT: Kate Ingram

ALSO:

Pennine Lancashire



Growth and Prosperity Plan 2016-2032

INTRODUCTION

This Pennine Lancashire Growth and Prosperity Plan has been produced by Pennine Lancashire Leaders and Chief Executives and covers the five local authority areas of Blackburn with Darwen (BwD), Burnley, Hyndburn, Pendle and Rossendale, and includes Lancashire County Council. The Chief Executives of East Lancashire Chamber of Commerce and the East Lancashire Clinical Commissioning Group (CCG) are also members of the Pennine Lancashire Leaders and Chief Executive Groups.

It is recognised that the adjoining district of Ribble Valley also forms part of the functioning economic market area. However, for the purpose of this plan, the evidence base and targets relate to the local authority areas listed above.

The Growth and Prosperity Plan sets our ambition to accelerate economic growth and housing development in Pennine Lancashire, closing the productivity gap and ensuring that Pennine Lancashire builds on its position as a major contributor to the Lancashire Economy and the Northern Powerhouse.

The plan is intended to inform and support the delivery of the Lancashire Strategic Economic Plan, the Lancashire Plan, the Northern Powerhouse and a Lancashire wide devolution deal. It is anticipated that this plan will form one of the key building blocks for the Lancashire Combined Authority's Devolution

Deal and benefit from the investment that will flow from that agreement with Central Government to drive an improved net contribution to the Lancashire and National economies

This plan will lead to a significant improvement in Pennine Lancashire's productivity supported by significant growth in the working age population, with the accelerated delivery of 28,000 new homes and 14,000 jobs, ensuring that Pennine Lancashire retains its position as a major contributor to the Lancashire Economy.

Our strategy is ambitious and deliverable. Pennine Lancashire already has a strong track record in delivering economic growth and housing development. The area has shown a strong recovery from the recession posting positive employment growth of 5.4% between 2009 and 2014.



OUR OFFER

by 2032 Pennine Lancashire will have...

...a prosperous and productive economy driven by innovative businesses located at the heart of the Northern Powerhouse.

...successfully diversified its economy with employment growth in high value sectors including digital, health and energy businesses and built on its strengths in advanced manufacturing and engineering

...succeeded in closing its productivity gap making a full and net positive contribution to the Lancashire economy.

...become a place that people aspire to live in attracting all ages and family types with diverse and high quality housing, an attractive lifestyle, cultural and leisure offer, complemented by first class education

...offered businesses starting up or relocating into the area a portfolio of first class employment sites and accommodation served directly by the M65 and M66 corridors, ideally positioned to take full advantage of new and improved connectivity to markets in the core cities of Leeds, Sheffield, Manchester and Liverpool.

...seen sustainable and inclusive growth in its economy with higher levels of workforce participation, improvements in health and a significantly reduced welfare costs.

OUR OFFER, WE WILL DELIVER:



28,000 new homes, 14,000 above base (from Local Plans)



1.28m m² of commercial floor space, 321 ha of employment land

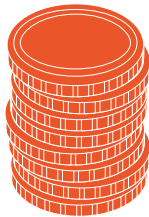


14,000 new jobs

11,000 above baseline (EKOSGEN)

£40 million

additional Council tax pa by 2032



£500 million additional GVA pa (EKOSGEN)



£27 million

fiscal benefits pa due to more people in work

AIMS AND OBJECTIVES:

Strategic Aim: To sustain growth in productivity above national rates significantly reducing the productivity gap between output in the Pennine Lancashire economy and the national average ensuring that we continue to make a net positive contribution to the Lancashire economy located at the Centre of the Northern Powerhouse.

The Vision and Strategic Aim will be achieved through four strategic objectives:



1

Population, Labour Supply and Housing Growth

To attract, grow and retain a skilled working age population resident in Pennine Lancashire facilitated by a major house building programme to significantly improve the quantity, quality and range of the housing offer in Pennine Lancashire, complimented by place making projects

2

Productivity, Employment Growth and Innovation

To significantly improve the productivity of the existing Pennine Lancashire business base, particularly in advanced manufacturing, with higher levels of private sector led R&D and to attract and grow businesses in higher value sectors particularly digital, professional and financial services and logistics

3

Education, Skills and Workforce Participation

To improve educational attainment from early years to higher education and to remove barriers to workforce participation ensuring that Pennine Lancashire residents have the best opportunities to secure higher skilled jobs, improve their quality of life, health and prosperity as well as ensuring that the area remains a competitive business location.

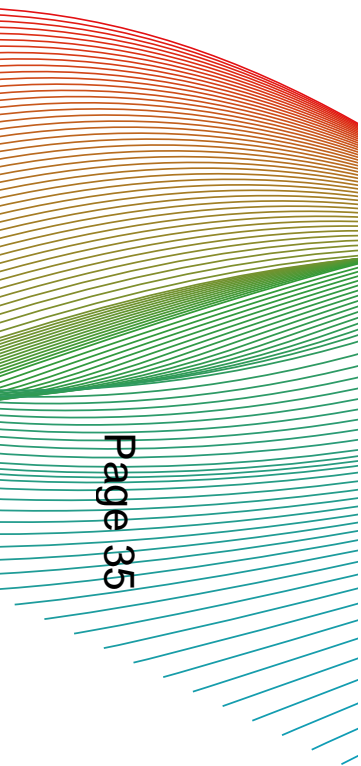
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Connectivity and Infrastructure

To maximise and promote Pennine Lancashire's competitive advantage as a business location situated at the centre of the Northern Powerhouse, through a major infrastructure investment programme ensuring that Pennine Lancashire is well connected, and resilient to climate change

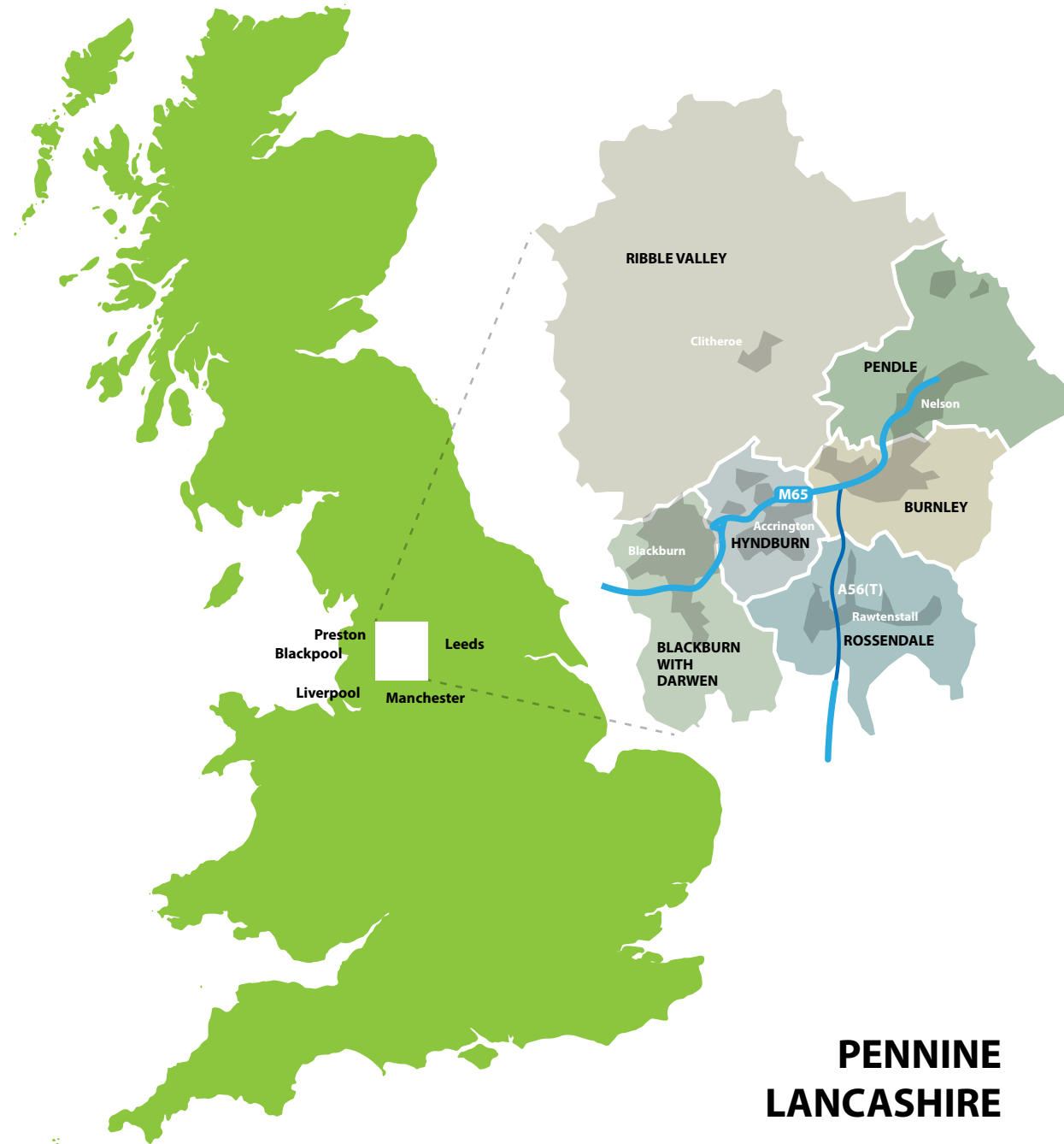
PENNINE LANCASHIRE TODAY

Pennine Lancashire is located directly North of Greater Manchester and East of Preston and Central Lancashire. The M65 corridor runs directly through the area West to East from Blackburn to Colne, providing an important economic link between the settlements and their respective economies. This M65 Corridor forms a significant part of the Arc of Prosperity as defined in the Lancashire LEP's Strategic Economic Plan. The A56(T)/M66 runs North to South connecting Pennine Lancashire to Greater Manchester. Three international airports, at Liverpool, Manchester and Leeds Bradford are all within an hour of Pennine Lancashire, and extensive marine connections are also within an hour's travel at Liverpool Super Port and Heysham.



Pennine Lancashire has no central city or town, but has a polycentric geography comprising of settlements of varying sizes, with important and contributory roles to play. The two main towns are Blackburn in the West and Burnley in the East acting as transport hubs, providing higher order shopping and services including higher education, hospitals and courts. Immediately North lies the attractive rural borough of Ribble Valley. With its open countryside and vibrant market towns it has become a sought after residential location and there are strong housing market and travel to work links between the Ribble Valley and the Pennine Lancashire towns.

Pennine Lancashire is fortunate to possess a highly attractive natural environment, bounded to the North by the boding Pendle Hill and the Forest of Bowland AONB and to the South by the South and West Pennine Moors. The towns benefit from good quality open spaces including a significant legacy of formal Victorian parks, and a network of waterways, canals and green corridors. The recreational and tourism potential of Pennine Lancashire's landscape setting remains largely untapped and a resource that can be used to attract investment. The moors and river valley systems provide vital watershed and air quality management to major towns and cities to the South, and the area offers significant renewable potential from wind and hydro.

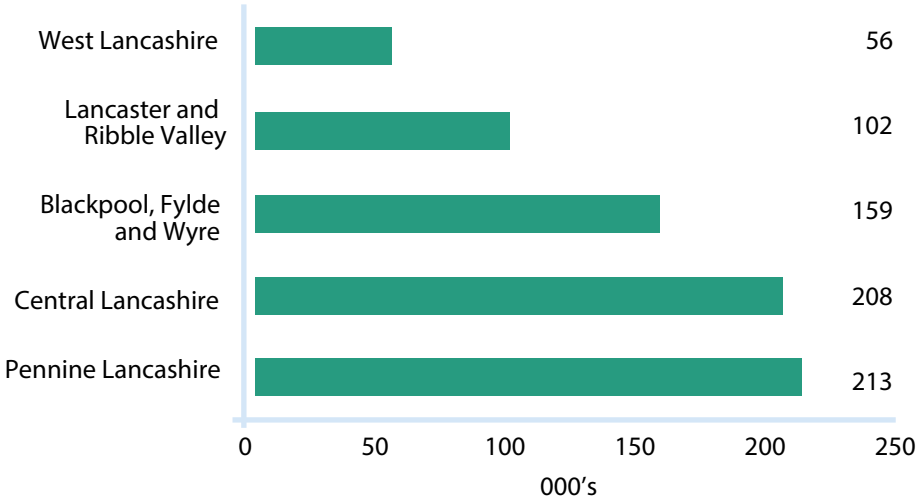


PENNINE LANCASHIRE

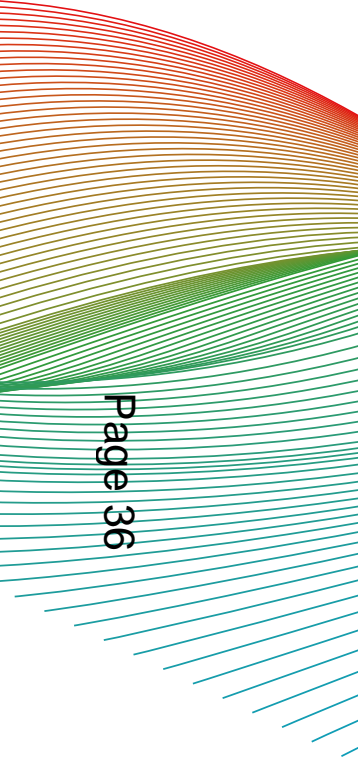
Pennine Lancashire is home to almost half a million people, a third of Lancashire's population. It represents a significant functioning economic area with 213,000 employee jobs, providing 29% of Lancashire's employment and contributing £7bn per annum in GVA making it the largest sub-area in the County.

Employment in Lancashire by Sub Geography 2015

Source: Oxford Economics



The area retains a significant and growing advanced manufacturing/ engineering sector accounting for 20% of all employment.

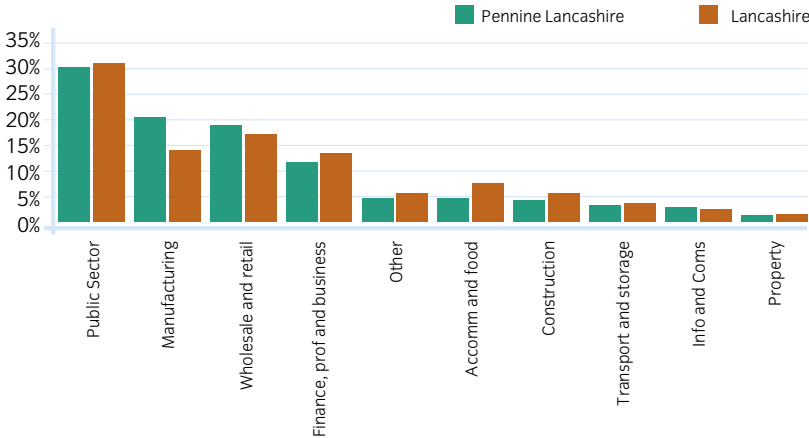


Pennine Lancashire is renowned for making goods and exporting products across the world. The importance of Advanced Manufacturing/ Engineering to the health of the local economy should not be underestimated as it is not dependent on local expenditure and as such generates wealth and prosperity to support growth in other parts of the economy.

Pennine Lancashire accounts for 28% of Lancashire’s business base with 17,070 businesses, 97% of those businesses are small, employing less than 50 people. At the opposite end of the spectrum the area is home to a number of large businesses with a national and international profile including Rolls Royce Engines, Graham and Brown, Crown Paints, Safran Nacelles, Silent Night, Boohoo, Exertis, Protec, Endsleigh Insurance, ZF TRW, WEC, Promethean, Precision Polymer Engineering, Euravia, Lucite

Sectoral Employment 2014

Source: Business Register and Employment Survey

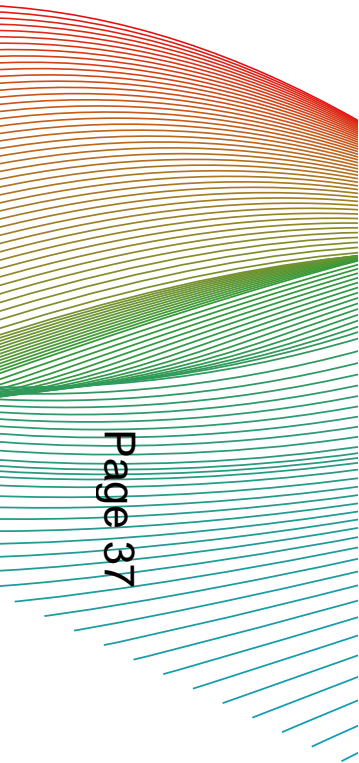


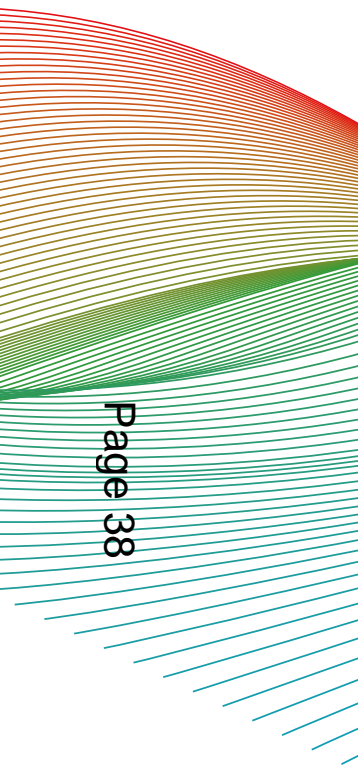
International, Senior Aerospace Weston and Kaman UK.

Pennine Lancashire demonstrated a strong recovery from the recession with a 5.4% increase in employment between 2009 and 2014 outperforming the rest of Lancashire at 0.6% and the GB average of 4.9%. During this period the manufacturing sector showed modest growth, bucking predictions and national trends of job losses. There was also growth in key sectors including Transport and Storage, Information and Communication, Professional Scientific and Technical; and Business Administration and Support Services demonstrating that the Pennine Lancashire economy is becoming more diverse. A significant reduction in higher value Finance and Insurance sector employment reflects the consequences of the 2007/08 financial crisis.

Pennine Lancashire has some strong assets and opportunities that this strategy seeks to exploit:

- Its juxtaposition between Greater Manchester, Central Lancashire and the Leeds City Region provide enormous potential. There are strong links to neighbouring Central Lancashire and Greater Manchester with some 44,000 residents commuting to work outside the area including Greater Manchester (14,000) and Central Lancashire (7,800).
- A significant business and employment base with concentration of Advanced Engineering and Manufacturing (AEM) businesses and a large and diverse number of small and medium sized enterprises
- Strong post-recession employment growth across a range of sectors
- A good supply of development land to accommodate new housing and economic growth
- High quality environment mixed with good value for money for home buyers, developers, and business investors
- Pro-active local authorities with a track record of delivery and ambitious plans for the future
- Effective Business Leadership with the East Lancashire Chamber of Commerce, Burnley Bondholders and Blackburn with Darwen Hive actively promoting the area as a business location and ensuring that business has a strong and collective voice

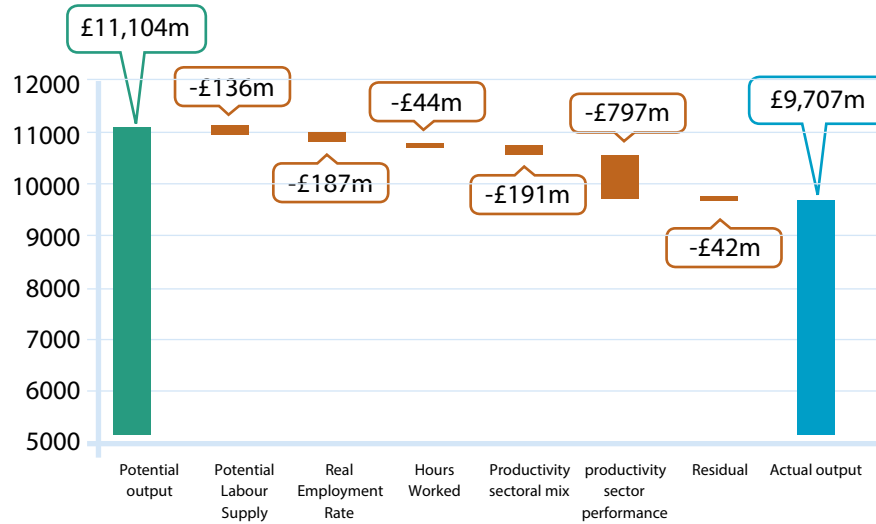




Despite strong recent employment growth across all sectors, productivity remains a challenge. Pennine Lancashire, along with most of the sub regions that constitute the Northern Powerhouse, operates below its economic potential. GVA per head of working age resident in Pennine Lancashire is £28,500 compared to £30,000 in Lancashire and the national figure of £39,000, suggesting scope for improvement across Lancashire.

The graph below illustrates the scale of the output gap that is the difference between GVA outputs in Pennine Lancashire compared to the potential GVA if the area performed at national standards. The total is broken down to show the main contributory factors that make up that productivity gap.

Components of the Pennine Lancashire Prosperity Gap



Source: Ekosgen, Pennine Lancashire Economy, December 2015

The four main components of this productivity gap include:

- Sector Productivity which accounts for 57% of the gap. Key contributors to sector productivity include the skill base of the workforce, the occupational distribution of the workforce, business competitiveness and relatively low levels of capital investment per employee.
- The Sector Mix, that is too few jobs in high value added service sectors, accounts for £191m or 14% of the productivity gap.
- The Employment rate, that is a lower proportion of working age residents in employment, accounts for £187m or 13% of the gap.
- The potential labour supply; that is the proportion of working age residents, accounts for £136m or 10% of the productivity gap.



Population, Labour Supply and Housing Growth

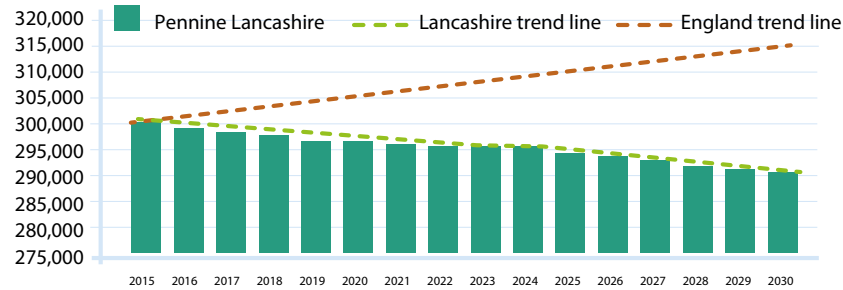
Pennine Lancashire offers a pleasant, diverse range of residential settings across the full socio-economic spectrum and housing is relatively affordable. However, all Pennine Lancashire local authorities, with the exception of Rossendale, have experienced net outward migration and the supply of suitable housing is one factor contributing to this pattern, together with poor connectivity to major employment centres and underperforming schools. Reversing this trend and growing the working age population by attracting and retaining skilled workers is fundamental to closing the productivity gap and delivering future economic growth. There is a requirement to accelerate the provision of new, better quality housing including more aspirational executive homes and larger family homes in addition to addressing the disproportionate number of low value, poor quality homes and in some places pockets of vacant properties.

Based on a “policy off” approach (Sub National Population Projections), Pennine Lancashire’s population is projected to grow by just 2% (approximately 10,000 people) over the period 2015 to 2030 compared to a national growth rate of 11%. The “policy off” forecasts also show that the working age population is forecast to decline by 10,000 which will have serious implications for economic growth.

STRATEGIC OBJECTIVE 1

Working Age Population Projections 2015-2030

Source: Sub-national population projections



Pennine Lancashire local authorities are taking a positive “policy on” approach to stimulate population growth over the period of this strategy. Based on figures included in already adopted local plans and emerging local plans the five local authorities are planning to deliver 28,000 new homes across Pennine Lancashire over the period to 2032 supporting a population increase of 62,000 bringing the area’s population growth profile back into line with national trends. This level of growth is far in excess of previous delivery and approximately 14,000 units above baseline CLG Household growth requirement. The increase in the working age population will have a positive impact on business, ensuring a supply of skilled labour, increased expenditure in the local economy supporting a growing service sector as well as generating additional tax receipts.

Housing is not just a quantitative issue and the local authorities have identified a number of key housing development opportunities through adopted or emerging local plans and existing planning permissions. These sites, whose scale, location in key transport corridors along the M65 and A56 corridors or with good rail links and potential market appeal, mark a significant step change in the local housing market in terms of both quality, type and quantity of housing provision. Development of these key sites will be complemented by a wider suite of sites in both suburban, rural and inner urban locations including a significant number of brownfield sites with challenging viability issues that could be unlocked with funding.

Strategic Housing Sites

Blackburn with Darwen

- Gibb Lane, 590
- North Blackburn, 450
- East Darwen, 350
- Roe Lee, 220
- SE Blackburn, 290
- Heys Lane, 450
- SAPPI, 450
- Holden Fold, 315

Hyndburn

- Lyndon, 200
- Clayton, 200
- Huncoat, 800

Pendle

- Trough Laithe, 500
- Further Clough, 200
- Knotts Lane, 200
- Halifax Road, 200

Burnley

- Blythes, 202
- Baxi, 200
- Hollins Cross, 245
- Rossendale Road, 210
- Habergham, 300

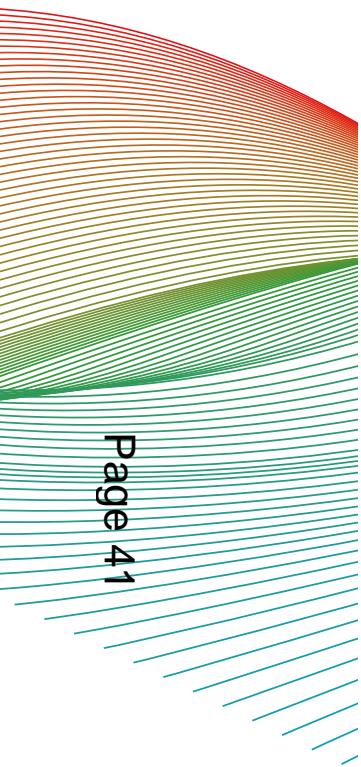
Rossendale

- Cloughfold, 150
- Whitworth, 130
- Moss Farm, 135
- Grane Village, 150



As well as houses we also need to deliver “places” where people want to live with great cultural and leisure assets. Pennine Lancashire already has some fantastic “place” assets including dramatic countryside and a rich built environment reflecting the areas heritage, which results in a diverse range of towns and villages, each offering a unique and individual proposition. There has already been investment in Town Centres, most notably the re-development of the Mall and the Cathedral Quarter in Blackburn’s town centre. At a smaller scale there is significant on-going investment in Burnley and Accrington Town Centres. In Burnley and Pendle, the redevelopment of the Weavers Triangle and Brierfield Mills (Northlight) by Barnfield Developments and Pearl is creating attractive, alternative destinations for living, leisure and business, along the Leeds-Liverpool Canal. The countryside provides opportunities to develop outdoor leisure and tourism activities.

The Leeds-Liverpool canal which runs along the spine of Pennine Lancashire is a significant but under-utilised asset that has not benefitted from the same levels of investment as other waterways. The canal is identified as the ‘signature project’ in the Pennine Lancashire Heritage Investment Plan. Improving the canal will also add value to many adjacent housing, employment, and leisure sites either in development or earmarked for future development.



KEY ACTIONS

- Pennine Lancashire Local Authorities will take a pro-active approach to planning, ensuring that it has up to date local plans and a responsive approach to development management giving developers confidence to invest in the area
- Pennine Lancashire Local Authorities will work with the HCA and with Marketing Lancashire to develop and promote the areas proposition to house builders
- Utilise the respective public sector assets in partnership with the private sector to bring forward new housing
- Secure HCA Housing Zone Status and support to accelerate the delivery of 5 strategic brownfield housing schemes delivering 1895 houses working closely with the HCA and ATLAS where appropriate
- Secure funding to progress key infrastructure required for strategic housing sites, for example the Fishmoor Link Road in Blackburn
- Work with the HCA, LEP and Combined Authority to establish an investment fund to accelerate the assembly and re-development of brownfield sites delivering 1,000 new houses in the next five years
- Seek to capture value from higher value developments to support inner urban renewal in the longer term. This will require some flexibility on the application of starter homes and affordable homes policy
- Work with HCA to identify brownfield sites to kick-start the delivery of a Pennine Lancashire Starter Homes programme
- Commission a joint review of local plans and local plan evidence base with a view to replacing separate plans with a single Local Plan in the future.
- Work with the private sector to deliver key place making, leisure and culture based projects in town centres and canal side locations including Brierfield Mills and Weavers Triangle
- Work with the Canals and River Trust and Newground to secure funding for canal infrastructure improvement projects.





STRATEGIC OBJECTIVE 2

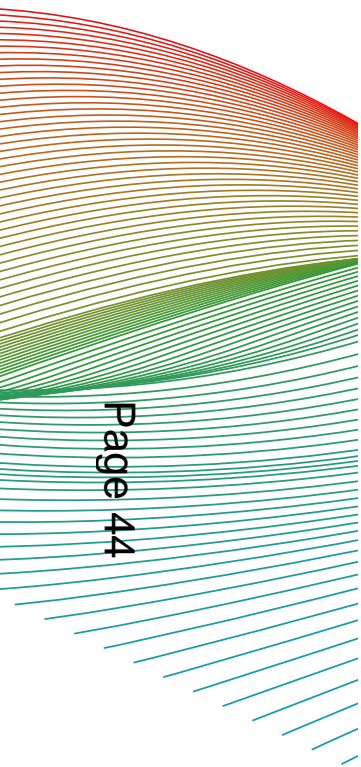
Business Productivity, Employment Growth and Innovation

It is clear from the analysis of the productivity gap that there is a need to drive growth and productivity within the existing business base, but also to widen the sectoral mix particularly attracting higher growth, higher value added services. It is recognised that businesses are best placed to lead the identification of new opportunities for growth in a global economy. England's Smart Specialisation Strategy identifies Lancashire's sector specialisms as Nuclear and Aerospace. Furthermore it identified the following "great technologies" as being key enablers to delivering transformational improvements in productivity and performance: Big Data, Advanced Material/Nano Technology and Robotics.

Pennine Lancashire has a strong Advanced Engineering and Manufacturing (AEM) sector with specialisms in areas of aerospace, automotive and energy. The adoption of new technologies and new processes will drive productivity in this sector. Businesses, particularly SMEs need to make use of resources at its disposal, through national and local initiatives aimed at increasing productivity in the AEM sector. Access to capital is a key issue for businesses looking to invest in new processes and products, with a long term return. In addition, evidence shows that Leadership development and support in the adaptation of known practices also drive growth in the SME sector.

Fostering innovation in businesses will play a vital role in increasing prosperity in the area. Pennine Lancashire doesn't have the major research institutions that many other areas of a similar size would take for granted, however, it does have a strong business base that invests in R&D activities and access to research institutions in the North West including UCLAN's new Engineering Innovation Centre in Preston, a proposed Advanced Manufacturing Centre at Salmesbury and Manchester's Graphene Centre, the area is well placed

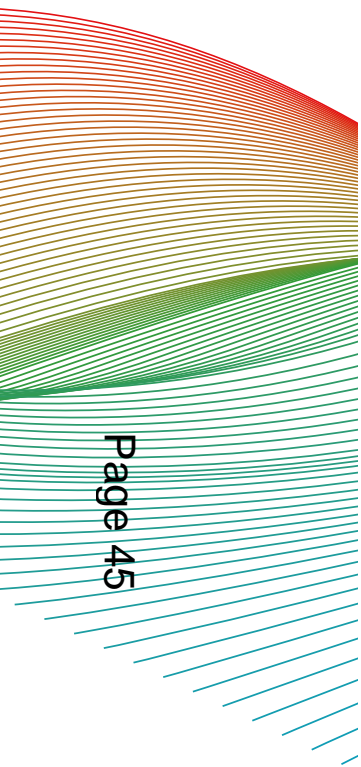
Lancashire's successful bid with the Sheffield City Region to conduct an Aerospace Science and Innovation Audit (SIA) provides a cross-Pennine AEM corridor. This presents a good opportunity for Pennine Lancashire businesses, with research and industrial excellence, capable of a global impact that could comprise an innovation corridor of national importance. The SIA can also act as the catalyst for the development of a wider Lancashire Innovation Strategy to ensure that sufficient support and infrastructure is in place for businesses of all sectors to maximise opportunities from local and national research institutions, as well as supporting the commercialisation of ideas from our Lancashire universities.

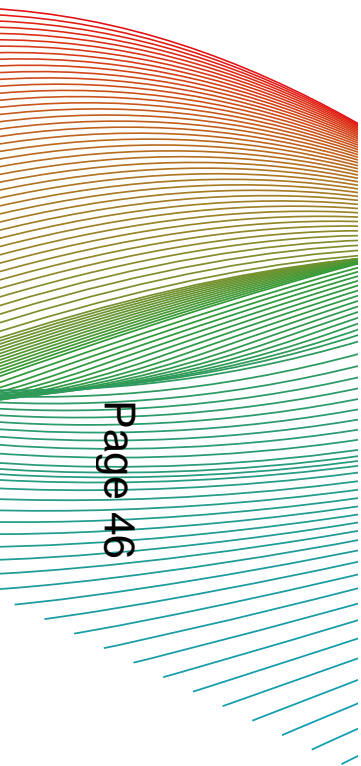


R&D CASE STUDY

Emerson & Renwick is a highly innovative advanced engineering business designing and manufacturing machinery to produce intricate parts. The company is a leading manufacturer of production machinery exporting worldwide with a reputation for innovation, engineering excellence, simplicity of design and inbuilt reliability. In order to be more competitive the business has recently invested £0.5m, with support from Growth Lancashire's Accelerating Business Growth Programme, in a new R&D Technology Centre. Emerson and Renwick's Technology Centre was completed mid-2015 and now provides clients with the production environment to understand how their products and processes perform under manufacturing conditions, while demonstrating the Company's latest product developments within; Automotive, Wallcovering and Coating Divisions. The Technology Centre incorporates coating, laminating, drying and winding technologies, automotive tooling, fin forming and tube milling machinery.

The investment is helping to secure the Company's future growth and a number of highly skilled new jobs have been created within the business.





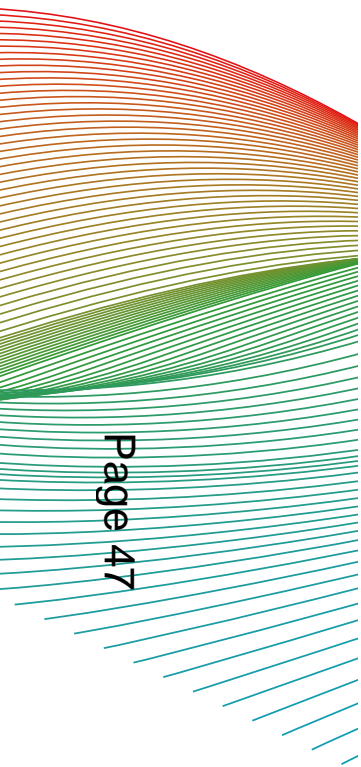
In terms of the sectoral mix there has been a healthy level of growth in a range of sectors over recent years. The digital sector is recognised as a core capability of the Northern Powerhouse and as a key enabler for productivity gains in other sectors. Whilst the sector is still relatively small in Pennine Lancashire, evidence suggests that it is growing and the prospects for growth are good. As well as delivering high value jobs and GVA in its own right, the digital sector will drive innovation and productivity gains across all sectors, particularly in manufacturing.

To remain competitive, Pennine Lancashire must focus on attracting and growing digital businesses that will develop and produce new products and technologies to enable productivity gains in other sectors, particularly manufacturing and health. SME's that embrace digital technologies are proven to grow at a much faster rate than those who don't. Growth of the Digital Technology sector will be dependent on developing and attracting a suitable pool of highly skilled workers.

Growth in the AEM and Digital Sectors will drive growth in the service sector, particularly higher value professional and financial services.

Establishing new businesses will also help to close the GVA gap, creating new jobs and rebalancing the sector mix. It is important that Pennine Lancashire residents and nascent businesses access a full range of support on offer through the Lancashire Growth Hub – Boost Business Lancashire. The Lancashire Business Simplification review will identify gaps in provision and inform future programme development that should be the basis for devolving remaining national business support packages and grant regimes.

International Trade is hugely relevant to Pennine Lancashire and besides being long-established offers considerable significant opportunities in both growing markets and improving productivity. Evidence shows that businesses engaged in international trade have higher employment growth with the highest impact being amongst SME's. The relationship between internationalisation and innovation is also strong; 26% of internationally active SMEs introduced products or services that were new for their sector in their country, for other SMEs this is only 8%. These internationally active SMEs are also more active with process innovations that are new for their sector in their country (11% vs 3% for the SMEs without international activities) (SME's Eurobarometer 2015).



Identified barriers to SME's engaging in international trade include the lack of specialised staff to deal with exports, complex administrative procedures and identifying business partners abroad. The national challenge is to double exports to £1 trillion by 2020 and there is huge potential for Pennine Lancashire businesses to participate. The East Lancashire Chamber of Commerce has a strong track record working with UKTI to assist businesses to enter into international trade.

Through their role as place makers, the respective local authorities will aim to create an environment that supports businesses with local authorities taking a pro-active approach in carrying out their regulatory functions. A key role for local authorities is planning for employment growth and Pennine Lancashire authorities have identified a range of employment sites to accommodate future employment growth. This includes a number of large strategic sites of significant size along the M65 corridor. These sites will accommodate large floor plates for growth in key sectors including advanced manufacturing/engineering and transport and logistics.

In response to the need to accommodate higher value services a number of Town Centre and Gateway sites have been identified for high quality office and B1 uses incorporated into wider mixed use developments as well as two sites linked to Pennine Lancashire's higher education institutions in Blackburn and Burnley. Recent exemplar sites include Blackburn Cathedral Quarter where 2800m² of new office accommodation has already been completed with a further 4500m² phase planned. In Burnley and Pendle, key sites include Vision Park adjacent to the University Campus, Place De Vitry in Burnley Town Centre and Brierfield Mills (Northlight).

In terms of commercial development, whilst demand and rental values are improving, marginal land values continue to undermine the commercial viability of investments particularly in site infrastructure and remediation. Relatively low demand and low rental values for office accommodation throughout Pennine Lancashire means that schemes are difficult to bring forward without public sector intervention. This is somewhat of a vicious circle and there is a need to provide quality accommodation to attract footloose occupiers and to accommodate growing indigenous businesses in high growth service sectors.

Pennine Lancashire Employment Sites

Knowledge Based Investment in Town Centres

- Blackburn Knowledge Zone
- Burnley Knowledge Quarter/Vision Park

Strategic Business Parks

- Whitebirk, Hyndburn
- Burnley Bridge
- N65 West
- Shuttleworth Mead South
- Huncoat
- Lomeshaye II
- Junction 7 business park
- Furthergate, Blackburn
- J13 Business Parks

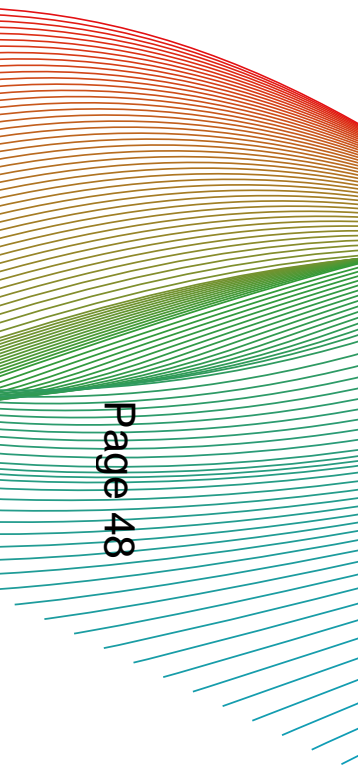
Major Town Centre/Gateway Employment Sites

- Cathedral Quarter, Blackburn
- Weavers Triangle, Burnley
- Brierfield Mills (Northlight), Pendle
- Pennine Gateway, Blackburn
- Peel Riverside Park
- Rawtenstall Town Centre
- New Hall Hey, Rossendale
- Place De Vitry, Burnley
- West Craven Business Park



KEY ACTIONS

- We will establish a private sector led “productivity commission” to further our understanding of the Sectoral Productivity Gap, starting with manufacturing, to identify where interventions can be most effective.
- Ensure that Pennine Lancashire businesses have access to a range of business support including leadership development and access to Knowledge Transfer activities locally and nationally through Lancashire’s Business Growth Hub, Boost.
- Engage with Tech North, Digital Lancashire and the education sector to raise the profile of Pennine Lancashire’s Digital Tech sector, to ensure that businesses benefit from national support programmes and have access to a pool of talent.
- Seek support for Enhanced Capital Allowances and other financial incentives to enable businesses to make capital investments or invest in workforce development to drive productivity
- Secure funding to progress key infrastructure to unlock employment sites, for example the Huncoat Link Road, to bring forward 60 acres of employment land
- Work with the LEP and Combined Authority to access to development funding to accelerate the development of strategic employment sites
- Linking to the Lancashire Science and Innovation Audit and planned developments at the Advanced Manufacturing Centre at Salmesbury, the Engineering Innovation Centre at UCLAN Preston, FabLab Blackburn, and Lancashire’s Institute of Cyber Security and develop the UCLAN campus at Burnley to become a Pennine Lancashire focal point for R&D and knowledge transfer activity.

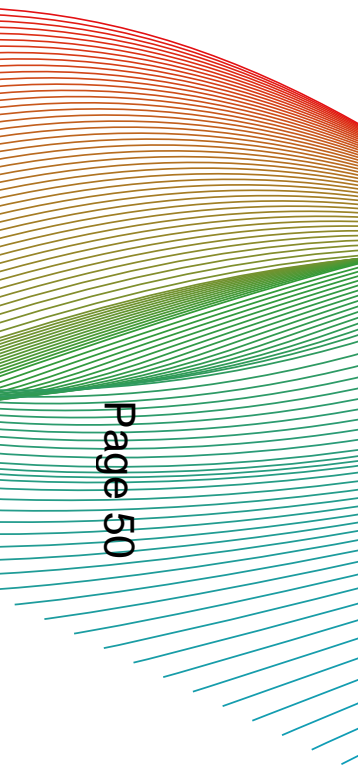




STRATEGIC OBJECTIVE 3

Education, Skills and Workforce Participation

Improving educational attainment, raising skill levels and increasing workforce participation will be vital if the area is to see an upturn in economic output and close the productivity gap. Indicative of the high concentrations of Advanced Manufacturing, Pennine Lancashire has more trade apprenticeships in the economically active population and nearly 40% of Lancashire's apprenticeships come from Pennine Lancashire.



Changing the sector mix, improving the productivity of existing sectors and attracting higher value jobs will require a more highly skilled qualified workforce. Currently, 25.5% of the working age population have level 4 and above qualifications compared to 28.3% across Lancashire. There has been a major drive across Pennine Lancashire to increase higher level skills, most notably with the opening of a UCLAN facility in Burnley in 2009 and an HE Centre at Blackburn College affiliated to the University of Lancaster in 2010. These institutions currently support approximately 4,500 HE students.

Pennine Lancashire has below average rates of workforce participation accounting for 13% of the productivity gap. There is a strong link between qualifications and workforce participation, and too many people have qualifications below Level 2. Levels 2 and 3 qualifications provide a route to more secure employment options for individuals and create more wealth in the economy. Additionally, a large number of working age residents do not participate in the workforce due to ill health. Health inequalities are a significant and persistent issue across Pennine Lancashire. Raising the levels of workforce participation across Pennine Lancashire is a key driver to increasing productivity and wealth in the area. Almost 15,000 Pennine Lancashire residents have participated in the Work Programme since it began. This is nearly 40% of the total number



participating in the programme from Lancashire, but the outcomes as a percentage of attachments for Pennine Lancashire are lower than the county and national averages, with only 1 in 5 securing a job outcome. Without addressing these health inequalities many communities in Pennine Lancashire will continue to be trapped in a cycle of unemployment and poor health with serious consequences for individuals, communities and public services. We will conduct a 'lessons learned' investigation with DWP, Work Programme providers and the CCG to determine how to improve outcomes in future work focused programmes.

Pennine Lancashire's skills challenge needs to start with pre-school and school age interventions. Addressing low educational attainment in some of Pennine Lancashire's schools, over the longer term, will be vital if the area is to prosper and to be attractive to residents – educational attainment and good schools drive the locational choices of businesses and individuals. Evidence points to the following reasons for low attainment – late English Language development, attitudes to learning, aspirations, weak relationships between schools and parents, mental health issues and personal and community resilience. These issues are not unique to Pennine Lancashire and we are currently exploring the underlying causal factors for the large variation in educational attainment within Pennine Lancashire and lack of progress compared to other areas with similar circumstances. Taking account for the reasons set out above this education challenge will require the commitment of a wide range of partners outside of the education sector, including businesses.



CASE STUDY

BURNLEY BONDHOLDERS AND PRIMARY ENGINEER

A central challenge in building Burnley's future prosperity is improving educational attainment, to support the growth of world class businesses in the town. That is why Burnley Bondholders – a network of local business leaders – and Burnley Council has entered into a three year partnership with Primary and Secondary Engineer, a not for profit organisation, headed up by founder and CEO Susan Scurlock. It delivers unique teacher training and pupil engagement programmes in both primary and secondary schools, with the aim of encouraging young people to consider careers in engineering and related fields. The cross-curricular programmes cover applied maths, science and technology.

Mark Crabtree O.B.E, Managing Director of AMS Neve, which develops and manufactures some of the world's leading sound engineering consoles, explains his involvement: "Burnley is growing its reputation as a centre for advanced manufacturing, digital and engineering excellence so it's essential that our local high-skilled industries have the talent they need. Inspiring our young people is a big part of that, which is why I supported the Primary and Secondary Engineer programmes. It gives pupils the chance to develop vital skills in STEM subjects through the practical and rewarding process of designing and making fully working models. The training given

to the teachers as part of the programme gives them increased confidence and makes the gains sustainable. It is great fun, but it is also real-life application of maths, and develops skills in analysis, teamwork, communication and persistence- skills which are vital attributes of a 21st century workforce."

Burnley Council has committed half the total programme costs- £165,000- with the other half provided by the schools and the private sector. By the end of the third year, 26 schools, 3,000 secondary school pupils and 15,000 primary school pupils in Burnley will have participated in the programme. A range of local tech and advanced manufacturing businesses have volunteered the time of their engineers to go into the schools and be part of the programme.

The Lancashire Area Based Review will make recommendations regarding the future infrastructure of post-16 education and training in the area, it is recognised that this is critical in raising productivity and economic growth. This presents an opportunity to wrap round a review of school based attainment in the context of supporting the wider Lancashire skills framework and the delivery of the growth ambitions set out in this plan.



KEY ACTIONS

- Establish a cross sector Commission including representation from education, health and business to drive improvements in educational performance in Pennine Lancashire and work with the Combined Authority to seek inclusion in the Northern Powerhouse Schools Strategy to implement a programme aimed at delivering a step change in educational attainment, building on existing pockets of success in Pennine Lancashire
- Building on existing best practice improve employer engagement in schools and education
- Establish a knowledge transfer partnership between Pennine Lancashire businesses and Universities to improve aspirations and readiness for learning and work
- Work with DWP and CCG to better understand the barriers to workforce participation in PL and the potential for an integrated public service approach based on troubled families programmes to inform commissioning of the future Work and Health programme
- Work with CCGs to develop interventions to assist people and families with ill health to participate in work and education
- Work with FE/HE providers in PL to increase participation in higher level learning programmes including advanced and higher apprenticeships, particularly focussing on key sectors in manufacturing, engineering, digital and health.
- Work with HE providers and businesses to secure higher levels of graduate retention in the area



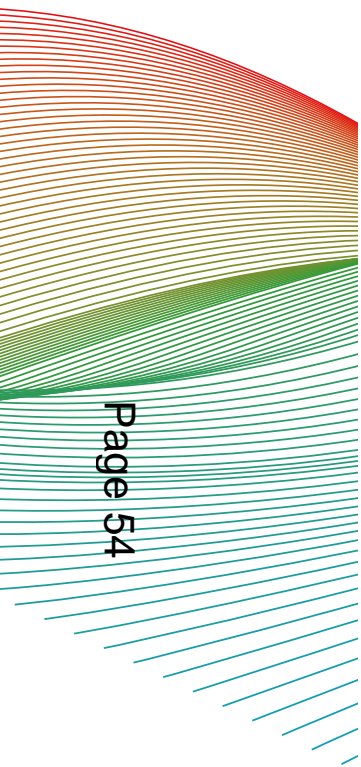


STRATEGIC OBJECTIVE 4

Connectivity and Infrastructure

The East Lancashire Transport Masterplan (ELTM) was agreed in 2014, and alongside other sub-County area masterplans formed the basis of the Lancashire Strategic Transport Prospectus, approved in January 2016. The ELTM highlighted key strategic transport schemes and proposed a number of studies to help inform future priorities. It is important that the 'policy on' scenario identified in this plan is used to inform future strategic transport priorities.

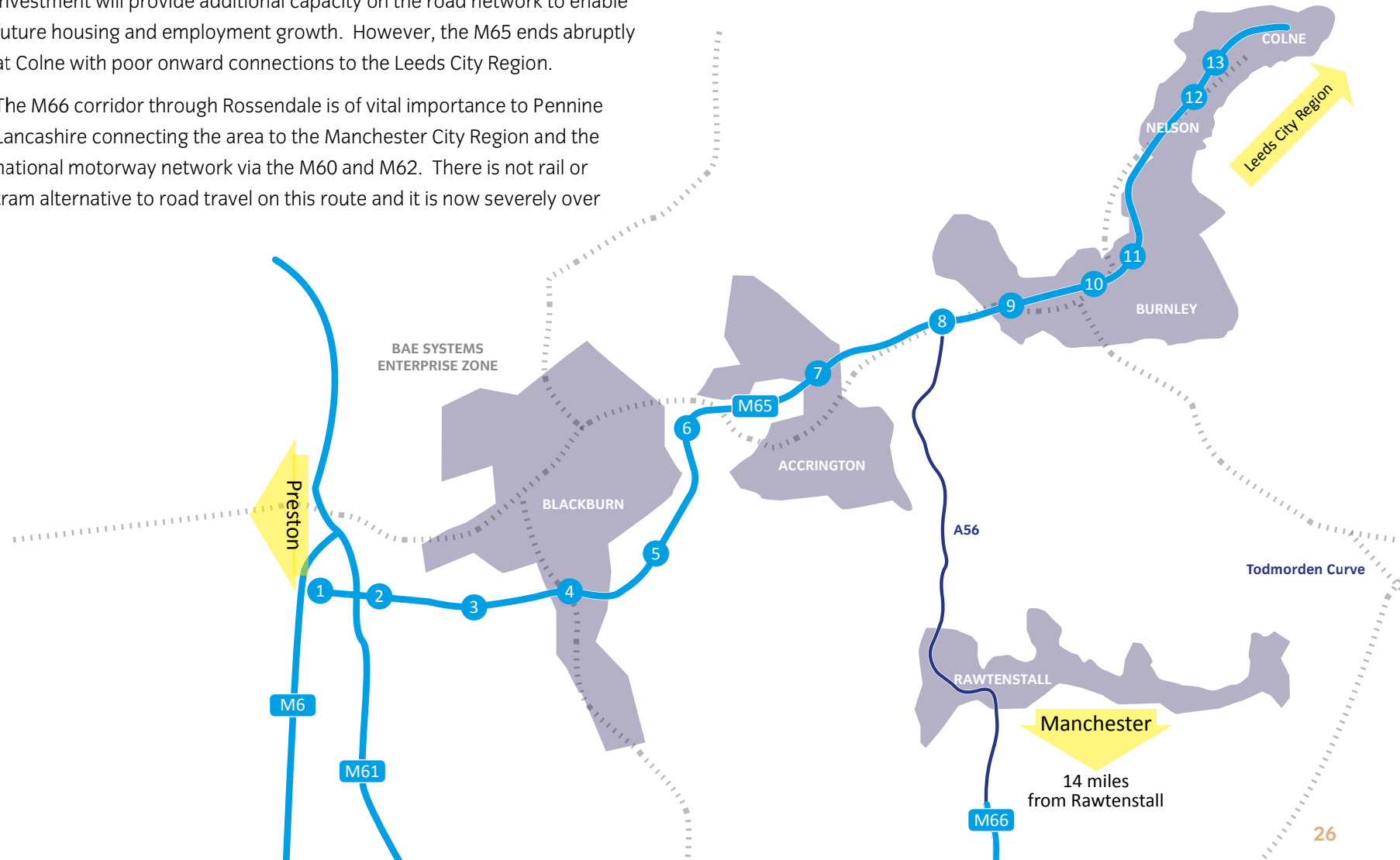
Improving connectivity, both internally and externally is a key driver of economic growth. Pennine Lancashire is in a good location with relatively close proximity to major city regions, Liverpool Super Port and Manchester Airport. The Government's Northern Transport Strategy recognises that the number, capacity and reliability of east-west road connections is seen as a constraint on the Northern economy. Furthermore there are areas of very high congestion on the network, with high demand for freight from the Northern Ports. Pennine Lancashire should seek to understand the role it can play in relieving pressure on the network through improved east-west connectivity and how it connects to and capitalises on the regions strategic transport hubs including major ports, Manchester Airport, Leeds-Bradford Airport and proposed Hs2 hub at Preston.

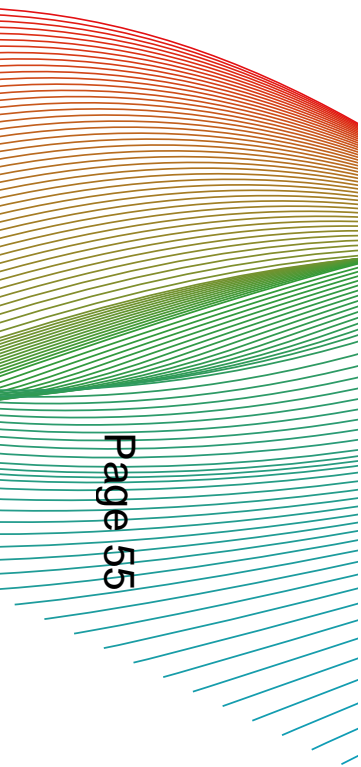


The M65 and the A56(T)/M66 provide the main arterial roads connecting Pennine Lancashire both internally and externally. Traffic volumes on the M65 have grown at 4% pa since its opening in 1997 and evidence now suggests that the current level of demand at peak times is causing congestion. The most notable points of congestion are between J6 (Whitebirk) and J2 (M61) and at J13 where the M65 terminates abruptly at Colne. Other points of congestion have been identified and a package of works worth £18m including the Highways Agency Pinch Point Schemes at J4 and 5 and the Growth Deal Funded Accrington-Burnley-Pendle Growth Corridor are committed for delivery between 2015 and 2018. This investment will provide additional capacity on the road network to enable future housing and employment growth. However, the M65 ends abruptly at Colne with poor onward connections to the Leeds City Region.

The M66 corridor through Rossendale is of vital importance to Pennine Lancashire connecting the area to the Manchester City Region and the national motorway network via the M60 and M62. There is not rail or tram alternative to road travel on this route and it is now severely over

capacity at peak times, with consequential impacts on the M60/62 corridor rendering it the most congested main route in Pennine Lancashire at peak times. Peak journey times to Manchester via the corridor have grown by over 100% over the last decade. The challenges posed by this corridor are exacerbated by a lack of strategic overview, due to the cumulative impacts being split between Lancashire and Greater Manchester's Strategic Transport authorities and therefore not reaching top priority in either area despite being highly significant. Funding has been committed to ease congestion at Simister Island where the M66 joins the M62, however this does not address capacity north of Bury and queuing on the A56T.



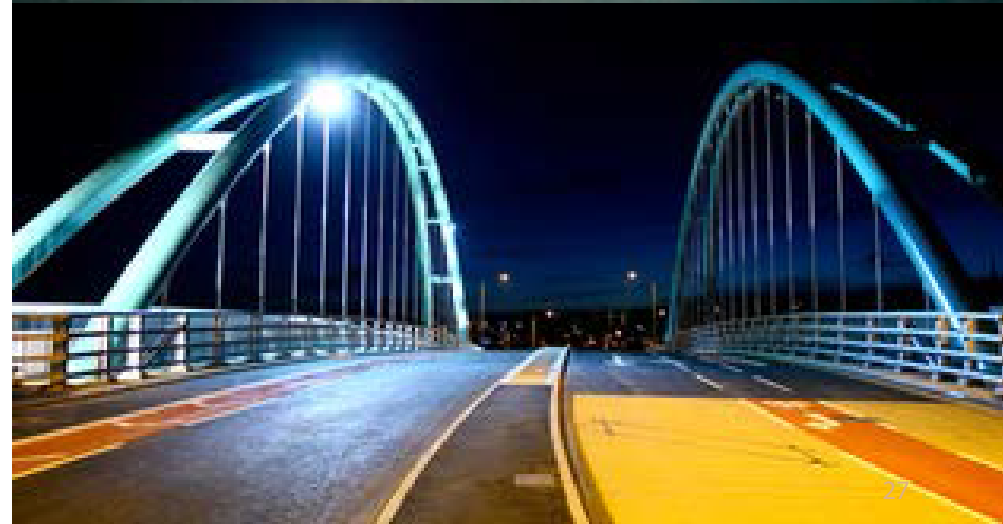


Pennine Lancashire is served by a main rail line which runs West to Preston and East to the Leeds City Region via Blackburn, Accrington and Burnley. There is a south bound rail line from Blackburn to Manchester and funding has been secured through Transport for Lancashire for key infrastructure to enable a reliable half hourly service between Blackburn and Manchester. The re-instatement of the Todmorden Curve secured a direct hourly service from Accrington/ Burnley to Manchester in May 2015. The services still suffer from relatively slow journey times and poor quality rolling stock and there are no direct services to Manchester Airport

Pendle is served by the Blackpool to Colne Service connecting to Preston and Blackburn. The service is single track within Pendle and very poor in terms of rolling stock, journey times, and frequency with poor interchange onto South bound services. The line terminates at Colne with no eastward connection to Yorkshire. Rossendale does not have a rail service at all.

As well as transport connectivity, changes to the economy and the growth in the Digital sector will require a step change in digital connectivity. Research published by Centre for Cities (Cities Outlook 2016) based on the report Connected Nations (Ofcom; 2015) shows that the Pennine Lancashire Primary Urban Areas of Blackburn (Blackburn with Darwen and Hyndburn) and Burnley (Burnley and Pendle) are worst performing areas of the country for Super-Fast Broadband (SFBB) penetration. The report states that only 67.9% of properties in Burnley and Pendle have access to SFBB and only 61.2% of properties in Blackburn with Darwen. As opposed to the best performing area in the country, Luton, where SFBB penetration is 88.0%.

With regard to other infrastructure there is excellent capacity across Pennine Lancashire in terms of utilities infrastructure – water, power and gas, although some key strategic sites may require some investment. There are some emerging capacity issues in terms of drainage and flood defence where there is an increasing threat and incidence of flash (surface water) and river flooding both within Pennine Lancashire and affecting neighbouring communities in Ribble Valley and North Manchester.



KEY ACTIONS

- Secure improvements and future electrification of Pennine Lancashire rail network including Calder Valley Line, Roses Links and Clitheroe –Manchester line in Network Rail’s control period 6 (2019 to 2024) including faster and more frequent services between Pennine Lancashire and Manchester, Leeds, Preston (Hs2 hub) and Manchester Airport
- Work with Transport for Lancashire, the LEP, North Yorkshire County Council, the West Yorkshire Combined Authorities to develop options and a business case for improved connectivity between Pennine Lancashire and the Leeds City Region and to unlock new housing and employment sites
- Secure widening of M65 to three lanes throughout between J2 (M61) and J6 (Whitebirk) in the 2nd Road Investment Strategy (RIS) and re-assess the ability of the M65 to accommodate the levels of growth projected in this plan and beyond
- In partnership with the Environment Agency secure funding from Government and the private sector to address flooding risk and watershed management, particularly to key employment and housing sites and to mitigate the risks to neighbouring areas.
- Work with Transport for Lancashire and the LEP to secure funding to implement the recommendations of the A56/M66 Gateway Study and elements of the Ribble Valley corridor study that directly impact on PL
- Work with Transport for Lancashire, Transport for Greater Manchester, Highways England, Network Rail and others to determine and develop a business case for improved connectivity between Rawtenstall and Manchester.
- Secure better coverage of superfast and ultra-fast broadband

Impact

The Pennine Lancashire Growth and Prosperity Strategy will deliver a significant uplift in productivity (GVA) and employment growth. This will be underpinned by a significant increase in housebuilding compared to past trends and a return to positive population growth.

Based on the “policy on” projections included in the respective local plans 28,000 new homes will be delivered across Pennine Lancashire in the period to 2032. That is more than double the rate of delivery in the period 2005 to 2015 and 14,500 new homes more than base line CLG projections would require. Additional funding for key infrastructure, brownfield remediation and starter homes means that higher levels of build out projected towards the end of the plan period can be delivered sooner.

The “policy on” scenario will see Pennine Lancashire’s population grow by 61,000 over the period 2016 to 2032. That is three times the rate of growth in the “policy off” scenario.

The policy on approach will increase employment from a baseline projection of 3,900 (Oxford Economics) to 14,000 jobs up to 2026, with a considerable reduction in projected manufacturing job losses and increases in higher value sectors including Scientific and Professional Services, Construction, and Transport and Storage.

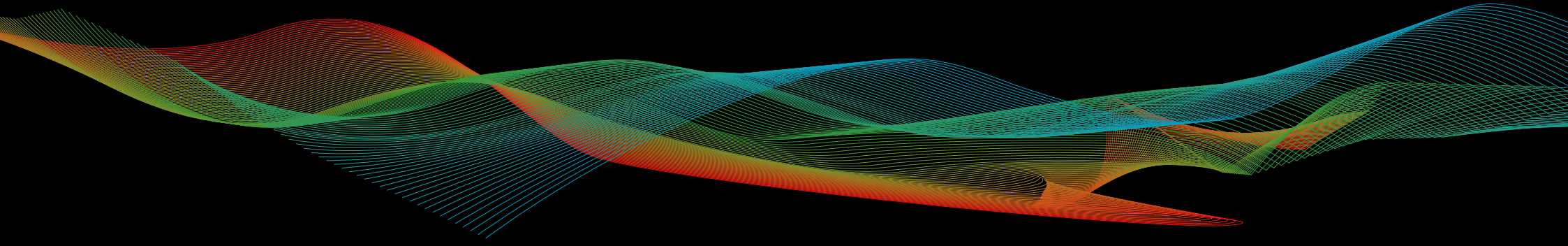
Implementation

The Pennine Lancashire Growth and Prosperity Plan sets out an ambitious Vision for the area. All the respective local authorities have agreed the contents of the plan and are committed to work in partnership to deliver the objectives. Pennine Lancashire Local authorities have a strong track record in delivering ambitious plans, as was demonstrated by the joint delivery of the housing market renewal programme 2002-2011 and key infrastructure projects such as the Todmorden Curve and capacity enhancements to the Clitheroe-Blackburn line.

Delivery will require the commitment of the local authorities, and other public and private sector agencies. Key delivery partners will include the HCA, FE and HE institutions, East Lancs Chamber of Commerce, Lancashire LEP, Growth Lancashire, DWP and Pennine Lancashire CCG. Whilst there are some things that the public sector can deliver, the real investment required will be through the private sector and we will seek to actively engage private sector partners. All Pennine Lancashire partners have a strong track record in working with the private sector to deliver major schemes.

To assist in the delivery a more detailed prioritised Action Plan will be developed that will act as a lever for investment as well as assist in monitoring progress. It is anticipated that this plan will form one of the key building blocks for the Lancashire Combined Authority’s Devolution Deal and benefit from the investment that will flow from that agreement with Central Government to drive an improved net contribution to the Lancashire and National economies.

Pennine Lancashire Chief Executives has already established a Growth and Prosperity Board, and it will be the responsibility of this board to ensure that projects are developed and implemented.



Strategic Risk Register Report

REPORT TO EXECUTIVE



DATE	06/06/2017
PORTFOLIO	Resources and Performance
REPORT AUTHOR	Ian Evenett
TEL NO	Ext 7175
EMAIL	ievenett@burnley.gov.uk

PURPOSE

1. To present members with a Strategic Risk Register (Appendix 1).

RECOMMENDATION

2. That the Executive approves the Strategic Risk Register (Appendix 1).

REASONS FOR RECOMMENDATION

3. The Executive are required to approve the Strategic Risk Register (Appendix 1) by the Risk Management Strategy.

SUMMARY OF KEY POINTS

4. The council's strategic plan has been reviewed and updated for 2017/18. In line with this review, the risks have been reviewed and updated to reflect the current position. These objectives are linked in the register as Strategic Commitments.
5. The Audit and Standards committee reviewed this register at its meeting in January and commented on the link to the delivery of the Local Plan. The Local Plan is included in the strategic plan and included as a commitment in respect of **Risk 9 - Risks in responding to demographic changes and increased deprivation.**
6. The committee also expected more account would be of the impact of the UK from the European Union. They considered a separate Risk heading of 'Brexit'. The nature of the risks identified in the register makes this difficult, however Brexit has been included as triggers or causes in risks 6 and 5.
7. There is remains uncertainty on the impact of this event and management have primarily considered its impact on these two risks as follows;
8. **Risk 6 – Inability to deliver the regeneration programme** – in the past funding from the European Union has assisted the delivery of several projects. The withdrawal from the EU would mean that this would no longer be available. There has been a decision not to revise this risk at this point. This is primarily because the funding of the current regeneration programme does not involve funds from the EU. In addition there is a further discussion as to replacement funding.

9. **Risk 5 – Changes in national policy/legislation** – it is expected that there will be changes which are required in the laws which cover local government. This will arise from both the withdrawal from the EU and the devolution of powers from central government. This risk score has increased from 8 to 9. The Council follows many European directives which will need to be considered. Areas such as procurement and data protection are two high profile areas.
10. The other change in scoring is for **Risk 4 – Changes in the political landscape** which has been increased from 4 to 6, but still remains a low priority risk. There have been changes in central government and locally there is the impact of the combined authority for Lancashire.
11. The lead responsibilities for the risk have been changed to reflect the recent changes in senior management.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

12. None

POLICY IMPLICATIONS

13. Effective risk management is an essential element of good governance and part of the Local Code of Corporate Governance

DETAILS OF CONSULTATION

14. Risk Management Group
15. Audit and Standards Committee 11th January 2017

BACKGROUND PAPERS

16. None

FURTHER INFORMATION

PLEASE CONTACT:

Ian Evenett ext 7175

ALSO:



Burnley Borough Council

Strategic Risk Register

27 January 2017

Strategic Risk Register Summary

Risk Ref	Risk Description	Risk Score
1	Financial stability	15
8	Inability to influence key decision makers	12
5	Changes in national policy/legislation	9
6	Inability to deliver the regeneration programme	9
7	Inability to drive improvements through information technology	8
9	Risks in responding to demographic changes and increased deprivation	8
10	Workforce, skills and capacity challenges	8
2	Maintaining Partnership Performance	6
3	Damage to the Council's reputation	6
4	Changes in the political landscape	6

Risk Prioritization Matrix

Likelihood	5							Red - High
	4			10				
	3			2, 4	5, 6	8	1	Amber - Medium
	2				3	7, 9		
	1							Green - Low
	0							Insignificant
		0	1	2	3	4	5	
		Impact						

Likelihood	Impact	Risk Priorities
0 Almost impossible	0 Minimal	Red = High Priority Risk Urgent Action to reduce or mitigate risk
1 Very unlikely	1 Minor	
2 Unlikely	2 Significant	Amber = Medium Priority Risk Action and Monitoring of risk
3 Likely	3 Serious	
4 Very likely	4 Major	Green = Low Priority Risk Keep Reviewed reduce if possible
5 Virtually certain	5 Catastrophic	

Risk Ref 1 Financial stability

Trigger or Cause

Further funding cuts
 Income loss
 Insufficient financial controls
 Expensive decision making
 External cost pressures
 Political growth
 Failing to understand the financial problem
 Claims against the Council

Possible Consequences of Risk

Organisational sustainability
 Reduced service delivery
 Reduced customer satisfaction
 Reduced reserves
 Overspends
 Damaged credit rating
 Damage to reputation
 Workforce morale/planning/retention
 Reduced reputation for financial management

Strategic Link: Cross Cutting

Residual Risk Assessment

IMPACT

5

LIKELIHOOD

3

SCORE

15

Medium Priority Risk

Strategic Commitments

- PF1 - We will embed the partnership with Liberata within the Council's budget, strategic vision and commercial strategy.
- PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable footing. This strategy will set the framework for annual budgets, ensuring the annual budget is set within the context of the longer term outlook.
- PF3 - We will develop our digital strategy, so that more residents transact with us online and we are able to deliver services more efficiently.
- PL1 - We will implement a range of initiatives to maintain a clean, safe borough.
- PL4 - We will implement our 2015-25 Green Space Strategy.
- PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment
- PR2 - We will proactively support the borough's businesses to innovate and expand, and make the borough a natural choice for business relocation
- PR3 - We will make the borough attractive to retail and leisure developers, and will identify a sustainable future for the Burnley Market.

Lead Responsibility Head of Finance

Risk Ref 8 Inability to influence key decision makers

Trigger or Cause

Change of political control
 Breakdown of key relationships
 Change of staff/key relationships
 Change in reputation for delivery

Possible Consequences of Risk

Loss of external funding opportunities
 Reduced level of influence over key decision makers
 Inability to deliver through partnerships
 Reduced reputation of Council

Strategic Link: Cross Cutting

Residual Risk Assessment IMPACT **4** LIKELIHOOD **3** SCORE **12** Medium Priority Risk

Strategic Commitments

- PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development, and improve residents' health.
- PL3 - We will work with partners to improve the quality and choice in the borough's housing stock.
- PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment
- PR2 - We will proactively support the borough's businesses to innovate and expand, and make the borough a natural choice for business relocation

Lead Responsibility Management Team

Risk Ref 6 Inability to deliver the regeneration programme

Trigger or Cause

Economic downturn
 Lending squeeze
 Procurement failure
 Regeneration funding priorities change
 Changes in funding from Central Government or as a result of the withdrawal from the European Union

Possible Consequences of Risk

Inability of private sector partners to deliver
 Delivery partner does not have the capacity to delivery
 Can't deliver the regeneration programme
 Damaged reputation

Strategic Link: Prosperity People

Residual Risk Assessment

IMPACT

3

LIKELIHOOD

3

SCORE

9

Medium Priority Risk

Strategic Commitments

PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment

PR2 - We will proactively support the borough's businesses to innovate and expand, and make the borough a natural choice for business relocation

PR3 - We will make the borough attractive to retail and leisure developers, and will identify a sustainable future for the Burnley Market.

PR4 - We will deliver the Local Plan. This will act as the key supporting framework for encouraging future employment and investment in a range of housing stock.

PL3 - We will work with partners to improve the quality and choice in the borough's housing stock.

PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development, and improve residents' health.

Lead Responsibility Chief Operating Officer

Risk Ref 5 Changes in national policy/legislation

Trigger or Cause

New functions/loss of existing functions
 Short term thinking
 Lack of capacity
 Changes from the withdrawal from the European Union
 Changes from the devolution of Powers from Central Government

Possible Consequences of Risk

Reduced control over what you do and how you do it
 Inability to respond to the new agenda and continue with on-going functions
 Exclusion from new or evolving regional and sub-regional governance and operating structure
 Not in a position to deliver new functions or requirements

Strategic Link: Prosperity

Residual Risk Assessment

IMPACT

3

LIKELIHOOD

3

SCORE

9

Medium Priority Risk

Strategic Commitments

PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment

Lead Responsibility Management Team

Risk Ref 10 Workforce, skills and capacity challenges

Trigger or Cause

Loss of the workforce
 Loss of organisational memory
 Loss of organisational skills
 Lack of commitment to organisational development
 Lack of investment in training
 Political direction change

Possible Consequences of Risk

Service failure/deterioration
 Damaged reputation
 Increased complaints
 Low morale
 Recruitment and retention issues
 Increased workflow
 Business resilience
 Not having the right staff with the right skills

Strategic Link: Cross Cutting

Residual Risk Assessment IMPACT **2** LIKELIHOOD **4** SCORE **8** **Medium Priority Risk**

Strategic Commitments

- PF1 - We will embed the partnership with Liberata within the Council's budget, strategic vision and commercial strategy.
- PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable footing. This strategy will set the framework for annual budgets, ensuring the annual budget is set within the context of the longer term outlook
- PF3 - We will develop our digital strategy, so that more residents transact with us online and we are able to deliver services more efficiently.
- PL1 - We will implement a range of initiatives to maintain a clean, safe borough.
- PL4 - We will implement our 2015-25 Green Space Strategy.

Lead Responsibility Chief Executive Officer

Risk Ref 9 Risks in responding to demographic changes and increased deprivation

Trigger or Cause	Possible Consequences of Risk
Government policy	Not delivering on the regeneration programme
Economic downturn	Poor service delivery
Big ticket issues – crime, health, housing	Poor customer satisfaction
Benefit dependency	Low aspirations
Short term fixes	Damage to reputation
Negative reputation	Failure to improve
Failure to develop opportunities	Increased demand
	Increased costs
	Less funding
	Viability of Burnley

Strategic Link: Cross Cutting

Residual Risk Assessment	IMPACT	4	LIKELIHOOD	2	SCORE	8	Medium Priority Risk

Strategic Commitments

- PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development, and improve residents' health.
- PE2 - We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.
- PL1 - We will implement a range of initiatives to maintain a clean, safe borough.
- PL2 - We will improve the management of private rented accommodation.
- PL3 - We will work with partners to improve the quality and choice in the borough's housing stock.
- PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment
- PR2 - We will proactively support the borough's businesses to innovate and expand, and make the borough a natural choice for business relocation
- PR3 - We will make the borough attractive to retail and leisure developers, and will identify a sustainable future for the Burnley Market.
- PR4 - We will deliver the Local Plan. This will act as the key supporting framework for encouraging future employment and investment in a range of housing stock.

Lead Responsibility Management Team

Risk Ref 7 Inability to drive improvements through information technology

Trigger or Cause

IT partnership failure (to deliver past procurement)
 IT partnership procurement failure
 Current IT provision failure
 Information governance failure

Possible Consequences of Risk

Inability to deliver and develop services and not deliver anticipated savings and service improvement
 Public confidence in use of Council services through IT lowered

Strategic Link: Performance

Residual Risk Assessment IMPACT 4 LIKELIHOOD 2 SCORE 8 Medium Priority Risk

Strategic Commitments

PF1 - We will embed the partnership with Liberata within the Council's budget, strategic vision and commercial strategy.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we are able to deliver services more efficiently.

Lead Responsibility Chief Operating Officer

Risk Ref 4 Changes in the political landscape

Trigger or Cause

No overall control
 Political instability
 Poor member and officer relationships
 Poor member and member relationships

Possible Consequences of Risk

Lack of strategic leadership
 Poor decision making
 Impact on the Council's reputation
 Loss of influence with key partners

Strategic Link: People Performance

Residual Risk Assessment IMPACT **2** LIKELIHOOD **3** SCORE **6** Low Priority Risk

Strategic Commitments

PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development, and improve residents' health.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we are able to deliver services more efficiently.

Lead Responsibility Chief Executive Officer

Risk Ref 3 Damage to the Council's reputation

Trigger or Cause

Service failure
 Loss of key staff
 External events
 Customer Satisfaction not maintained

Possible Consequences of Risk

Strategic plan delivery problem
 Credibility of the leadership (both political and officer)
 Low morale
 Loss of key staff
 Recruitment and retention issues

Strategic Link: Cross Cutting

Residual Risk Assessment

IMPACT

3

LIKELIHOOD

2

SCORE

6

Low Priority Risk

Strategic Commitments

PF1 - We will embed the partnership with Liberata within the Council's budget, strategic vision and commercial strategy.

PF2 - We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable footing. This strategy will set the framework for annual budgets, ensuring the annual budget is set within the context of the longer term outlook.

PR1 - We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment

PL1 - We will implement a range of initiatives to maintain a clean, safe borough.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we are able to deliver services more efficiently.

Lead Responsibility Chief Executive Officer

Risk Ref 2 Maintaining Partnership Performance

Trigger or Cause

Procurement method
 Supply chain failure
 Commissioning 'v' traditional culture
 Control transfer
 Poor implementation
 Compliance/legal
 Business continuity
 Transformational cultural change not achieved
 Poor or weak contract management

Possible Consequences of Risk

Reduced service delivery
 Reduced customer satisfaction
 Political or reputation embarrassment
 Perceived council failure
 Poor co-ordination of existing providers and systems
 Poor relationships
 Increased costs

Strategic Link: Cross Cutting

Residual Risk Assessment

IMPACT

2

LIKELIHOOD

3

SCORE

6

Low Priority Risk

Strategic Commitments

PE1 - We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development, and improve residents' health.

PE2 - We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.

PF1 - We will embed the partnership with Liberata within the Council's budget, strategic vision and commercial strategy.

PF3 - We will develop our digital strategy, so that more residents transact with us online and we are able to deliver services more efficiently.

PL1 - We will implement a range of initiatives to maintain a clean, safe borough.

PL3 - We will work with partners to improve the quality and choice in the borough's housing stock.

PL4 - We will implement our 2015-25 Green Space Strategy.

PR3 - We will make the borough attractive to retail and leisure developers, and will identify a sustainable future for the Burnley Market.

Lead Responsibility Management Team

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Constitutional Updates

REPORT TO FULL COUNCIL



DATE	06/06/2017
PORTFOLIO	Leader
REPORT AUTHOR	Eric Dickinson
TEL NO	01282 477256
EMAIL	edickinson@burnley.gov.uk

<u>NOT FOR PUBLICATION</u>	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
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PURPOSE

1. To inform Members of an Urgent Executive decision made by the Chief Executive. regarding Grove Lane in Padiham.

2. To inform Members of resignations and appointments to the Executive from 17th May 2013 and to inform them of the consequent amendments to Executive Member Portfolios made by the Leader.

RECOMMENDATION

3. That an Urgent Executive decision made by the Chief Executive, regarding Grove Lane in Padiham, as set out in Appendix 1 be noted.

4. That the resignations and appointments to the Executive from 17th May 2017 and the consequent amendments to Executive Member Portfolios made by the Leader be noted.

REASONS FOR RECOMMENDATION

5. To ensure that the requirements of the constitution are upheld, and that maximum transparency is maintained.

SUMMARY OF KEY POINTS

6. Urgent Executive decision by the Chief Executive

On 5 May 2017 the Chief Executive made an Urgent Executive decision, which was also subject to a waiver of call-in, regarding Grove Lane in Padiham as set out in the relevant Minute (Appendix 1).

The waiver of call-in was reported to 17th May 2017 Full Council, as required by the constitution.

The Urgent Executive decision is being reported to the Executive, as required by the constitution.

7. Changes to Executive Member Portfolios from 17th May 2017

On 17th May 2017 the previous Executive Member for Resources and Performance Management and the Executive Member for Leisure and Culture resigned, and the Leader consequently amended the Executive Member Portfolios from the 17th May 2017 (Appendix 2).

This is being reported to the Executive, as required by the constitution.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

8. None.

POLICY IMPLICATIONS

9. None.

DETAILS OF CONSULTATION

10. None.

BACKGROUND PAPERS

11. None.

FURTHER INFORMATION

PLEASE CONTACT: Eric Dickinson

ALSO:

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URGENT DELEGATED DECISION BY THE CHIEF EXECUTIVE

BURNLEY TOWN HALL

PRESENT

OFFICERS Eric Dickinson - Democracy Officer

3. Land at Grove Lane, Padiham

- Purpose** To seek approval for an increased price in relation to the purchase of 18.5 acres of land at Grove Lane Padiham.
- Reason For Decision** Acquisition of the site will help to ensure the securing of £7 million of Growth Deal Funding and the delivery of flood defence works in Padiham.
- Use of urgency powers is required to ensure that the sale can proceed as agreed with the vendor and whilst HCA funds are still available through their approval processes.
- Decision** That the Chief Executive uses Executive Urgency Powers (in relation to (a) and Council Urgency Powers (in relation to (b) in order to effect option 3 and:
- (a) Approves the increase in the sale price as set out in paragraph 16 of this report;
 - (b) Approves the increase in the Capital Budget funded from the Transformation Reserve as set out in Section 18 of this report;and
 - (c) Approves the terms set out in paragraph 17 of this report.

The decision is urgent in order to ensure that the sale can proceed as agreed with the vendor and whilst HCA funds are still available through their approval processes, and is therefore not subject to call-in in accordance with Part 4.5 of the constitution.

Decision made by:

Chief Executive

Date: 5.5.2017.

Decision Published on: 5.5.2017

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Executive Member Portfolios 2017/18

Portfolio	Services	Officer	Responsibilities	Lead Roles
<p>Leader Councillor Mark Townsend</p>	<p>Policy & Performance</p>	<p>Chief Executive</p>	<p>Ensure effective leadership of Council as a whole, that work is co-ordinated, resources are linked to agreed strategic priorities and the culture is responsive, open and helpful.</p> <p>Determining the Council's strategic framework -- Strategic Plan and ensuring this is translated into action</p> <p>BAP and Community Strategy</p> <p>Strategic Pennine Lancashire Place</p> <p>Civics - Civic matters/mayoral matters, Parish Liaison overseas links, corporate hospitality</p>	<p>Change Programme Promotion of Burnley Develop Burnley Action Partnership and ensuring it remains effective</p> <p>Strategic regional/sub- regional agenda</p> <p>Education Lead</p> <p>Local Government Association</p> <p>Barnfield and Burnley Development Company</p> <p>Lancashire Local Enterprise Partnership</p>


Portfolio	Services	Officer	Responsibilities	Lead Roles
Deputy Leader Executive Member for Housing and Environment Councillor John Harbour	Housing and Development Control Green Spaces and Amenities	Chief Operating Officer Head of Housing and Development Control Head of Green Spaces and Amenities	Planning and Building Control All aspects of Housing Cemeteries and Crematoria Parks, open spaces and allotments Towneley Hall	Sustainability Member Champion Heritage Member Champion Pennine Lancashire Building Control Joint Committee Housing Associations in the Borough Private Rented Sector Forum Housing Joint Venture Partnership

Portfolio	Services	Officer	Responsibilities	Lead Roles
<p>Executive Member for Regeneration and Economic Development</p> <p>Councillor Sue Graham</p>	<p>Regeneration and Planning Policy including Town Centre & Markets</p>	<p>Chief Operating Officer</p> <p>Head of Regeneration and Planning Policy</p>	<p>Develop, promote and co-ordinate Regeneration work in Burnley</p> <p>All aspects of Economic Development</p> <p>Weavers Triangle</p> <p>Transport/Connectivity</p> <p>Local Development Framework</p> <p>Town Centre Strategy/Management</p> <p>Markets</p>	<p>Regional Economic Development</p> <p>Transport Policy</p> <p>Town Centre Partnership and Management</p> <p>Regenerate Pennine Lancashire Combined Body</p> <p>Marketing Lancashire Forum</p> <p>Local Plan</p> <p>Business Engagement</p>

Portfolio	Services	Officer	Responsibilities	Lead Roles
Executive Member for Resources and Performance Management Councillor Mohammed Ishtiaq	People and Development Governance, Law, Property and Regulation Finance Revenues & Benefits	Chief Operating Officer Head of Finance Head of People and Development Head of Governance, Law, Property & Regulation	Budget Preparation and Monitoring Asset management HR and Workforce planning Performance and Improvement Procurement. Corporate health and safety Corporate Governance Freedom of Information Customer Services & IT Environmental Health and Licensing	Financial Planning and budget preparation Budget Consultation Risk management Organisation Development Performance Liberata Partneship

Portfolio	Services	Officer	Responsibilities	Lead Roles
Executive Member for Community and Leisure Services	Street Scene	Chief Operating Officer	All Streetscene issues Waste Collection/Recycling Community Safety	Equality and Inclusion Lancashire Police and Crime Panel (Liaison)
Councillor Lian Pate		Head of Streetscene Head of Green Spaces and Amenities	Emergency Planning Engagement and Communication Equalities Leisure and Culture Young People Health	Police and Crime Commissioner Quarterly Community Safety Portfolio Holders Forum County Waste Management Group Engagement Strategy Public transport issues Armed Services/Military Covenant Champion Leisure Trust Older People Burnley & Pendle Children's Partnership East Lancashire Health and Wellbeing

					Partnership
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Leader of the Council:.....  (Signed)

Date:..... 17th May, 2017.....