

**Central Lancashire
Economic Regeneration Strategy
2026**





Central Lancashire Economic Regeneration Strategy 2026

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May 2010

Executive Summary

Our priorities for Central Lancashire include: attracting investment, increasing productivity, raising skills and qualification rates, improving sustainable transport and communications, increasing energy efficiency, securing and creating new jobs and enhancing local places and services.

Highlights include:

A strong and prosperous economy

- Delivering targeted support to grow strong local sectors
- Generating and sustaining new business starts and increasing inward investment
- Supporting a viable rural economy including diversification and increasing food security
- Increasing energy efficiency in businesses through promotion of energy efficient design

Future Investment

- Delivering development of the Strategic Regional Employment Sites
- Providing complementary employment sites to provide a long-term attractive supply

Infrastructure Improvement

- Delivering the Growth Point to support the infrastructure and housing for economic growth
- Expanding the sustainable transport infrastructure to improve connectivity and access to jobs
- Reaching 100% broadband coverage to sustain the rural economy & deliver resource efficiency
- Maintaining our excellent local amenities to retain and attract skilled workers

Unique Places

- Enhancing the attractive and distinctive centres to maintain a high quality offer for people
- Investing in the heritage assets to grow the visitor economy and cement the sense of place
- Developing green infrastructure, including river corridors and parks giving 'Room to Breathe'

Our People

- Making maximum use of the excellent education and training provision to deliver knowledge transfer and innovation; increased skills and high employment levels
- Identifying skills needs of local businesses and working to deliver those skills
- Developing links between businesses and education to create a dynamic enterprise culture
- Joint working to increase the number of people in Central Lancashire who are in employment

Actions

33 actions have been identified to address challenges and opportunities. Those actions are listed below and set out in more detail within the “Driving Central Lancashire Forward” section.

Priority Actions

Economy

- A1 - Strategic Employment Sites Development
- A2 - Targeted Business Support
- A3 - Attracting Investment
- A4 - Developing the Visitor Economy
 - a - Product - Develop & enhance tourism assets
 - b - Marketing - Collaborative visitor promotion
- A5 - Enterprise Culture
- A6 - Knowledge Transfer and Innovation
- A7 - Growth of Key Sectors

Places

- A8 - Transport Infrastructure
- A9 - ICT Infrastructure
- A10 - Regenerating Places
- A11 - Green Business and Technology
- A12 - Growth Point Delivery

People

- A13 - Skills
 - a - Proportion local people with NVQ2 and NVQ4
 - b - Identify & deliver business skills needs
 - c - Work with employers to increase training
- A14 - Increase Employment

Supporting Actions

Economy

- A15 Supportive Business Environment
- A16 Finance for Business
- A17 Competitiveness / Economic Resilience
- A18 Development of Retail Offer
- A19 Government & Public Sector Relocation
- A20 Rural Economic Growth
- A21 Public Sector Procurement
- A22 Growing Social Enterprise
- A23 Established Business Community

Places

- A24 Future Economic Infrastructure
- A25 Developing Potential of Heritage Assets
- A26 Business Incubation
- A27 Investment Support Services
- A28 Environment Business Continuity Planning
- A29 Green Infrastructure Provision

People

- A30 Graduate Retention
- A31 Flexible Working
- A32 Employment Support Infrastructure
- A33 Older Workforce

Cross Cutting Actions

- Strong Partnerships
- Policy Relationships
- Economic Development Capacity
- Partner Ownership of Aims

Economic Regeneration in Central Lancashire

Central Lancashire – at the heart of it

Introduction

The purpose of this Central Lancashire Economic Regeneration Strategy is to draw together the economic development strategies for the three authorities of South Ribble, Preston and Chorley within a Mid Lancashire and sub-regional context.

This Strategy is designed to:

- Identify joint and local economic issues and opportunities
- Co-ordinate and prioritise economic action planning
- Inform and influence development and delivery of the Single Regional Strategy RS2010 (SRIS);
- Guide development and delivery of the Single Integrated Lancashire Strategy (SILS), working with Lancashire County Council;
- Support development and delivery of the Mid-Lancashire Multi Area Agreement (MAA);
- Contribute to the Comprehensive Area Assessment;
- Inform engagement with regional and national bodies;
- Support bids for resources; and
- Identify future joint and local projects across central and Mid Lancashire.

The “Strategic Fit” diagram in Appendix 1 illustrates the complex international, national, regional and sub-regional structures relating to economic development, within which, Central Lancashire strategies and Mid Lancashire strategies must fit. Those structures are constantly evolving and it is vital that Central Lancashire continues to engage and influence at regional and national level in order to secure the economic future.



Where do we want to be?

Our shared economic vision is:

By 2026 central Lancashire will be recognised as a highly sought after place to live and work in the North West. It offers excellent quality of life to all its residents. It will play a leading role in Lancashire's world class economy and have sustainable economic growth based on the area's unique assets. Its central location at the hub of the transport network, its green spaces and access to open countryside make it a place with 'room to breathe'.

Preston, Leyland and Chorley will attract investors and visitors taking advantage of retail, heritage, education and high-quality city and town centres. Central Lancashire's wider role will be as a driver of sustainable economic growth for the region, marrying opportunity and need and providing a transport hub to improve connections for the region.

Preston will have become a transformed city, recognised as an alternative destination to Manchester and Liverpool for high quality retail, culture, entertainment, business and higher education.

Chorley will have capitalised on its premier location as a place to do business, complemented by a thriving contemporary market town.

Leyland will have built upon its world famous industrial heritage, driving forward change and economic growth in the town and borough to become an enterprise engine.

Our shared aims

This Strategy, when referring to Central Lancashire, covers the Local Authority areas of South Ribble, Preston and Chorley. However, it also reflects the many linkages and common issues with the surrounding Districts and the wider Lancashire sub-region.

The Strategy is designed to identify the way in which the aims, assets and opportunities within Central Lancashire fit with the development of the MAA for Mid Lancashire. The Strategy also links to Pennine Lancashire MAA, Fylde Coast MAA, the Lancashire-wide LAA and economic development activity undertaken by Lancashire County Council and Lancashire Economic Partnership.

Central Lancashire is a diverse area with an urban core surrounded by rural settlements and green spaces which give the area 'room to breathe'. This Strategy is focused on delivering **sustainable economic growth** within Central Lancashire including skills, enterprise, infrastructure, investment, sectoral support, commercial property and increasing employment.

Priorities

We are working together in Central Lancashire to deliver economic growth. Our shared priorities fall broadly into 3 strands:

- **Economy** - Enterprise, investment, business support, knowledge transfer and innovation
- **Places** - Transport & ICT infrastructure, regeneration, heritage and green-space
- **People** - Skill levels, employment, graduate retention and health

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Summary of Recent Position

Indicator	Chorley	Preston	South Ribble
Economy			
NI 166 - Average Earnings of Employees (workplace) (%)			
NI 171 - Enterprise: VAT registrations (Rate)			
NI 172 - Small businesses employment growth (%)			
GVA per head - Gross Value Added (per head) 2007			
GVA change - Change in GVA per head 1997-2007 (%)			
Visitor Expenditure (£ millions) (2008)			

Places

NI 186 - per capita reduction in CO2 emissions (%)			
NI 155 - Gross number of affordable homes delivered			

People

NI 151 - Employment Rate (%)			
NI 152 - Working age Benefits (%)			
NI 163 Working age pop at NVQ Level 2+			
NI 165 - Working Age Pop at NVQ Level 4+			

Key		
		Better than or equal to Regional & National average/exceed targets
		Better than or equal to Regional average but worse than National average/meet targets
		Worse than Regional & National average/below targets
		Regional / National average not applicable

The table above sets out recent the economic position in Central Lancashire through a selection of National Indicators and other key measurements. These statistical measures have been selected for consistency because they form the basis for measuring the Lancashire Local Area Agreement (LAA) or Mid Lancashire Multi Area Agreement (MAA). Additional measures will be used alongside the indicators above for measuring the impact of specific actions within this Strategy.

Recent History

A considerable research base already exists to support the development of this Strategy. In addition to National Indicator data, the tables in Appendix 3 and Appendix 4 summarise the different research subjects and the geographical coverage of local economic studies since 2000.

The research stretches from the outcomes of the Central Lancashire Development Agency in 2001 to the study in 2009 of the Economic Potential of Preston. There are economic strategies for each of the 3 Districts, joint studies as part of the preparation the Central Lancashire Local Development Framework and supporting research on more specific issues such as transport.

The research base together with other statistical evidence, much of which is set out in the Central Lancashire Local Development Framework Preferred Core Strategy, provides the following information about Central Lancashire today:

The local economic position during 2010

In terms of employment, Central Lancashire has delivered **economic growth** that has outperformed the rest of Lancashire and the national average by approximately twice the rate of growth between 1990 and 2004.

The Northwest Regional Economic Strategy (RES) identifies the cities of Manchester, Liverpool and Preston as the drivers of growth on a **city-region** basis. The RES predicts that growth will continue in the Central Lancashire area around Preston and that is expected to contribute to growth within the North West region.

Research shows that Central Lancashire has a **Gross Value Added** (GVA) gap with the rest of the UK, which is about £600 million. This gap is attributed to the service sector, in particular Finance and Banking; Professional Services; Business Services and Computing Services. Despite growth in these sectors of the economy, lower productivity/value is preventing Central Lancashire from closing the GVA gap. It remains to be seen what impact the global recession will have on future GVA trends, particularly in the financial sector.

In general, Central Lancashire has survived the decline in manufacturing employment that has affected other parts of the North West. There are some notable concentrations of employment such as the aerospace industry but away from those, Central Lancashire has a **diverse economy** including growth sectors such as advanced manufacturing, computing, business services, retailing and finance.

The **University of Central Lancashire** (UCLAN) combined with further education provision at Runshaw College and Preston College provides a driver for further economic growth in the local area. Links between education and business at facilities including Runshaw Business Centre and UCLAN are helping to develop key sectors and clusters including ICT/New Media.

Central Lancashire has **excellent connections**. It lies at the heart of Lancashire where the M6, M61, M65 and M55 meet offering links north, south, east and west. The West Coast Mainline runs directly through the area and links to Leyland and Chorley via local services from Preston Station. There are good links by rail and road to Manchester Airport and Liverpool John Lennon Airport. Nearby ports at Liverpool and Fleetwood complete the transport facilities making the area attractive to any employer requiring good access for customers and distribution.

Broadband services are well established along the central A6 core and in most parts of Central Lancashire but that needs to be extended to cover some parts of the rural area, which are less well served.

Population estimates issued by the Registrar General for 2008 show that Central Lancashire has a population of 107,500 (7.4 % of the Lancashire population) of which, 65,900 are of working age. The local **population is growing** and that growth is predicted to continue.

Central Lancashire has a highly **mobile workforce** with a high proportion of residents commuting to work between the three constituent districts. Census figures also reveal significant movement of people to work between Central Lancashire and Pennine Lancashire and Central Lancashire and the Fylde Coast as well as travel to work in Manchester and Merseyside.

Skill levels vary across Central Lancashire with pockets, especially related to more deprived areas, where educational attainment is low and other areas where it is above average. **Up-skilling** of the working age population will be required to meet employer needs and to deliver future economic growth.

Graduate retention levels are low in Central Lancashire which is attributed to limited employment opportunities and the lack of a suitable quality of life offer. Current figures show that 95% of UCLAN graduates are in employment or further study six months after graduation. However, of this total, only a third of the students choose to remain and work in Lancashire.

Central Lancashire contains a wide choice of **good employment locations** from city centre office premises to edge of town industrial and distribution facilities. Take-up on many sites has been high prior to the recession and new provision will be needed in order to deliver future growth,

Central Lancashire offers a good **quality of life** including a variety of housing to meet different needs, greenspace in parks such as Avenham, Worden and Astley Parks, easy access to countryside including the Ribble Coast and Wetlands Regional Park and retail, entertainment and culture in a number of locations. Further development is needed though as out lined above to attract graduates and higher wages earners to live and work in the area.

The global recession has had a noticeable impact in Central Lancashire in terms of job losses and a rise in the numbers of people claiming out of work benefits. Research suggests that unemployment lags behind other elements in a recession so there may be further job losses during the remainder of 2010. However, the measures that indicate **economic resilience** suggest that the diverse economy in Central Lancashire will help it to withstand the economic downturn.

The following section sets out the common challenges that Central Lancashire faces in 2010.



Areas for Action (A-Z)

In Central Lancashire, our common challenges include:

- **Affordable housing and support packages** - The local workforce needs good housing, which is affordable and access to support to help them to afford to live in the housing and work.
- **Attracting investment** - the Central Lancashire offer to foreign and indigenous investors needs to be packaged and marketed effectively in order for the area to compete with other parts of the UK.
- **Broadband** - Internet provision is well established along the central A6 core and in most parts of Central Lancashire but Broadband coverage and speeds need to be extended to cover some parts of the rural area, which are less well served.
- **Business support** - Businesses, especially in the growth sectors, need access to tailored support to help them access the finance, research, development and training to fuel expansion.
- **City & town centres** - Central Lancashire needs viable, attractive city and town centres to provide the retail, entertainment and support services for local residents.
- **Commercial premises supply** - The commercial premises need to cater for business from start-up through to growth and expansion and to meet infrastructure and service needs of businesses.
- **Connectivity** - Poor Connectivity and issues of congestion and overcrowding on public transport infrastructure act as a disincentive to investors and workers.
- **Deprivation** - Preston has 11 Lower Super Output Areas (LSOAs) within the 5% most deprived LSOAs in the country, predominately in East and Inner East Preston (Indices of Deprivation 2007). There are some areas in Leyland in the worst 10% and some areas in Kingsfold and Bamber Bridge in the second worst 10%. Chorley has none in the worst 10% but it does have pockets in the second worst 10% in Chorley town, Clayton-le Woods and Coppull.
- **Earnings** - Action is needed to raise income levels and attract higher value jobs in order to deliver economic growth in Central Lancashire.
- **Economic resilience** - Recessions impact on growth. For example, less growth is predicted in the financial sector and public sector than previously forecast, which means that plans need to be flexible, to change to reflect new economic trends and not to be over reliant on certain sectors.
- **Entrepreneurship** - A culture of enterprise is needed to generate ideas, confidence and action in starting new businesses. That applies to both lifestyle businesses and more importantly to high growth businesses.

- **Environmental sustainability and good design** - New development under the growth agenda must lead the way in providing designs that fit our place shaping aspirations and minimise use of resources.
- **Financial resources** - Engagement is needed through the MAA with national and regional agencies to support investment local priorities and to remove barriers to economic growth.
- **Food Security** - Local food production needs to be increased to reduce reliance on imported food supplies, reduce the distances that food is transported, improve food quality for local people, increase the resilience of Central Lancashire to food shortages and provide jobs for people, allowing people the opportunity to remain in rural communities.
- **Foreign Direct Investment (FDI)** - The Economic Potential of Preston Study identified low levels of FDI in Central Lancashire. Action is required to create the conditions to attract FDI and to improve competitiveness and stimulate the indigenous business base.
- **Growth and climate change** - We need to balance the economic growth with climate change priorities. The right conditions must be created for economic growth to take place but we must also ensure that new development minimises impact on the environment and use of resources.
- **Heritage and culture** - The cultural offer needs to be developed / promoted as a potential driver for economic growth as set out in the Civic Trust study and report prepared by the NWDA.
- **Higher Education / Further Education** - Provision of education needs to be linked to business needs to deliver the highly skilled workforce in the areas necessary for increasing output and higher value jobs
- **Housing choice** - A range of housing options are needed to attract higher wage earners, students and key workers in growth sectors.
- **Image** - Recent studies such as the “Economic Potential of Preston” have identified a marketing and promotion deficit, poor “image” and lack of awareness of the economic potential of the area
- **Incubation space** - To encourage new business formation, a supply of affordable workspace is needed (including starter units and expansion units to accommodate growth) in a range of suitable locations to meet sector needs.
- **Innovation** - New technologies need to be supported to develop new businesses and to diversify existing sectors to take advantage of new opportunities. Businesses and Higher Education Institutions need support to collaborate on joint projects.
- **Jobs & economic growth** - New jobs need to be created through expansion and investment in Central Lancashire in order to deliver economic growth.
- **Knowledge economy** - There is a need to build stronger links between higher education and business so enable knowledge transfer throughout Central Lancashire.

- **Knowledge transfer** - Links between Higher Education and businesses and between businesses in the supply chain, are important for future economic development.
- **Manchester & Merseyside** - Economic growth in Manchester and Merseyside will lead to increasing competition for resources including skilled workers. Transport improvements and the quality of life offer may result in skilled workers travelling to jobs outside Central Lancashire or choosing to leave Central Lancashire, which will impact on the availability of skilled workers to grow the Central Lancashire economy. This may apply especially to graduates.
- **Partnership ethos** - The changing national, regional and sub-regional frameworks mean that it is vital for Central Lancashire to maintain engagement with partners.
- **Place shaping** - Regeneration projects need to create a Central Lancashire where people are happy and actively want to live and work, which requires accessible green spaces, excellent housing, local amenities and great quality of life. The attractiveness and sense of community of the area is important to attract the skilled people to live and work in Central Lancashire.
- **Research & development** - Current information suggests that investment in research and development has been reduced as a result of the recession. Future investment is vital for the growth of some sectors.
- **Rural economy** - access to jobs, transport and communications infrastructure and services is restricted in some rural areas. Diversification of the rural economy and improvements in ICT are needed to create and safeguard rural employment.
- **Sector specialisms** - A tailored offer needs to be developed for target sectors in each area including: Preston - financial and professional services; South Ribble - advanced manufacturing and incubation; Chorley - green technology.
- **Sites for new employment** - A lack of sustainable and appropriate commercial development sites in the right places with the right facilities to attract investment.
- **Skill levels** - Preston has a lower than average number of workers with higher level qualifications (only 25.1% of the working age population have level 4 or above qualifications compared to the national average of 29.0%), a higher than average number of people with level 2 or above qualifications (67.6% compared to the national average of 65.2%), and higher than average number of people with no qualifications (12.7% compared to the national average of 12.4%). Chorley has a lower than average proportion of the workforce with higher level qualifications (27.3%), a higher than average with level 2 or above (67.7%), and a lower than average number with no qualifications (11.8%). South Ribble has a higher than average proportion of the workforce with higher level qualifications (33.7%), a higher than average with level 2 or above (75.7%), and a lower than average number with no qualifications (8.5%). (ONS Annual Population Survey January 2008 to December 2008).

- **Skills types** - It is not only skill levels that are important but the fit between the skills available and employer requirements. Work is needed to ensure that education and training provision in Central Lancashire delivers the current and future skills needed by employers.
- **Start-up** - Tailored support is required to support new business start-ups especially those in key sectors and with high growth potential.
- **Training** - Research during the economic downturn shows that training budgets have been cut by businesses as a means of survival. Future commitment to training of staff by local employers when the economy recovers will be vital to deliver growth.
- **Transport infrastructure investment** - New investment is vital in facilities such as Park and Ride, Leyland Railway Station and Buckshaw Village Railway Station to improve accessibility within and to/ from Central Lancashire.
- **Transport links to employment** - Transport links need to be improved between the areas of housing development and major employment areas to give residents access to jobs and to reduce congestion and carbon emissions.
- **Workless** - There are areas within Central Lancashire with problems of long term unemployment and high proportions of people who are workless. Measures are needed to improve access to appropriate job opportunities, training, and support by all agencies to remove barriers to work. Areas with low employment levels are often located near to areas with employment opportunities. Tailored transport measures need to be put in place to help improve access to work.

Priority economic issues by District

The points above represent the over-arching economic issues for Central Lancashire.

However, if we drill down to local district level, we see that the common issues generate more specific local challenges based on the conditions, characteristics and opportunities in each district.



Priority economic issues by District

CHORLEY	
1	Promoting Niche Knowledge-based Inward Investment Supporting the completion of Chorley ROF Regional Investment Site and the associated delivery of Buckshaw Railway Station, and ensuring a long-term supply of quality land for inward investment
2	Creating a Thriving 'Contemporary Market Town' Maintaining Chorley's position in the retail hierarchy, growing the quality of its offer and providing a distinctive and attractive town centre environment.
3	Supporting a Strong and Knowledge-led Indigenous Business Base Supporting premises provision for university-led incubation and spin-out companies; supporting cluster development and knowledge transfer; growing and diversifying our rural economy.
4	Ensuring Residents and Communities reach their full Economic Potential Addressing pockets of multiple deprivation, continuing to exploit new opportunities to remove barriers to employment, enhancing local skills, enhancing opportunities for our budding entrepreneurs.
PRESTON	
1	Deliver major city centre redevelopment projects - Tithebarn (projected £ 700m private sector investment), Central Business District and associated schemes; significant in jobs creation, economic output and catalytic terms
2	Improve Transport Infrastructure - capitalise on new High Speed Rail link; improvements to Manchester and airport connections; Preston as "hub" for Lancashire; improve public transport links to employment sites
3	Increase proportion and number of knowledge economy jobs in the city - value of jobs created is not keeping pace with their number; links to graduate retention and also targeted business support issues; plus premises/incubation support; need more finance and business services jobs in particular
4	Improve basic and higher skills levels to support knowledge economy jobs - as set out in the Centre for Local Economic Strategies research findings
5	Improve business creation, retention and growth rates - business formation rates are not high enough; rates of failures are too high; and there is evidence of successful businesses not growing beyond 2-4 person levels
6	Reduce levels of worklessness and disadvantage - acts as a drag on the attractiveness and performance of the city. Also wasted potential - opportunities for links into jobs created in Tithebarn and other schemes
SOUTH RIBBLE	
1	Maximise the economic potential of South Ribble and Central Lancashire - conditions for growth, diversified specialisation & focus on growing flexible knowledge enterprises.
2	Develop an enterprise culture to generate a strong knowledge economy - A dynamic enterprise culture providing a high rate of new business starts and high survival rates
3	Supply of tailored, quality commercial land and premises & supporting infrastructure to attract investment from target sectors and new businesses - Plentiful supply of commercial land & premises with facilities and support to stimulate businesses and encourage growth
4	Enhance the local skills base - Investment in skills which match our aspirations and the needs of employers. Attractive & varied jobs for local people, centred on high value employment.
5	Place shaping through regeneration to attract people to live and work in South Ribble -Creating a place where people are happy and actively want to live with plentiful, accessible green spaces, excellent housing, local amenities and great quality of life
6	Supporting new and expanding businesses to deliver growth High standards of support for new & established local businesses building on public sector strengths & forging links to Universities.

Where do we want to be?

Central Lancashire has a clearly defined aim to improve life locally through sustainable economic growth with residential development linked closely to economic infrastructure and amenities needed for a high quality of life.

This aim extends to the wider sub-regional Lancashire economy through delivering growth and improving access to extend the benefits as widely as possible. Through collaboration, economic growth can be delivered across the Lancashire sub-region, which will contribute to delivery of regional aims.

How will we get there?

This strategy aims to identify the real opportunities where Central Lancashire can develop by targeting actions that can make a genuine difference to the local economy rather than necessarily following the same actions being taken nationally or throughout the region. The focus must be on the strengths that Central Lancashire has to take us where we want to be in the future.

For example, businesses in Central Lancashire can follow national trends in growth sectors such as bio technology development. However, Central Lancashire has strengths in advanced manufacturing, including aerospace and automotive, and those high level skills can be transferable into other developments such as energy (nuclear and wind etc), which may be more beneficial to the Central Lancashire economy.

Central Lancashire has excellent further and higher education. The University of Central Lancashire (UCLAN) has specific strengths in languages, which provide an opportunity for economic development linked to China. That is a focus that can differentiate Central Lancashire from the offer at other university facilities in Manchester and Liverpool. Lancaster and Edge Hill universities provide complementary opportunities (such as in management) to those at UCLAN to raise skill levels and to generate new high growth business starts in Lancashire.

The Regional Economic Strategy, in describing the key assets and opportunities within the wider Central Lancashire City Region, highlights Preston as a key location for knowledge-based employment, with fast growth in creative, ICT and new media occupations.

The new facilities at BAE Systems, Samlesbury represent a further unique local opportunity.

However, we also need to examine the reasons behind deficiencies such as restricted foreign direct investment within our GVA growth and to address them.

To achieve our aims, Central Lancashire must address some key challenges:

- **Balancing GVA growth with the need to ensure that deprived areas benefit and that we minimise the use of resources**
- **Managing transition and continuing to influence resource allocation & priorities at sub-regional, regional and national levels throughout changes in regional or Government structures and partnerships**

- Accessing funding to deliver what is needed for economic recovery and future growth in Central Lancashire - including skills, commercial premises, transport and ICT infrastructure and finance for businesses
- Supporting development of the growth sectors in Central Lancashire
- Using public sector procurement locally to deliver economic growth (including making it accessible to small businesses) and still delivering Value for Money
- Tailoring the Central Lancashire offer to attract and grow the investment sectors we need
- Building a stronger investment image for Central Lancashire to compete against areas able to offer financial incentives to attract investors
- Developing our workforce in terms of both skills and supply to meet the future needs of our businesses
- Helping our residents to access the new, higher value jobs created through investment
- Supporting an ageing workforce
- Promoting home-working to reduce the need for travel to work - and supporting people who take-up that option (including live & work space, ICT infrastructure and support on health & safety)
- Promoting high growth business starts (including graduate business starts and new technologies)
- Embedding enterprise into school, college and Higher Education curriculum's to generate new start-ups and the right culture among employees to help businesses thrive
- Promoting innovation and help businesses to work in collaboration with universities to develop new technologies
- Working closely with our business community to deliver regeneration and economic growth
- Reducing the regulatory requirements on local businesses to reduce the burden, particularly on small businesses
- Working with agencies to obtain meaningful, accurate and timely economic data with a sufficiently high degree of confidence at a Central Lancashire level for monitoring and evaluation
- Making the best use of external funding in Central Lancashire given the complex and varying opportunity to access area based and special initiative funding such as Working Neighbourhoods Fund and EU Structural Funds
- Identifying sufficient resources and capacity to input into economic assessments and delivery of economic development projects and actions to meet partners timescales
- Delivering local district priorities at the same time as working collaboratively across Lancashire
- Engaging all partners to prioritise and share ownership and responsibility for delivery of projects to address Central Lancashire needs

Driving Central Lancashire Forward

In addressing our common challenges across Central Lancashire, we have identified issues that require an on-going or more local response, which are outlined in the next section, and overarching activity that is essential and has the capacity to have a greater impact on the economy or and impact on the economy over a wider area.

We will make a difference in Central Lancashire by delivering:

- **Strong partnerships** with shared ownership of aims and co-ordination of efforts by all bodies
- **Joined -up project working** on initiatives such as housing and economic growth. Projects working to deliver multiple objectives e.g. tailored housing schemes with live work space in an environment that will attract graduates and key workers and is suitable for new business starts.
- **Investment in public realm** with regeneration linked to business and wider community needs
- **Investment in transport infrastructure** and in **ICT** provision, especially in rural areas
- **Business incubation** facilities - to generate economic growth through small businesses
- **Knowledge, innovation and skills** with stronger links between higher education and business to generate graduate business starts, improve graduate retention and develop new technologies. An increase in high level skills with the Skills Board working to deliver the skills needed by employers.
- **Enabling local people** to take up the new jobs created through investment to ensure that people in Lancashire benefit from growth, to derive the maximum benefit for local communities and to minimise the need to travel long distances by reducing the need to import workforce from outside Lancashire
- Building the **image of Central Lancashire** and enabling delivery to attract new investment and increase income from visitor economy
- **Collaborative working** with partners across Mid Lancashire and throughout Lancashire to co-ordinate activity and maximise the benefits

The action plan is set out below as follows:

- Major economic projects by district;
- Priority actions, which impact on the economy over a wider area;

- Economy
- Places
- People

- Supporting actions;
- Cross-cutting actions

Collaborative Working

The Central Lancashire districts support the strategic objectives in the Mid Lancashire Multi Area Agreement (MAA):

Maximising the potential our key economic development and regeneration attributes

Objective 1: Securing growth via strategic regional and other major employment sites

Objective 2: Ensuring targeted local enterprise support

Objective 3: Securing quality employment opportunities to tackle unemployment and worklessness

Objective 4: Energy Sector

Objective 5: Tourism/heritage

Ensuring our infrastructure is capable of supporting our challenging economic growth ambitions

Objective 1: Delivering a leading edge integrated transport network

Objective 2: To take full advantage of the opportunities provided in a digital age

Objective 3: Ensuring our housing offer is capable of fulfilling the needs of existing residents and attracting people to the area

Capitalising on our unique educational attributes to support and sustain our commitment to a knowledge led economy

Objective 1: To enhance knowledge and innovation in Mid Lancashire

Objective 2: To improve skills levels generally and specifically in Mid Lancashire's key growth sectors

The MAA sets out actions to deliver each objective at strategic level and partners in Central Lancashire will work together to deliver those actions.

The following chapter of this Strategy sets out the actions to be taken in each District and collectively in Central Lancashire to address the identified challenges and drive Central Lancashire forward.



Priority Economic Projects by District

SOUTH RIBBLE	Aim/objective
Delivery Of Regeneration Schemes in Leyland Town Centre	Regeneration of Leyland town centre to increase visitor numbers and support local business sustainability and employment
Development of the Strategic Regional Site at Cuerden	Master-planning and supporting work to bring the Cuerden site forward to deliver investment and higher value jobs
Improvements to the Sustainable Transport Infrastructure in Leyland	Improvements to the sustainable transport infrastructure in Leyland, in particular, Leyland railway station, which does not meet accessibility needs
Increasing Skills Transfer and the Development of Higher Level Skills	Use the resources at BAE Systems, Samlesbury and Runshaw College to transfer knowledge and develop the local skills base
Enhancing the Role of Worden Park as a Visitor Destination and Key Component of the Green Infrastructure	Development of Worden Park to grow the visitor economy, enhance the green infrastructure and make South Ribble a great place to live and work
Attracting Investment to Develop the Established Business Community and Secure a Resilient Economy	Using the Local Development Framework to identify suitable employment land and infrastructure to attract investment. Bringing sites and infrastructure forward to grow the economy.
CHORLEY	
Promoting Niche Knowledge-based Inward Investment. Developing a Succession Strategy for Major Inward Investment	Attracting large inward investors in recognised high growth sectors will strengthen Chorley's economic base and provide better paid jobs locally
Creating a Thriving 'Contemporary Market Town'. Securing the Redevelopment of the Pall Mall Triangle and Market Street	Maintaining Chorley's position in the retail hierarchy, growing the quality of its offer and providing a distinctive and attractive town centre environment
Supporting a Strong and Knowledge-led Indigenous Business Base. Premises Provision for University-led Incubation, Cluster Development & Spin-out Companies	Supporting existing local businesses in knowledge based and high growth sectors to survive and grow will strengthen Chorley's economic base and provide better paid jobs locally
Ensuring Residents and Communities reach their Full Economic Potential. Developing a Proposal for a Chorley based 'Coaching Academy'	Supporting unemployed residents and communities into employment by addressing barriers, support with job search and enhancing local skills at a central facility
PRESTON	
Delivery of City Centre redevelopment schemes including Tithebarn and Central Business District	Improve and capitalise on Preston's Sub-regional service centre role; acting as a catalyst for further development, improvement in profile and creation of new jobs, including for workless group
Develop Preston's Gateway Role and Key Transport Links	Capitalise on proposed high speed rail link; improve railway station quality; deliver electrification of Manchester/Airport links; and improved access to other parts of Central Lancashire; ensure reflected in Local Transport Plan 3 priorities; explore Central Business District and other site linkages
Deliver enhanced levels of targeted business support, in partnership with UCLAN, NWDA, Business Link & others	Capitalise on asset of university; encourage growth in knowledge businesses; retain graduates post-graduation; ensure appropriate move on accommodation; increasing level of higher value jobs in the economy, provision of longer term employment sites (B2 / B8)
Improve levels of NVQ2 and NVQ4 qualifications in the area	Enable more people to move out of worklessness and into the labour market; increase the pool of skilled labour available and required by employers today and in the future - also needs to link to housing, quality of life and amenity issues - attractiveness of lifestyle and place.
Deliver effective Intensive Start-up Support programme; lever other Business Link contracts (high growth, BME) to deliver additional value locally	Improve the levels of business creation and sustainability, extending the size of the business base and increasing both the number of jobs created locally, and the GVA output from those jobs (currently below regional average).
Support Preston Employment Partnership, Future Jobs Fund and related activities to reduce levels of worklessness	Deliver higher levels of disadvantaged people participating in the labour market.

Priority Actions

Economy

A1 - Strategic Employment Sites Development

Work jointly to deliver development of the 5 strategic regional employment sites in Central Lancashire to provide a long-term supply of **attractive options for investment** creating new high value and knowledge based jobs, accessible to people in Central Lancashire and the wider Lancashire sub-region. Sequence site delivery work to **access funding, carry out master-planning, install services and put necessary infrastructure in place** that is tailored to the specific needs of different industries and sizes of company in order to attract investment.

- Lancashire Central, Cuerden
- Royal Ordnance Factory, Buckshaw
- Central Business District, Preston
- BAE, Samlesbury
- Preston East

A2 - Targeted Business Support

Work with partners including Business Link to deliver **effective, targeted business support** in Central Lancashire through the Solutions for Business portfolio including Intensive Start-up Support, High Growth programmes and support for investors. Improve levels of sustainable business formation, expand the business base and supply of jobs and increase GVA through growth of businesses and high value employment, especially in the target sectors identified for Central Lancashire. Seek additional support such as **business mentoring and volunteering** schemes to add value to the Solutions for Business portfolio.

A3 - Attracting Investment

Co-ordinate marketing activity and raise the image of Central Lancashire to attract new investors. Work collaboratively with UK Trade and Investment (UKTI) and NWDA to **increase the share of foreign direct investment (FDI)** into Central Lancashire in a cost-effective, targeted manner; work with partners across Lancashire, and especially Mid Lancashire, using brands such as Make it Lancashire to **raise the profile of the sub-region among potential investors**; work together within Central Lancashire using complementary and co-ordinated activity to market Preston, South Ribble and Chorley to attract new investment and create new jobs.

Work together through the joint database systems to provide a co-ordinated, tailored response to investment enquiries based on the strengths of Central Lancashire, the specific offer to **match investors' needs** and on-going support. Build on **links to growing economies** including China, India and the United States, to attract investment into Central Lancashire.

A4 - Developing the Visitor Economy

a - Product. Develop and enhance the **tourism assets** within Central Lancashire. The visitor economy provides significant economic benefit in Central Lancashire including jobs and income (£483 million visitor expenditure, supporting over 7,000 jobs in 2008). Development of assets within Central Lancashire will help to grow and benefit the visitor economy throughout Lancashire. A joint approach will be taken to ensure that **strong business support** is available for the sector, that tourism assets are developed and enhanced and that destination/ brand marketing is co-ordinated jointly.

Tourism businesses include the attractions, accommodation providers, food and drink businesses and other service and supply chain industries. Supporting those businesses to grow and to **raise standards**, through the Visitor Attraction Quality Assurance Scheme (VAQAS), “Taste Lancashire” and similar schemes, is important to secure economic sustainability and to improve the product for visitors.

Tourism assets within the area are important to attract visitors and also an important part of place shaping to attract wider investment. Analysis of data about visitor behaviour suggests that townscapes have a significant impact on economic performance. Development of visitor assets can generate high levels of additional revenue and employment. Projects include:

- Ribble Coast and Wetlands Regional Park
- Heart of Lancashire Tourism Association
- Development of Worden Park, Leyland
- New Preston City Centre hotels
- Development of Chorley Market Town facilities
- Preston Guild 2012
- Avenham & Miller Park Renovation
- British Commercial Vehicle Museum Development
- Winckley Square Renovation
- Preston Flag Market
- Guild Wheel Cycle Route

b- Marketing. A joint **destination / brand marketing programme** will be implemented to increase visitor numbers to Central Lancashire. Chorley, Preston and South Ribble Councils will work with Lancashire and Blackpool Tourist Board to raise the profile of Central Lancashire as a visitor destination and to promote the visitor attractions, events and accommodation. The programme will be focussed on local strengths including the Ribble Coast and Wetlands Regional Park, the West Pennine Moors and the heritage offer. New promotions will include

- Central Lancashire Heritage Trail, linking the heritage offer across the area
- Central Lancashire Conference Guide
- UK Corporate Games 2012
- Preston Guild 2012
- Collaborative Marketing by Preston BID

A5 - Enterprise Culture

Work with businesses and schools across Central Lancashire to create a **dynamic enterprise culture providing a high rate of new business starts and ensuring high survival rates**, particularly in smaller businesses & social enterprises. An enterprise culture is vital not only in the formation of new businesses but to generate new ideas within existing businesses and to sustain a skilled workforce with a strong work ethic to help to grow local businesses. Projects will include supporting new enterprise initiatives in schools and colleges; supporting the voluntary, community and faith sector; supporting social enterprises; promotion of self employment to people who are workless or who are made redundant and ensuring that assistance is available to increase new business start-ups and that on-going support is in place to increase survival rates.

A6 - Knowledge Transfer and Innovation

Increase knowledge transfer and innovation within Central Lancashire, linked to activity across Mid Lancashire and the wider Lancashire sub-region. Capitalise on the assets (including expertise, resources and international contacts) of the University of Central Lancashire, BAE Systems at Samlesbury, Edge Hill University, Runshaw College and Preston College to transfer knowledge and increase the skills base in Central Lancashire. Work with NWDA to facilitate **higher and further education institutions and businesses working collaboratively** to develop new technologies and find new markets, to generate new research and to access funding for research leading to new business formation (especially growth in knowledge businesses) and increasing the level of higher value jobs in the economy.

A7 - Growth of Key Sectors

Support and develop the identified growth sectors within Central Lancashire, in particular, the following sectors, which provide particular opportunities for growth:

- **Nuclear / Energy** - through development and growth of Westinghouse Electric UK Ltd / Springfields Fuels Ltd, which could see the creation of almost 1,000 additional jobs over the next 3 years
- **Advanced Manufacturing** - including Aerospace through growth at BAE systems and the development of the 17 ha "Samlesbury Aero-park" and Automotive through Leyland Trucks and the supply chain businesses
- **Business and Professional Services** - building on established strengths including strong workforce characteristics and the existing knowledge economy, which provide the basis for further growth through the Central Business District and other focal points within Central Lancashire.
- Specialist areas, which are suited to existing, transferrable skills and resources, including **knowledge based industries; advanced recycling; green energy** (gas, wind and water power); **digital / creative industries; and food and drink**

Central Lancashire has a strong, existing business base in these sectors, which provides a foundation for future economic growth. Work with partners, including specialists such as Creative Lancashire, to support that growth will include provision of specialist business support with a focus on high growth, tailored workspace, skills and infrastructure.

Places

A8 - Transport Infrastructure

Work jointly through the MAA, the Lancashire Local Transport Plan, developer contributions and other means to access resources and to deliver projects to **expand the sustainable transport infrastructure** in Central Lancashire to improve connectivity and increase access to employment. Accessibility is an important strength of Central Lancashire and is vital to maintain the competitive advantage and for the area to continue to attract investment. Prioritise delivery of schemes including sustainable travel measures, investment to encourage modal shift, demand and traffic management measures, and improved street design, in particular, key schemes:

- Implementation of the high speed rail link;
- Preston Railway Station improvements;
- Leyland Railway Station improvements to meet accessibility needs;
- Delivery of Buckshaw Village Railway Station;
- Electrification of Manchester/Airport links;
- Improved access to other parts of Lancashire;
- Provision of new Park and Ride facilities;
- Improvements to reduce traffic congestion at motorway access points and city/town centre gateways;
- Installation of new technology such as electric vehicle charging points
- Improvements to the off-road cycle network

A9 - ICT Infrastructure

Work jointly through the MAA, developer contributions and other means to access resources and to deliver projects to improve the ICT infrastructure in Central Lancashire. Work with Government and private sector providers to identify gaps and to ensure **100% access in Central Lancashire to Broadband** at a minimum speed of 2 megabits per second (mbps) as set out in the “Digital Britain” report (June 2009) and 90% Next Generation Access to Broadband services by 2017.

Where market failures are identified or additional facilities, such as wireless networks, are required to promote investment, funding will be sought to develop local solutions. Further work will be undertaken jointly to support and promote take-up of ICT technology by businesses to reduce costs, communicate with customers and suppliers and take advantage of new opportunities. The communications network in Central Lancashire, especially in rural areas, is vital for the area to attract future investment.

A10 - Regenerating Places

Deliver complementary regeneration and development projects:

- Preston City Centre (including Tithebarn and Central Business District);
- Leyland town centre;
- Chorley town centre

Regeneration projects will include: development of new retail space; construction of new offices and workspace; new housing provision; improving transport and pedestrian access; enhancing the public realm; increasing accessible green spaces and providing new amenities. Such regeneration is vital to sustain city and town centres. A complementary range of projects will be delivered in Preston, Chorley and Leyland to **provide attractive and distinctive centres** for local people, increase visitor numbers, support local business sustainability and employment and act as a catalyst for further development. It is important that all of the main centres in Central Lancashire provide a high quality offer to attract people to live and work in Central Lancashire and that they provide both highly skilled jobs in areas such as the Central Business District and entry level jobs to help people who are workless to access employment.

A11 - Green Business and Technology

Work to develop a co-ordinated range of projects across Central Lancashire to **increase energy efficiency in businesses, promote energy efficient design** and provide niche managed workspace to support and develop entrepreneurship and the formation of new green businesses using new technology. Support specialist organisations such as Lancashire Business Environment Association in delivering advice, raising awareness of products and supporting businesses. Projects include:

- Chorley Innovation Centre
- Leyland Design Guide - promoting high quality and energy efficient building design
- Exemplar Projects including Roach Bridge Mill
- Lancashire Central Strategic Regional Site, Cuerden

A12 Growth Point Delivery

Deliver the Central Lancashire Growth Point to **support further investment in the infrastructure and housing needed for economic growth**. The Growth Point will provide infrastructure, affordable housing and housing with the characteristics and quality needed to help Central Lancashire to retain and attract the skilled workers that businesses need. New housing will provide a diverse offer, located to reduce the need for travel, in an attractive environment, which will help to retain graduates and attract people to live and work in Central Lancashire. Securing a skilled workforce for the future is vital to deliver economic growth.

The Growth Point aims to **accelerate new housing** provision by around 20% above the figure set out in the current Regional Spatial Strategy (RSS). Growth Point status will result in the RSS requirement being delivered at a faster rate depending on the national economic situation. Strategic Housing Market Assessments, prepared as part of the Local Development Framework process, will establish affordable housing needs to be delivered through Growth Point. Delivery of the housing Programme of Development will be enabled by Local Development Framework policies.

People

A13 - Skills

- a. Improve the proportion of local people with NVQ2 and NVQ4 level qualifications by making maximum use of the **excellent higher education and training** provision at UCLAN, Runshaw College and Preston College to increase skill levels in Central Lancashire.
- b. Work with businesses through the Skills Boards to **identify the current and future skills needs of local businesses**, especially the identified growth sectors, and work with training providers to deliver the types and levels of skills required by employers.
- c. Work with employers and the Skills Funding Agency (SFA) to **increase the take up of training** and development within businesses using local Employment Charters and the national Skills Pledge initiatives.

These 3 actions will be taken forward together to enable people who are workless to access jobs by undertaking the types of training required by employers and to increase the pool of skilled labour available and required by employers to grow today and in the future.

A14 - Increase Employment

Work jointly through the Local Area Agreement and other mechanisms to **reduce the number of people in Central Lancashire who are reliant on out of work benefits**.

Central Lancashire is a key driver of economic growth and job creation within Lancashire. However, there continue to be pockets of deprivation with high long-term unemployment, above average levels of people reliant on out of work benefits, poor health and low skill levels. These areas are frequently adjacent to areas of high employment provision. The strong economy overall within Central Lancashire has resulted in these areas being unable to access funding to help overcome the barriers to employment. Joint work will continue to seek funding to help people within these areas, to **adopt multi-agency approaches** by focussing existing mainstream services, to pool resources and to share successful strategies.

Employment Charters and Local Employment Partnerships will be used to **engage employers to increase provision of work placements and work experience opportunities**. Successful schemes including the Mid Lancashire Future Jobs Fund, “Work Start”, “Future Horizons” and apprenticeships will be promoted to increase private and public sector opportunities for local people to access employment.

Specific local support will be delivered through Preston Employment Partnership and by Chorley and South Ribble Redundancy Taskforce, which provide partnership structures to reduce the impact of redundancies and **help people access advice, training and employment**. Volunteering opportunities will be promoted to help people to gain confidence and experience as part of the path towards employment.

Supporting Actions

Economy

A15 Supportive Business Environment

Chorley, Preston and South Ribble Councils will work with Business Link, the Chamber of Commerce and other business groups to maintain and enhance a supportive environment in Central Lancashire for businesses. Joint actions will include:

- **Working with businesses to identify their aspirations**, future opportunities and needs. Engaging at regional and national levels to help meet those needs through regional and national policies, strategies and resource allocation.
- Working directly with businesses to alert them to regulatory changes, to help them to comply with regulations and to **streamline processes to help to reduce the regulatory burden**.
- Developing local solutions to business issues related to **improving the quality of the built environment and public realm** including designs to reduce crime.
- **Making it easy for businesses to invest** in Central Lancashire by processing planning applications and building regulation applications as quickly as possible in line with the Local Development Framework.

A16 Finance for Business

Work with European Union frameworks, NWDA, Business Link, Lancashire County Council and local financial organisations to **make sure that businesses in Central Lancashire can access finance for growth** at reasonable costs. Access to suitable finance is vital for businesses to function, to maintain cash-flow, to invest in new equipment, improve skills, invest in research and development, develop new technology, obtain supplies and for growth. Partners will work to make sure that suitable financial products are available across Central Lancashire, including grants (such as Rosebud), loans and venture capital schemes, at reasonable rates and to help businesses to access the most appropriate funding. Businesses will be made aware of any **financial assistance** such as the Small Business Rate Relief and advice will be available through Business Link and through tailored local events and communications. Prompt payment will be promoted to help to **maintain cash-flow** throughout the supply chain and particularly to help smaller businesses.

A17 Competitiveness / Economic Resilience

Work collaboratively to maintain and build a **competitive and resilient economy** in Central Lancashire. The global economic downturn during 2009 highlighted the varying degree to which local economies across Britain were able to withstand the impact of the recession. A considerable amount of research has been published by organisations including the Centre for Local Economic Strategies, Centre for Cities and Experian to identify the important features of resilient economies and map performance. The research highlights that high levels of foreign business ownership and over-reliance on single sectors increases economic vulnerability. Central Lancashire has withstood the downturn well but work will continue to secure future resilience through a dynamic business base, investment in high growth industries, strong prosperous communities, skilled people and a quality of place with strong physical infrastructure, which is attractive to investors.

A18 Development of Retail Offer

Deliver a mixed-use scheme to facilitate the **comprehensive regeneration of the Tithebarn Regeneration Area** of Preston to establish Preston as a leading sub-regional retail centre, which provides the retail offer expected of a city including department stores, National brands and specialist shopping.

Increase the quality of the retail offer in **Chorley as a modern market town** with a distinctive and attractive town centre environment.

Expand the **specialist and local shopping provision in Leyland**, maintaining and building on the character and distinctive, accessible setting.

New retail development, linked to improved public realm, entertainment and green space facilities is important to generate jobs, bring income into Central Lancashire and attract investment. Attractive, vibrant city, town and district centres are important for Central Lancashire to remain a place where people want to live, work and visit.

A19 Government & Public Sector Relocation

Promote Central Lancashire to **attract new jobs through Government and public sector relocation**. Central Lancashire has the capacity to benefit from major Government relocations, which have been implemented following the Lyon's Review. Although significant numbers of jobs have already been relocated, Central Lancashire has not attracted any large numbers to date. A Central Business District will be created in Preston to provide suitable premises to meet Government requirements. The Central Business District, excellent communications and high quality environment will be used to attract new jobs through any future Government relocation.

A20 Rural Economic Growth

Support sustainable economic growth in rural areas through **diversification and agriculture to increase food security** and to secure existing jobs and provide new jobs. A significant proportion of Central Lancashire is rural in nature and the local economy in rural areas faces particular challenges in order to maintain viable rural communities. Local food production needs to be increased to reduce reliance on imported food supplies, reduce food miles and improve food quality for local people.

Opportunities for diversification will be identified, businesses supported to start and grow and organisations such as DEFRA engaged to support rural communities. Collaborative work will take place to implement programmes including the Rural Development Programme for England under which, the Lancashire West Local Action Group covers the rural areas of Chorley, Preston, South Ribble and West Lancashire districts. Work will also continue to support **improved provision of infrastructure including broadband**, transport, workspace and local training provision.

A21 Public Sector Procurement

Use **public sector procurement to support economic growth** by considering the market impacts of local procurement. Public sector bodies will be encouraged to consider the outcomes, such as the opportunity to support local jobs, promote business growth and the take up of new technology, when procuring goods and services.

Chorley, Preston and South Ribble Councils will seek to use best practice and to encourage other public sector bodies, including those in the education and healthcare sectors, to support local business growth. The shared procurement service in Chorley and South Ribble will help to drive innovation in procurement as set out in guidance from the Office of Government Commerce.

A22 Growing Social Enterprise

Promote and support the formation and development of social enterprises in Central Lancashire. Social enterprises play an important role in the economy by **delivering environmental and social objectives** as well as business growth. Increasing the numbers of social enterprises will deliver opportunities to help move people into employment and to develop an enterprise culture. Social enterprises will be supported to provide work experience and jobs for disadvantaged people including the long-term unemployed, people with disabilities, people with health problems and ex-offenders. Social enterprises will also be supported to develop environmentally sustainable products and practices.

A23 Established Business Community

Support the **development of the business community** within Central Lancashire to promote business growth by increasing the private sector procurement of goods and services locally. In addition to promoting local trading, an established business community offers the benefits of joint working, linking businesses and residents, for businesses to support each other by acting as mentors and of sharing experience.

The business community in Central Lancashire will be encouraged to act as **ambassadors for investment** in the sub-region, engage with public sector bodies and inform decision making and resource allocation and to cluster to bid for contracts. Development of the business community will be facilitated through communications, events and products such as the Central Lancashire Business Database.

Places

A24 Future Economic Infrastructure

Use the Central Lancashire Local Development Framework (LDF) to enable provision of suitable **employment land and infrastructure to attract future investment**. The Central Lancashire LDF will identify suitable areas for employment and provide the policy framework to bring new commercial sites and infrastructure forward to grow the economy. The LDF is important to secure the economy of Central Lancashire into the future by providing the spatial infrastructure for new investment and protecting the established commercial areas, which meet current and future business needs. The LDF will also ensure that the housing, infrastructure and amenities in Central Lancashire meet the needs of existing residents and attract people to live and work in the sub-region.

A25 Developing Potential of Heritage Assets

Develop and promote the heritage assets of Central Lancashire to grow the visitor economy and enhance the attractiveness of the area to skilled workers and investors. Central Lancashire's rich heritage includes both the built and natural environment, which provides attractive places for people to live and visit. The historic buildings, social history and natural environment require **conservation, sympathetic development, interpretation and promotion to attract more visitors, which will generate higher income into the local economy**, support businesses and create jobs. Research indicates that places with significant numbers of historic buildings are substantially more popular places to spend leisure time than those that are not. Development of the heritage of Central Lancashire will therefore contribute to attracting people to live and work in the sub-region. Key attractions include:

- Astley Park and Hall, Chorley
- Avenham and Miller Parks, Preston
- Botany Bay, Chorley
- British Commercial Vehicle Museum, Leyland
- Central Lancashire Heritage Trail
- Duxbury Park, Chorley
- Harris Museum, Preston
- Hoghton Tower, Hoghton, Chorley
- National Football Museum, Preston
- Preston Flag Market
- Samlesbury Hall
- Winckley Square, Preston
- Worden Park and Hall, Leyland

A26 Business Incubation

Create new **business-ready workspace in flexible locations** to meet lifestyle and sectoral needs and embed business support within business parks and workspace developments. Through the LDF and partnership working, new workspace will be delivered to support the formation of new businesses.

Local business support will be organised and delivered, within the BSSP framework, to increase contact with and take-up by businesses. Tailored infrastructure and accessible business support is vital to create suitable conditions for businesses to start and to grow. Provision will include development of new retail and office premises (including starter units and expansion units to accommodate growth) to attract businesses into city and town centres and also suitable provision in rural areas, including **live-work space**.

A27 Investment Support Services

Provide an **excellent service for investors** in Central Lancashire. South Ribble, Preston and Chorley Councils will work with partners to provide a co-ordinated, tailored response to investment enquiries based on the strengths of Central Lancashire. Future investment, especially an **increase in foreign direct investment**, is vital for continued economic growth in Central Lancashire and for the Lancashire sub-region. The joint data and enquiry handling systems will be used and developed further to identify the specific offer within Central Lancashire to match the investors' needs, to monitor demand and take-up of commercial property to inform future provision and to deliver and co-ordinate on-going support for investors. Partners will work together to help investors access finance, skilled workforce, premises, economic information, regulatory assistance and to meet other needs.

A28 Environment Business Continuity Planning

Identify and **map environmental constraints to the economy** (such as flooding) and develop plans with businesses to mitigate the effects. Existing climate conditions and potential future changes in the climate can have a significant impact on the economy as a direct result of damage by flooding or high winds and as an indirect result of interruptions in the supply of materials, labour and distribution infrastructure. By identifying potential constraints and **working with businesses to develop continuity plans**, the impact can be reduced. The Central Lancashire LDF will take environmental factors into account in delivering future development and partnership working with businesses and environmental / infrastructure bodies will support economic growth by mitigating any environmental or climate impact in Central Lancashire.

A29 Green Infrastructure Provision

Develop the green infrastructure in Central Lancashire to maintain the “City with Room to Breathe”. Green infrastructure, including river corridors and parks, is an important element of the attractiveness of Central Lancashire as a place to live and work as well as supporting wildlife and improving air quality. Further investment will be delivered, working with partners, to **expand the green infrastructure across Central Lancashire** in order to increase the numbers of visitors and enhance the attractiveness of Central Lancashire to skilled workers and investors. Attractions will include:

- Ribble Coast and Wetlands Regional Park
- Avenham & Miller Parks, Preston
- Blainscough Nature Reserve, Coppull
- Ellerbeck (former colliery), Chorley
- Hic Bibi Nature Reserve, Coppull
- River Lostock Corridor
- West Pennine Moors, Chorley
- Winckley Square, Preston
- Withnell Nature Reserve, Withnell, Chorley
- Worden Park, Leyland
- Yarrow Valley Country Park, Chorley

People

A30 Graduate Retention

Provide an attractive offer for graduates to live, work and stay in Central Lancashire. Graduate skills are important to local businesses and there must be an attractive local offer to help to **retain graduates in Central Lancashire**, post-graduation. Through the Central Lancashire LDF, workspace will be provided to help graduates start and expand new businesses and a diverse housing offer will be delivered in an attractive environment. Through collaborative working, business support will help to sustain and **grow graduate businesses**, including mentoring, access to finance and high growth support programmes. Through the LDF and working with the private sector, the high value jobs, leisure, culture, amenities and lifestyle will be available to retain and attract graduates to live and work in Central Lancashire.

A31 Flexible Working

Promote **flexible working opportunities** throughout Central Lancashire to make maximum benefit from the available workforce. Flexible working practices allow people to balance work and other commitments, which may make it possible for people to work when they would not otherwise be able to. Recent research also suggests that people who benefit from flexible working arrangements are more productive. Encouraging employers to offer flexible working will aid economic growth in Central Lancashire by increasing the economic activity levels of local residents. Support will be provided including **guidance to residents and businesses** on regulatory and health & safety issues, signposting to support organisations, provision through the LDF of live/work space and improved ICT facilities, especially broadband coverage in rural areas.

A32 Employment Support Infrastructure

Provide the infrastructure to support people to access and remain in employment in Central Lancashire. In order to increase the economic activity levels of local residents, partners including the Primary Care Trust, Local Authorities and Jobcentre Plus will work together to ensure that support is available to **overcome barriers to work**. Actions to improve skill levels and reduce the number of people who are workless are covered elsewhere in this Strategy. Additional support will include **condition management, healthcare, childcare, care for other dependant relatives, healthy workplace initiatives** and public sector employability and business engagement programmes. This represents an extension of the approach established by the Lancashire Local Area Agreement.

A33 Older Workforce

Increase the number of older people (defined as aged 50 +) within the workforce in Central Lancashire. As the age profile of the workforce increases, it will become increasingly important to **retain the skills and experience of older people** within the workforce and to increase economic activity levels of people aged 50+.

The opportunity to continue to work when older has the additional benefits of helping people to remain healthy and active, supplementing income (which may become increasingly important if pensions are reduced in value), lifestyle, social interaction and overall quality of life. Actions to support the older workforce will include **promotion of flexible working practices to employers, healthcare provision and support services** to help if people have a role as carers for older or younger family members. Opportunities for older people to remain economically active will also be addressed through provision of support to start businesses, especially lifestyle businesses and those using existing skills and experience, through re-skilling opportunities and through promotion of volunteering and mentoring opportunities.

Cross Cutting Actions

Partnerships

Ensure that we have strong partnerships and structures in place to undertake economic assessments and address the issues identified.

Policy

Establish strong Policy relationships with links between Central Lancashire Economic Regeneration Strategy aims and actions, the Central Lancashire LDF and the Sustainable Community Strategies.

Capacity

Economic Development sits in different places within each organisation in Central Lancashire in order to deliver local priorities. Identify the most appropriate lead for each Central Lancashire project to share benefit of specialist skills and knowledge, maximise benefit of resources and ensure that resources remain for delivery of local priorities.

Ownership

Engage all partners to prioritise and share ownership and responsibility for delivery of Central Lancashire Economic Regeneration Strategy

Supporting Economic Growth

Key Existing Central Lancashire Projects

Work is already under way on a number of significant initiatives to deliver jobs and support economic growth in Central Lancashire. Joint projects, which are already being delivered across Central Lancashire, include:

- Central Lancashire Local Development Framework
- Central Lancashire & Blackpool Growth Point
- Mid Lancashire Future Jobs Fund
- Central Lancashire Intensive Start-up Support
- Ribble Coast & Wetlands Regional Park
- Central Lancashire Social Enterprise Hub
- Heritage Development & Promotion in Central Lancashire
- 100% Broadband Infrastructure in Central Lancashire
- West Lancashire Local Action Group (Rural Development Programme for England)

Delivery

This Strategy will be delivered through existing mechanisms where possible and by working together with partners to develop new solutions and to make the best use of resources. Current and planned means of delivery include:

- The Single Regional Strategy RS2010 (SRIS);
- Work with the Regional Development Agency including funding streams
- The Single Integrated Lancashire Strategy, working with Lancashire County Council;
- The Mid-Lancashire Multi Area Agreement (MAA);
- Active contribution to the Local Economic Assessment by Lancashire County Council and resulting actions;
- Engagement with regional and national bodies including HCA;
- The Lancashire Local Area Agreement (LAA)
- Working in partnership to support and champion bids for resources;
- Future joint / collaborative projects;
- Sharing information and intelligence;
- Sharing specialist skills across Central Lancashire;
- Cross border projects; and
- Reviewing projects and working to priorities



Measurement

A number of targets and data sources have been selected in order to effectively monitor overall progress against the objectives of this Strategy.

Appendix 2 sets out the targets, which are based on measurable criteria and link to the Local Area Agreement and Mid Lancashire Multi Area Agreement. The targets include National Indicators (NIs), key performance indicators (KPIs) and other relevant measures where suitable robust, timely data sources are available at a suitable spatial level.

Other, more detailed, targets and milestones will be set by individual project plans.

Partners

- South Ribble Borough Council
- Preston City Council
- Chorley Council
- Lancashire County Council
- South Ribble Partnership
- Preston Partnership
- Chorley Partnership

Stakeholders:

- Business Link
- Business Venture Group Ltd
- Central Lancashire Business Club
- Chamber of Commerce
- Jobcentre Plus
- Lancashire County Council
- Lancashire Education Business Partnership
- Lancashire Skills Funding Agency
- Preston College
- Preston & South Ribble Trades Council
- Primary Care Trust
- Runshaw Business Centre & College
- In Training Ltd
- University of Central Lancashire

Implementation

An action plan, which will include existing projects, will be developed to guide the implementation of this Strategy.

Appendix 5 illustrates how the actions set out in this Strategy will be assessed in terms of nature, opportunity and scale of impact then allocated where they are most appropriately addressed by delivery on a local basis, across Central Lancashire, at Mid Lancashire or pan Lancashire level.

Many of the issues identified in this Strategy have differing impacts and characteristics at a district or neighbourhood level and, depending on the actions required, many of the practical opportunities for making a real difference may exist at different levels. The action plan will phase work and identify the partners needed for each project.

The year 1 action plan will include engagement to influence development of the Single Regional Integrated Strategy; assistance with delivery of the Mid-Lancashire Multi Area Agreement and contribution to economic assessments.

Detailed project action plans will guide delivery of individual projects (District specific & joint projects) and delivery partners will be engaged as required by project action plans.

Annual monitoring and evaluation of projects and the action plan will feed into subsequent plans throughout the life of this Strategy.

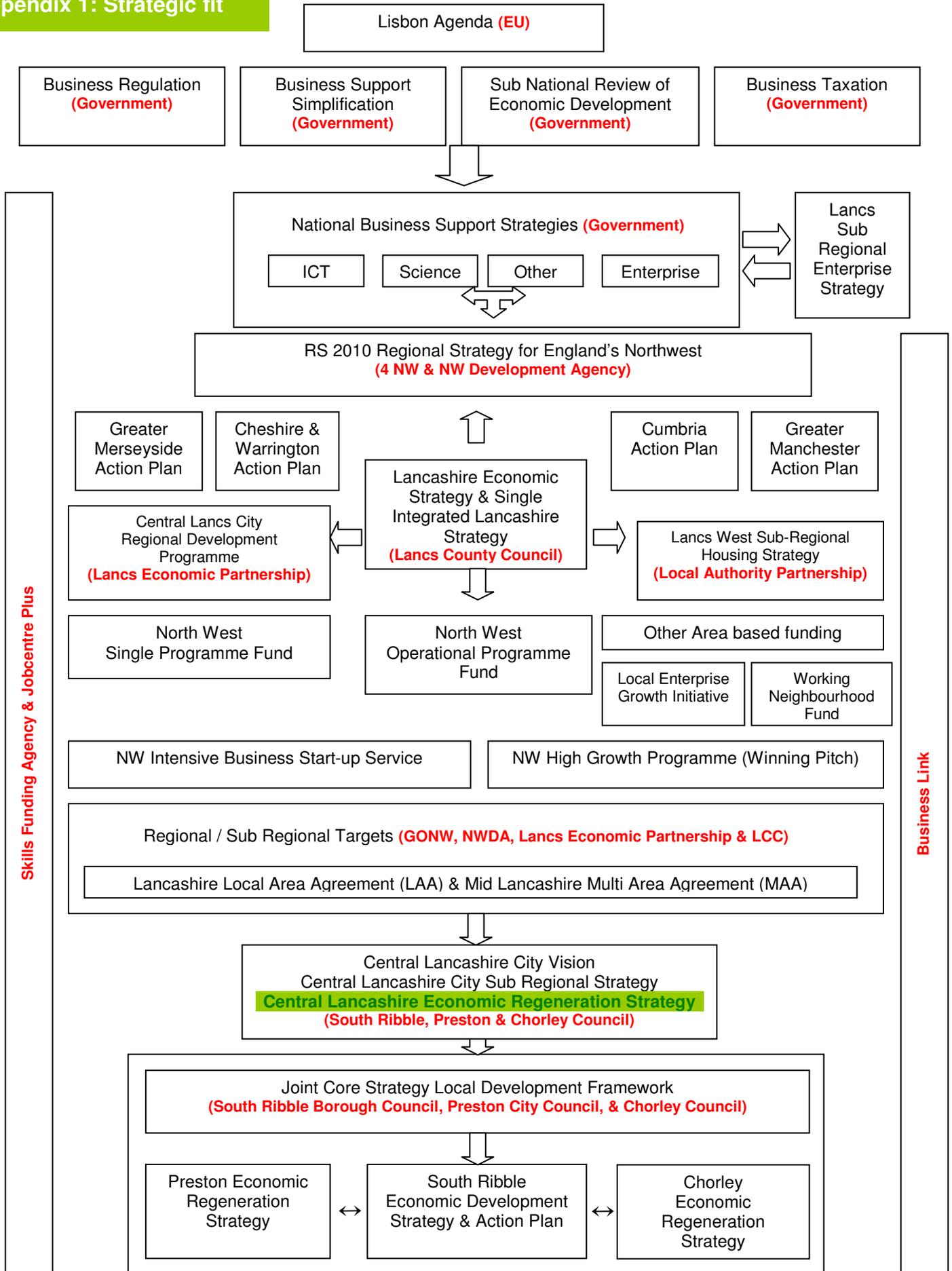


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Appendices

1. Strategic Fit
2. Measurement
3. Baseline Research
4. Central Lancashire Baseline Economic Research Summary
5. Action Plan Template

Appendix 1: Strategic fit



Appendix 2: Measurement

The table below sets out a selection of measures, the baseline position, midpoint and ultimate targets for the Central Lancashire Economic Regeneration Strategy. Further measures will be identified for specific projects.

Indicator	Baseline 2010			Mid-point	Target 2026
	Chorley	Preston	South Ribble		
Economy					
NI 166 - Average Earnings of Employees (%) (2008-09)	428.2	426.6	468.6		
NI 171 - Enterprise: VAT registrations (Rate) (2008)	59.5	59.6	54.2		
NI 172 - Small businesses employment growth (%) (2008)	14.5	14.2	14.7		
GVA per head - Gross Value Added (per head) 2007	14,090	15,135	13,888		
GVA change - Change in GVA per head 1997-2007 (%)	32.23	42.04	30.33		
Visitor Expenditure (£ millions) (2008)	172.00	203.98	107.01		
Places					
NI 186 - Per capita reduction in CO2 emissions (%) (2007)	2.1	5.5	2.7		
NI 155 - Gross no. affordable homes delivered (2009-10)	107	26	35		
People					
NI 151 - Employment Rate (%) (Sept 2009)	75.9	66.1	80.8		
NI 152 - Working age Benefits (%) (Aug 2009)	11.1	15.1	10.1		
NI 163 Working age pop at NVQ Level 2+ (2008)	71.1	72.2	79.1		
NI 165 - Working Age Pop at NVQ Level 4+ (2008)	28.4	25.7	36.4		

* Workplace based earnings is a proxy for GVA but there is low confidence in earnings data at district level

Better than or equal to Regional & National average / exceeding targets	
Better than or equal to Regional average but worse than National average / meeting targets	
Worse than Regional & National average / below targets	
Regional / National average not available	

Appendix 3: Baseline research

The table below summarises the subjects and geographical coverage of economic studies relating to Central Lancashire 2000 - 2009. The publications are listed in chronological order. Appendix 3 contains a more detailed summary of those existing studies & strategies.

Title	Lancs Wide	Chorley	Preston	South Ribble	Date
The Economic Impact of Preston Tithebarn			✓		February 2010
Cities Outlook 2010 - Centre for Cities			✓		January 2010
Lancashire Manufacturing Skills Study	✓				July 2009
Economic Potential of Preston Study		✓	✓	✓	May 2009
South Ribble Economic Regeneration Strategy 2018				✓	March 2009
Employment Land Position - South Ribble - March 2009				✓	March 2009
Annual LDF Monitoring Report - South Ribble				✓	March 2009
Housing Land Position - South Ribble				✓	March 2009
Central Lancashire Strategic Housing Land Availability Assessment		✓	✓	✓	March 2009
A Sub-Regional Transport Framework for Lancashire	✓				Feb 2009
Preston Retail Study - 2009 Update			✓		2009
Central Lancashire Transport Study		✓	✓	✓	October 2008
Chorley, Preston & South Ribble Employment Land Review to 2021		✓	✓	✓	August 2008
Business and Industrial Land Availability			✓		August 2008
Central Lancashire Community Profile Study -		✓	✓	✓	July 2008
Five year Housing Supply Position			✓		April 2008

Title	Lancs Wide	Chorley	Preston	South Ribble	Date
Lancashire Town Centre Office Premises Study	✓				April 2008
Study Visit to Central Lancashire City Region.		✓	✓	✓	2007 / 2008
Central Lancs. Strategic Flood Risk Assessment		✓	✓	✓	Dec 2007
Lancashire Economic Strategy & Evidence Base - Issues and Options for Enhanced City-Regional Working in Lancashire	✓				2006/ 2007
Open Space & Recreation Study				✓	June 2006
Chorley Economic Regeneration Strategy		✓			March 2006
Central Lancashire Sub Regional Strategy		✓	✓	✓	2006
Central Lancashire Office Needs Assessment 2006 - 2021		✓	✓	✓	2006
Preston Economic Regeneration Strategy - Stage 1 Report			✓		Feb 2005
Preston City Council - Northern Way - Central Lancashire City Region Development Programmes		✓	✓	✓	Feb 2005
Preston Retail and Leisure Study			✓		2005
Retail Study				✓	2004
City of Preston -Strategic Overview of Regeneration Initiatives			✓		January 2003
Study of Business Needs of ICT / New Media Sector		✓	✓	✓	May 2002
Preston: Our Bid for City Status, 2001			✓		2001
Central Lancashire Development Agency (CLDA) Strategic Review		✓	✓	✓	May 2001
Central Lancashire Skills Audit / Skills Gap Analysis		✓	✓	✓	June 2000

Appendix 4: Central Lancashire Baseline Economic Research Summary

Title	Description	Coverage	Date
The Economic Impact of Preston Tithebarn (NWDA)	Economic impact assessment of the Preston Tithebarn development proposals.	Preston	February 2010
Cities Outlook 2010 - Centre for Cities	<p>Annual report evaluating the economic performance of the UK's 64 main cities and looking at the effect of recession and potential for economic growth beyond the recession.</p> <p>The report shows that in terms of overall economic performance, Preston compares well with Blackburn, Blackpool, Liverpool and Manchester, and with Great Britain and England as a whole. It would also suggest that the city is well placed with the potential to grow its economy, both as an individual city and as part of the Mid-Lancashire MAA, as the UK begins to recover from the recession.</p>	Preston	January 2010
Lancashire Manufacturing Skills Study (East Lancs Chamber / Lancashire Economic Partnership)	<p>The East Lancashire Chamber has requested £15,000 from LEP to investigate the barriers to effective skills development for manufacturing SMEs across Lancashire and to make recommendation to the Lancashire Employment and Skills Board on how these can be overcome.</p> <p>This funding will be complemented by the research funding from Blackburn College aimed at researching the barriers to skills development for young people within Pennine Lancaster including their perception of the manufacturing sector. The Chamber has also secured funding from the LSC to develop a skills cluster for skills development for advanced manufacturing in Lancashire</p>	Lancashire	Summer 2009

Title	Description	Coverage	Date
Economic Potential of Preston Study (GVA Grimley)	<p>NWDA study to assess economic potential and generate a future vision for the growth of Preston & Central Lancashire.</p> <p>This report concentrates on the functional economic area of Central Lancashire comprising the local authority areas of Preston, South Ribble and Chorley. The study has involved a number of distinct tasks including a review of previous reports and analysis on Central Lancashire; a macroeconomic overview; new primary research and consultation.</p> <p>The analysis of Central Lancashire is set within a broad conceptual framework of what makes 'places' work in terms of seven key drivers: The Physical City; Economic Distinctiveness; Human Capital; The Educational Offer; Economic Linkages and Connections; Investment in Communities; Leadership</p>	Preston, South Ribble and Chorley districts	May 2009
South Ribble Economic Regeneration Strategy 2018	<p>This strategy sets out the "recipe for economic success" in South Ribble over the next ten years to 2018. The Strategy sets out how we will reinforce our identity for South Ribble within the North West and within Central Lancashire and how South Ribble, Preston and Chorley complement each other and work well together in developing a sub-regional economy, which is out-performing many areas of the North West.</p> <p>The Strategy shows how we want to move South Ribble to become the first 'Enterprise engine' in Lancashire, on a par with the growth centres only currently seen in the South east satellite towns around London. South Ribble joins Preston and Chorley together to form Central Lancashire with a thriving economic identity of its own. Our strategy aims to move South Ribble up the 'economic hierachy' from an Enterprise Spark to Enterprise Engine by 2018.</p>	South Ribble	March 2009

Title	Description	Coverage	Date
Employment Land Position - South Ribble - March 2009	<p>This document was produced to provide an up to date reference of all available land for employment uses at 1st April 2009.</p> <p>Surveys of employment sites are done annually, to give an accurate picture of the employment land status in the Borough. This position statement is updated on an annual basis, once the surveys have been completed.</p> <p>Employment sites in this document include land that is allocated in the Local Plan and already established employment sites which may have small areas of land available for development.</p>	South Ribble	March 2009
Annual Monitoring Report - South Ribble - March 2009	To assess the effectiveness of the Local Development Framework policies, the council is required to produce Annual Monitoring Reports. Their purpose is twofold: (1) to monitor the implementation of the local development scheme (LDS) and (2) to assess whether the policies in the local development documents are being successfully implemented.	South Ribble	March 2009
Housing Land Position - South Ribble	This key annual report details whether South Ribble is meeting the strategic requirement set by the Regional Spatial Strategy for the North West. It provides detailed figures on the number of houses built, the number "in the pipeline", and the future supply. It contains the housing trajectory for the borough.	South Ribble	March 2009
Central Lancashire Strategic Housing Land Availability Assessment	<p>The Strategic Housing Land Availability Assessment provides an evidence base on the potential housing land supply across Central Lancashire. This document does not allocate specific sites for housing development but will be used as a key piece of evidence to inform the Core Strategy and Site Allocations.</p> <p>http://www.centrallancashire.com/design/indexa.asp?page=page_14</p>	Central Lancashire	March 2009
A Sub-Regional Transport Framework for Lancashire	First phase of work by consultants (Atkins) looking at transport and Lancashire's Economy. Stage II (of 3) currently in progress.	Lancashire	February 2009

Title	Description	Coverage	Date
Preston Retail Study - 2009 Update	On behalf of Preston City Council, consultants Drivers Jonas LLP (DJ) have updated the July 2008 Retail Study Update to the original study. The latest update assesses the capacity for further comparison (non-food) goods retailing in Preston.	Preston	2009
Central Lancashire Transport Study - (MVA)	<p>The objectives of the study, as outlined in the brief and agreed at the inception meeting were:</p> <ul style="list-style-type: none"> • To outline proposals for future development of a public transport network that will provide for forecast future travel arrangements; • To identify proposals for the development of a cycle and walking network and other measures to deliver an increase in active travel; • To review road capacity to identify any forecast pressures on the transport network that cannot be dealt with through increased use of public transport, cycling and walking and to recommend appropriate measures to improve capacity; • To provide input into the LDF Infrastructure Plan and developer contributions; • To provide costings for proposed measures and possible funding measures, with delivery dates and phasing. 	Central Lancashire	October 2008

Title	Description	Coverage	Date
<p>Chorley, Preston & South Ribble Employment Land Review to 2021</p> <p>Drivers Jonas and WM Enterprise -</p>	<p>The aims and objectives of this study, derived from the Councils' brief can be summarised as:</p> <ul style="list-style-type: none"> • Identifying employment sites and buildings to be retained for employment uses and those which could be released to other uses; • Identifying the future quantity of land required; • Assessing these requirements based on different scenarios arising from different; • Growth levels and emerging external strategic policy drivers; • Identifying in broad terms the quantity, location and type of sites needed to meet future employment land requirements. 	<p>Central Lancashire</p>	<p>August 2008</p>
<p>Business and Industrial Land Availability</p>	<p>This report has been produced by the City Council to provide an accurate and up to date reference of available land for business and industrial uses in Preston.</p>	<p>Preston</p>	<p>August 2008</p>
<p>Central Lancashire Community Profile Study -</p>	<p>A Community Profile Study has been undertaken to help gain an understanding of the role and function of different places in Central Lancashire and how they compare with each other. The results of this work will help inform decisions about how suitable settlements are to accommodate further growth and development. The study excludes the established urban centres of Chorley and Preston.</p>	<p>Central Lancashire</p>	<p>July 2008</p>

Title	Description	Coverage	Date
Five year Housing Supply Position	<p>Preston City Council, along with all local authorities, has identified areas that could be used for housing in the next five years in accordance with Planning Policy Statement No 3. These areas have to be in line with targets that have been set in the Regional Spatial Strategy.</p> <p>http://www.preston.gov.uk/environment-and-planning/planning/planning-policies/evidence-base/</p>	Preston	April 2008
Lancashire Town Centre Office Premises Study	<p>Lancashire County Council commissioned BE Group to undertake a baseline study of office premises in Lancashire's Town Centres. This was prompted by differences between policy, which advocates the location of development in town centres, and practice, which results in office units located on edge/out of town sites.</p> <p>BE Group were asked to provide baseline data for 37 towns across the sub-region. Study findings will be used to inform policy development at regional and district/unitary level, and help support other similar recent work carried out by partners.</p> <p>http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=4017&pageid=16113&e=e</p>	Lancashire	April 2008

Title	Description	Coverage	Date
Study Visit to Central Lancashire City Region.	<p>Dr Paul Hildreth, Economic Advisor to DCLG organised a Study Visit to Preston/Central Lancashire in 2007. This was later published as Study Visit to Central Lancashire City Region. This drew on Dr Hildreth's Typologies of Medium Sized Cities, SURF, 2007 and identified Preston as an "emerging service centre" as opposed to the "ex-industrial" urban nodes in the rest of Lancashire.</p> <p>Dr Hildreth later drew on Preston as a "hub" case study in his City Links I, IPPR/Centre for Cities, 2008) which explored the question of the economic growth potential of sub-regional "hubs".</p> <p>Following further discussion with local partners, the Northern Way Secretariat and central government a further tranche of work is currently underway, examining how to re-create the symbiotic relationship which the Greater London and the South East (GLSE) has with smaller adjacent hubs for growth (such as Reading) whereas a similar relationship is not evidenced in terms of Manchester and Preston or Leeds and York etc. (City Links II, SURF, Work Foundation, 2009).</p>	Central Lancashire (Preston Focus)	2007 / 2008
Central Lancs. Strategic Flood Risk Assessment undertaken by Scott Wilson	Strategic Flood Risk Assessment. The SFRA shows details of flooding from fluvial and tidal sources. It sets out details of areas falling within each flood zone as defined in Planning Policy Statement 25 (Development and Flood Risk) published by DCLG. Zone 1 is the lowest probability of flooding, zone 2, medium probability, zone 3A, high probability and zone 3B, functional flood plain. The SFRA also shows changes expected as a result of climate change predictions. Finally, it includes geological information and likely impact on groundwater and also includes information on drainage.	Central Lancashire	December 2007

Title	Description	Coverage	Date
<p>Lancashire Economic Strategy (LES) & Evidence Base (GVA Grimley, KPMG, Cambridge Econometrics 2006/7) -</p> <p>Issues and Options for Enhanced City-Regional Working in Lancashire, GVA Grimley et al, 2007)</p>	<p>The Lancashire Economic Strategy (LES) and its accompanying Evidence Base was completed in 2006/7, bringing for the first time a consistent single set of data sources and analysis to bear on Lancashire (previously separate partners had used a series of different methodologies and practices).</p> <p>For the first time, this work (GVA Grimley, KPMG, Cambridge Econometrics) set out on a comprehensive basis the rationale, performance and potential of the (3 major and 2 minor) FEAs in Lancashire, with Preston identified as the hub and economic motor for the wider polycentric sub-region.</p> <p>Further work was subsequently undertaken (Issues and Options for Enhanced City-Regional Working in Lancashire, GVA Grimley et al, 2007) on examining the core economic characteristics of each of the Lancashire FEAs, and the potential for generating greater economic traction by linking them with the economic hub of Preston.</p>	Lancashire	2006/2007
<p>Open Space & Recreation Study undertaken by PMP</p>	<p>PMP were appointed to undertake a Borough-wide Open Space, Sport and Recreation Study for South Ribble. This was carried out in accordance with the requirements of the latest Planning Policy Guidance Note 17 (Planning for Open Space, Sport and Recreation, July 2002) and its Companion Guide (September 2002).</p> <p>The Companion Guide sets out a 5 step process for undertaking a local assessment of open space. The 5 step process is as follows: Step 1: Identifying Local Needs; Step 2: Auditing Local Provision; Step 3: Setting Provision Standards; Step 4: Applying Provision Standards; Step 5: Drafting Policies - including recommendations and strategic priorities.</p>	South Ribble	June 2006
<p>Chorley Economic Regeneration Strategy</p>	<p>The Chorley Economic Regeneration Strategy provides a summary of the key issues and opportunities to which the Borough Council must respond. It sets a strategy whereby economic opportunity can be maximised, value-added activity driven up, and economic inclusion boosted.</p>	Chorley	March 2006

Title	Description	Coverage	Date
Central Lancashire Sub Regional Strategy	The Sub Regional Strategy is a document that describes the possible long term development plans covering Preston, East Fylde, South Ribble and Chorley and also takes into account the influence of Blackpool and East Lancashire on future developments both on a regional and local level.	Central Lancashire	2006
Central Lancashire Office Needs Assessment 2006 - 2021	This study has been carried out by consultants Drivers Jonas on behalf of Preston, Chorley and South Ribble councils. It shows the existing supply of offices (which comprise of vacant offices, firm commitments and already allocated office sites) and provides an assessment of each - comparing this to any potential future requirements.	Preston, South Ribble and Chorley districts	2006
Preston Economic Regeneration Strategy - Stage 1 Report	Opened out the issue of the wider FEA. Preston City Council (PCC), funded by the North West Development Agency (NWD), commissioned a study to look at economic drivers and needs in the City. The study was initially focused on the Preston LAD, but in the course of the work, this was expanded to take in the wider FEA (South Ribble, Chorley and parts of Wyre boroughs). (Preston: Economic Regeneration Strategy, GVA Grimley/KPMG, 2004/5).	Preston	February 2005

Title	Description	Coverage	Date
Preston City Council - Northern Way - Central Lancashire City Region Development Programmes (GVA Grimley)	<p>First work across the 3 borough areas (PCC funded) to inform the City-Regional Development Programme.</p> <p>Following on from this work, the three boroughs of Preston, South Ribble and Chorley responded to the proposals for a Central Lancashire City-Region, by commissioning additional supporting research on the FEA and its role as the Gateway, administrative, ritual and service hub for Lancashire. (Preston City Council: Northern Way: City Regional Development Programme (CRDP)s, GVA Grimley/KPMG, 2005).</p> <p>This complemented the separate report which PCC has put together (Central Lancashire City-Region: Commentary on Proposals by Preston City Council, 2005) and a separate report by NWDA (Audit of the Central Lancashire City-Region) which explicitly recognised Preston’s hub status and the enhanced level of economic performance in its FEA.</p> <p>This centrality was subsequently reflected in the Central Lancashire City-Region Development Programme I, Regeneris, 2005) and the subsequent Central Lancashire City-Regional Development Programme II, GVA Grimley, 2006).</p>	Preston, South Ribble and Chorley districts	February 2005
Preston Retail and Leisure Study	<p>The City Council commissioned consultants to prepare a retail and leisure study for the city to inform the preparation of the Local Development Framework; the updating of the Tithebarn regeneration area supplementary planning guidance; and to assist with the assessment of retail and leisure based planning applications.</p>	Preston	2005

Title	Description	Coverage	Date
Retail Study - Peter Shearman	<p>The study covers assessments of retail trends and the vitality and viability of Leyland and the ten district centres in the Borough. It also recommends policies and proposals to support traditional shopping patterns in the Borough and a framework for considering retail development on out of centre and edge of centre sites. The study includes an overview of existing centres i.e. Preston and Chorley, in terms of their existing shopping provision and their impact on the Borough.</p> <p>The key issues identified include:</p> <ul style="list-style-type: none"> The need to identify primary retail frontages within centres to underpin the retail character and function, given the increase in A2 and A3 use: Should individual shops or clusters of shops be protected across the urban area? Could Leyland be made more attractive thus aiding the possibility of resisting competition from Preston, Chorley and elsewhere? Is there a need to consider new traffic management measures and the introduction of parking charges? Should retail facilities be expanded in Leyland town centre (including the Hulme's Mill site at Southern Towngate) and the district centres through new developments? Is there potential for new leisure development? 	South Ribble	2004
City of Preston - Strategic Overview of Regeneration Initiatives - Urban Strategies Consultants	<p>NWDA commissioned a report which identified Preston's role as Lancashire's development hub, gateway, and regional city, suggesting a further series of focused initiatives to build on its potential. Report was focused on Preston city centre, but began to set out the idea of the functional role of the Central Lancashire functional economic area.</p>	Preston	January 2003

Title	Description	Coverage	Date
Study of Business Needs of ICT / New Media Sector	Growthclusters.com / Meadowhead Projects study for Lancashire West Partnership to develop a greater understanding of the ICT/New Media Sector's current and future needs. The drivers within the 'knowledge' economy would be important factors in an emerging cluster development strategy. Research was primarily conducted via face-to-face, structured interviews with 50 individual companies - identified from local databases.	Lancashire West	May 2002
Preston: Our Bid for City Status, 2001).	Preston became England's newest city in 2002, in part on the basis of the evidence adduced by its supporters for its wider economic role and the higher level performance of economic activity in and around its "hub".	Preston	2001
Central Lancashire Development Agency (CLDA) Strategic Review	Consultants, Milburn Trinnaman La Court, were commissioned by LAWTEC on behalf of the Central Lancashire Development Agency [CLDA] to undertake an independent strategic review of its work. The overall purpose of the study was to evaluate the CLDA's performance and identify an agenda for action for the future economic development and regeneration of Central Lancashire which can be taken forward by local partnerships and the Lancashire West Partnership.	Central Lancashire	May 2001
Central Lancashire Skills Audit / Skills Gap Analysis (Miller Research)	Study carried out in late 1999, in partnership with LAWTEC, to investigate current and future skills needs of employers and residents in Central Lancashire and to forecast Central Lancashire skills needs to 2010.	Preston, South Ribble and Chorley districts	June 2000

Appendix 5: Action Plan

An action plan will be developed to guide delivery of this Strategy. The template below illustrates how the actions set out in this Strategy will be assessed in terms of nature, opportunity and scale of impact then allocated where they are most appropriately addressed by delivery on a local basis, across Central Lancashire, at Mid Lancashire or pan Lancashire level.

Actions	Chorley	Preston	South Ribble	Central Lancashire	Mid Lancashire	Lancashire
Economy Actions A1 - A7 A15 - A23						
Place Actions A8 - A12 A24 - A29						
People Actions A13 - A14 A30 - A33						