

**DRAFT: Burnley's New Economy -
A Strategy for Recovery and Growth
September 2020**

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1. Introduction

Purpose

The COVID-19 pandemic has been unprecedented and has affected everyone across the globe. Whilst the pandemic is a public health crisis, it has disrupted all aspects of our lives with people and businesses affected economically, socially, culturally and emotionally. COVID-19 itself remains unpredictable, and the possibility of a successful vaccine being developed is likely to be some time away.

Nationally, we have seen Government interventions of a scale which is unprecedented. Social distancing will be the new normal for some time, as will the threat of further targeted measures, creating a difficult and challenging environment for our people and businesses to operate in.

Prior to the COVID-19 pandemic, Burnley had benefitted from a decade of employment growth and investment. For many years now, economic forecasts have shown that places such as Burnley, who are over-dependent on manufacturing, would continue to suffer job losses as the sector retracts and whilst this has not necessarily been the case in Burnley, there is a danger that the impact of COVID-19, the formal withdrawal of the UK from the EU at the end of December 2020 following the end of the transition period, and the subsequent economic downturn will most certainly accelerate this trend and expose any underlying weaknesses in the economy.

It is therefore vital that we respond effectively and efficiently, providing businesses, people, and places with the support and interventions necessary to enable them to continue to operate in an ongoing pandemic, and respond to the immediate impacts of a global recession, whilst still continuing to address underlying issues and opportunities for future economic growth.

Challenges and Opportunities

The impacts of the pandemic on the borough were immediate, with a significant number of redundancies announced during Quarter 2 of 2020, notably in the aerospace, automotive and manufacturing sectors. The Government's intervention with a generous furlough scheme, operational until October 2020, has enabled many businesses to delay the inevitable. Early predictions were for a sharp V-shaped recession, with the economy bouncing back quickly in 2021, however it is now more likely that the recession will be longer and deeper.

The global crisis will bring into sharp focus existing weaknesses in local economies, with some places, people and sectors much better equipped to bounce back than others. It is likely that the domestic aerospace market will take between 3 and 5 years to recover.

Burnley is a key location and driver of growth in the Pennine Lancashire footprint; an area which is coherent and polycentric, yet which has a mixture of shared and individual place-based challenges and opportunities. Whilst clear economic assets and distinct advantages exist within the boroughs that make up Pennine Lancashire, the area has long experienced a productivity gap when compared to the rest of the UK and despite improved economic performance over the years, the gap continues to widen.

Over the medium to longer term, the goal for places such as Burnley will be focussed on raising productivity (GVA per worker), increasing the number of people with higher level skills, raising wage levels, diversifying the businesses base and mix of employment available to residents, and increasing business investment in innovation, research and development.

To achieve this will require an increased concentration of knowledge-based business in a broader range of sectors including, low carbon, Medi-Tech, creative, digital, design and high technology; all underpinned by the borough's inherent strengths and assets in the precision engineering and manufacturing.

Local companies are well-placed to adapt to low carbon and clean energy opportunities. Investment in green technologies presents opportunities for growth in the aerospace and automotive sectors, whilst the trend for digitisation and automation in engineering and manufacturing also presents opportunities for higher value activity and skilled roles. However, to achieve this there will need to be an increase in capability and capacity in the borough's economic infrastructure, with a focus on skills, innovation, productivity, and investment.

Skills remains a key weakness of the local economy with a disproportionate number of people with 'no qualifications' and too few people with higher level skills, including Level 4. Those with low level qualifications will be most at risk from immediate job losses, and it will be necessary to ensure targeted support to upskill people to take advantage of new and emerging opportunities in existing sectors, as businesses look to implement automation and digitisation processes to become more productive. As well as the impact of low skills on opportunities for individuals, the low skills base will also be a drag on levels of productivity and innovation.

The impact of school closures during the pandemic is yet to be known, but given educational attainment levels locally were already significant below national averages this could present a real issue in future years if not urgently addressed, with the issue of NEETs further compounding this situation.

However, in looking at skills provision it is important to focus not only on local industrial needs, but to recognise also that today's society is highly mobile and it should not be inconceivable for Burnley residents to be accessing growth sector jobs in nearby cities such as Manchester or Leeds. COVID-19 will change working patterns in the short to medium term, and potentially longer, with more flexible working and more people working remotely at least for some of the time. Any skills initiatives must be developed to ensure that residents are able to seize these opportunities.

On a positive note, many Burnley businesses are already in multi-sector supply chains and whilst some sectors such as aerospace may have been disproportionately affected by COVID-19, sectors such as food manufacturing, low carbon, and construction remain healthy and resilient. The ability of companies to secure and increase investment for diversification into new market areas, and introduce automation and digitisation processes, will present opportunities for growth, making them less vulnerable as the recession plays out. Burnley has a strong tradition in precision engineering, and this will leave many businesses well-placed to move into new markets such as Medi-Tech, particularly as improved public health becomes a key priority.

With the end of the UK's transition period from the EU at the end of 2020 and, as yet, no clear agreement on trade negotiations it will be a challenging time for businesses and those sectors reliant on tariff-free trade and movement of goods within the Europe. However, as negotiations emerge with other countries and export and trade opportunities arise for the UK manufacturing sector alongside re-shoring of supply chains as businesses seek to minimise risks caused by a reliance on global supply chains, there will be opportunities for local companies. It is therefore imperative that companies are geared up with the necessary skills and investment to respond to such opportunities.

COVID-19 has changed the way people behave with walking, cycling, and shopping locally having become more popular during lockdown. Burnley is well-placed to capitalise on such changing behaviours and habits. The Town Centre already serves a population catchment of over 110,000 beyond the immediate borough. There is a high population density within a 15-minute walk or cycle ride from both Burnley and

Padiham Town Centres, and when coupled with the availability of green spaces and connectivity to larger towns and cities, the borough is in a good position to benefit from predicted post-COVID trends of the increasing desirability of suburbs and countryside, versus city centre locations.

The expansion of the UCLAN campus represents a major growth opportunity and will boost the economic prospects of the borough and wider Pennine Lancashire. Indeed, for many years it has been acknowledged that the lack of an anchor institution has hindered economic growth in the area, and therefore the establishment of a Higher Education Anchor Institution that can support both higher level skills development, business innovation, and technology transfer should be a key ask made collectively by local partners of Government.

Strategic Context

The pandemic has switched Government's focus away from its 'levelling-up' agenda for the time being. However, it is more critical than ever that places such as Burnley are able to secure national resources and investment which have a genuine impact on local economic growth, as those places least able to respond to the challenges facing our economy will be affected more in the longer term.

Prior to the COVID-19 pandemic, there were already various work streams underway at a County and Sub-County level which were looking at identifying key economic asks. In addition, the Council together with the East Lancashire Chamber of Commerce, has already presented to the MP a list of asks for the aerospace sector, with some of these equally applicable to the automotive sector, and other engineering and manufacturing businesses. The short-term asks are focused on diversification, maintaining business liquidity, and supporting skills.

These asks should not fundamentally change, though the scale and urgency of them is now magnified given the current crisis facing our economy. The Lancashire Enterprise Partnership (LEP) is updating its work and evidence base for a revised Economic Strategy to reflect the current COVID-19 situation, and Burnley must be able to clearly articulate its key asks in this context.

This Economic Recovery and Growth Strategy has been developed as a result of the COVID-19 pandemic. However, its role will be to consolidate a number of strategic interventions and priority actions. These will drive economic growth over the longer term, creating a more inclusive and resilient economy, underpinned by increased investment in business, people and places, resulting in a more diverse, innovative, and productive local economy.

It will also serve to co-ordinate the efforts and resources of local partners and stakeholders in the public, private, voluntary, and community sectors behind an agreed set of priorities, clearly and consistently articulated, to ensure national resources and initiatives 'touch-down' locally, resetting the economic prospects of Burnley over the next decade.

2. Driving Change – Our Economic Recovery and Growth Board

Purpose of the Board

We will establish an Economic Recovery and Growth Board for Burnley. The Board's key aim will be to co-ordinate and maximise the effectiveness of the Council and its strategic partners, working collaboratively to achieve economic recovery.

In doing so, this will help shape a renewed local economy with businesses able to adapt and diversify into alternative and multi-sector supply chains, and people able to up-skill into good quality sectors and jobs which contribute to increasing the borough's economic productivity, whilst responding to the low-carbon agenda. This will enable all to survive and thrive post-COVID.

The Board will bring together key partners from the public and private sectors to respond cohesively to the immediate challenges presented by the COVID-19 pandemic, as well as ensuring the focus is on the medium to long term recovery and growth of the borough's economy through the delivery of an agreed Vision.

The Board's focus will be to agree, coordinate and drive forward the Recovery, Renewal and Reset agenda through the implementation of Burnley's Economic Recovery and Growth Strategy; implementing the Vision to drive change and growth through the identification of a number of strategic interventions and priority actions. It will also remain the responsibility of the Board to ensure that the Respond phase has been implemented effectively and that any further short-term localised responses which may be needed to deal with COVID-19, are co-ordinated and delivered efficiently and effectively.

The Board will be a voice between the public and private sectors, providing impetus to Burnley's economic recovery and growth, and lobbying Government and other national bodies/agencies to ensure that the necessary resources and tools to support the delivery of a 'levelling-up' agenda are secured and 'touch down' locally in the borough.

It will also ensure that Burnley's economic recovery and growth priorities are communicated in a strong, co-ordinated and consistent way when engaging with the LEP and a potential Combined Authority.

Membership

Membership of the Economic Recovery and Growth Board will include: Burnley Borough Council, Burnley College, UCLAN, East Lancashire Chamber of Commerce (ELCC), the Department for Work and Pensions (DWP), Burnley Football Club (BFC), Lancashire County Council, the Chair of Burnley Bondholders, Burnley Business Improvement District (BID), five private sector members and the local MP.

Establishment of Taskforces to support Business, People, and Town Centres and Place Themes

Three Taskforces will be established, which will focus on three themes: *Business, People, and Town Centres and Places*. Each Taskforce will have an independent Chair and will report directly into the Economic Recovery and Growth Board.

Detailed Action Plans will be produced for the *Business, People, Town Centres and Places* themes. These Action Plans will include clear and measurable outcomes, acting as a lever for investment and also helping to monitor the progress of interventions delivered by the Economic Recovery and Growth Board, with each Taskforce responsible for delivering and reporting progress made against the strategic interventions and priority actions for which it is involved in delivering or has responsibility for.

The Board will have responsibility for ensuring that the work of the three Taskforces is co-ordinated in line with the agreed Vision and Economic Recovery and Growth Strategy, and that any strategic interventions and priority actions positively impact on the delivery of agreed outcomes across the *Business, People, and Town Centres and Places* themes.

Delivery, Resources and Engagement with Stakeholders

Members of the Economic Recovery and Growth Board will bring together a range of resources which, when combined and co-ordinated, will support business growth and innovation, productivity increases, up-skilling, and leverage public and private investment.

The initial focus of the partners will be to work together to review, re-focus, and re-purpose existing initiatives and programmes so that they can be more effectively delivered to support the Recovery phase of the Recovery and Growth Strategy. The Board will have a key role in ensuring that national, regional, and local resources and initiatives 'touch down' in Burnley.

Working with local and regional bodies and agencies, including near neighbours and the LEP, the Board will also have a role to play in shaping and influencing the provision of future funding initiatives such as the Shared Prosperity Fund. In addition, the formal withdrawal of the UK from the EU at the end of the transition period in December 2020 will also have an impact on setting future policy and resource priorities, particularly in those sectors where Burnley has a significant concentration and expertise, such as aerospace.

The Board will have responsibility for tracking the progress of cross-cutting strategic interventions.

Burnley Bondholders

The Burnley Bondholders was established 10 years ago and is recognised as one of the most successful business networks currently in existence.

The Bondholders brings together almost 200 businesses to promote the borough, working together to change the perception of existing and potential investors and visitors, and speaking with one voice as an effective lobbying group.

The role of the Bondholders at this time is as important as ever, bringing together the business community to support the borough's recovery and drive economic growth over the longer term. The Bondholders will also continue to play a key role in demonstrating the resilience, ingenuity, and innovation of Burnley's business community and lobbying to ensure that Burnley businesses receive the necessary support, investment, and infrastructure to grow, adapt, and diversify in order to Renew and Reset the economic future of Burnley.

The Bondholders will also take on a greater role in promoting the strength, resilience, diversity and success of Burnley businesses. They will also work together on business to business promotion, to identify supply chain and growth opportunities through increased engagement with businesses in other geographical locations and related supply chains, including identifying international and national projects, such as HS2, which present investment, growth, and diversification opportunities for Burnley businesses.

3. Our Vision and Strategic Interventions

Our Approach

Over the last decade, as a borough, we have pursued a bold, ambitious and successful growth agenda which has resulted in year on year jobs and economic growth, increased private sector investment levels, and a stabilising and growth of our population.

The COVID-19 pandemic is unprecedented, causing disruption on a scale which has led to a global economic recession. Together with the potential threats posed by the UK leaving the EU following the end of the transition period at the end of 2020, it is more important than ever that local economies respond to challenges which will exist for some time to come, mapping out their route to recovery.

Moving forward, we are focused on delivering increased levels of innovation and productivity, diversifying our local supply chains into new sectors which present clear growth opportunities for our existing and new businesses, more businesses operating in more diverse sectors including creative and digital, more and better jobs, up-skilling our residents, and accelerating the move to a greener economy. Alongside this, we will continue to invest in Place Making with high quality new homes, a vibrant mixed-use Canalside area anchored by a growing University, and ensuring that our Town Centre's are fit for the future. In doing so, we will build a strong, diverse, and resilient local economy with the recent COVID-19 pandemic having served to reinforce the importance of these goals.

We have identified four stages to recovery which are underpinned by a strong Vision for what we want our local economy to look like in the future. Transitioning through these stages and delivering a 'levelling-up' agenda will help us return to economic growth levels experienced by the borough over the last decade but, more importantly, will also address the economic performance gap that currently exists with other parts of the UK and which will continue to widen if left unchecked.

Our Vision

Our Economic Recovery and Growth Strategy sets out our priorities for the next five to ten years through four, non-linear phases to deliver an agreed Vision in which:

Our economy will recover, renew, and reset; it will be a place where innovative and productive businesses thrive based on inherent strengths in precision engineering, manufacturing, and new and emerging sectors; people are up-skilled and have access to more and better jobs, and our town centres and places are underpinned by a stronger, more competitive local economy with high quality investment in our key assets and improved infrastructure and connectivity.

Our Phases to Recovery

- **Respond** (0 to 6 months): managing the public health crisis, subsequent lockdown and gradual reopening of the economy (completed)
- **Recover** (6 to 12 months): creating the conditions to support businesses and residents to return to normality and to take steps to recover from the impacts of the pandemic-induced economic downturn.
- **Renew** (1 to 3 years): ensuring that businesses, people and places have the skills, know-how and infrastructure to respond to new trends and opportunities offered through a low-carbon economy, digitisation, automation, and an ageing society.

- **Reset (3 to 5 years plus):** delivering the new 'normal' transitioning towards a more inclusive, innovative, higher-value, and greener economy, building on the borough's existing sector strengths and assets to transform the local economy.

Throughout the process we will be aiming to achieve the following outcomes:

Our **BUSINESSES** will be:

- Resilient, sustainable, ready for growth and fit for the future;
- Prepared for Industry 4.0;
- More innovative, productive, and able to embrace and capitalise on increased levels of innovation, Research & Development, digitisation, and automation;
- More diverse and engaged in sectors including Creative, Digital, and Health;
- Agile and able to respond to new demands set by the aerospace and automotive industries for low carbon travel and electric vehicles; and
- Ready and capable to enter new manufacturing markets in low carbon and clean energy, Medi-Tech and advanced materials.

Our **PEOPLE** will be:

- Innovative and entrepreneurial;
- More highly skilled and will increasingly participate in Further and Higher Education enabling residents to access employment opportunities in good jobs both locally and in nearby labour markets;
- Able and ready to engage in economic activity; and
- Young people will fully participate in the workforce having been protected from the most severe impacts of the recession.

Our **TOWN CENTRES and PLACES** will be:

- Vibrant, inclusive, diverse and regenerated;
- Responsive to the needs of existing and new businesses by providing quality, fit-for-purpose sites and premises set within quality strategic investment locations in which **Burnley Town Centre** will be transformed by a Canalside area and growing University campus, and **Padiham Town Centre** will be a thriving historic town with a strong independent retail and service and business hub offer based at the renovated Padiham Town Hall;
- Linked by an enhanced green and blue infrastructure network, and resilient to climate change; and
- Well-connected both physically and digitally.

4. What Have We Done So Far?

COVID-19 Local Impact

From initial intelligence gathering, we have been able to identify key challenges faced by our businesses and residents which are summarised below.

Impact on Businesses

We know that there is a very large proportion of micro businesses, self-employed sole traders, new business starts and home-based businesses operating in the borough who have not been able to access any of the support which has been made available by Government. In addition, evidence provided by businesses to support their applications for the Local Authority Discretionary Grant scheme has proven the deep impact on turnover and income experienced by businesses, reflecting the findings of the national Chambers of Commerce survey.

We are aware that there was some early frustration reported by businesses regarding access to the Coronavirus Business Interruption Loan Scheme (CBILS). However, this seems to have been addressed by the subsequent announcement of the smaller, simplified Business Bounce Back Loan Scheme (BBL). Whilst data is not available at a local level regarding take up of these loans, we are advised that many businesses have been reluctant to take on additional debt or have been holding back on applying but may consider doing so in the future.

Impact on People

By the 9th April, 10,000 residents were claiming Universal Credit representing a 21% increase on March. This number rose to 12,276 by mid-May and subsequently to 12,897 by mid-July 2020

Between March and April 2020, the Claimant Count in the borough jumped from 2,895 (5.1% of the working age population) to 4,055 (7.6% of the working age population). The numbers grew steadily during May and June reaching 12,897 in July 2020

Over the same period, Youth Unemployment (those aged 18-24) almost doubled from 595 (8.8% of the age cohort) to 1,025 (16% of the age cohort) by the end of July, confirming the prediction that young people would be worse affected as a result of the pandemic.

By the end of June, there were 13,100 employments on the Government's Furlough Scheme, representing one third of all employments; a number slightly higher than the national figure.

Based on information from the Council's own business contacts and information from DWP there were over 750 jobs "at risk" by the end of July Whilst some of these were Pre-COVID announcements, the data only picks up notices over 20 and therefore there are likely to be many more that we are unaware of. The worse affected sectors are aerospace, automotive, and manufacturing.

Impact on Town Centres and Places

Non-essential retail and services gradually re-opened between the 1st June and the 15th July, with the Office for National Statistics (ONS) reporting that nationally on the 17th July, overall footfall in town centres rose to 66% of its level on the same day last year. In Burnley Town Centre on the 17th July, overall footfall was 71% of the same day last year.

The Centre for Cities High Streets Recovery Tracker identifies how quickly high streets in the UK's largest towns and cities are returning to their previous levels of activity, and the drivers behind it. Burnley is in the

Top 10 for recovery and it is notable to see that those places recovering most quickly are predominantly manufacturing towns or commuter towns.

Places struggling most to recover footfall are large cities where footfall is dependent on daily flows of commuters. This is not the case in Burnley with the Centre for Cities analysis of who is visiting the town centre having barely changed pre and post lockdown, with the vast majority of visitors coming from the immediate suburbs rather than daily out of town commuters.

Delivering the Respond Phase

Since the COVID-19 pandemic hit in March, Burnley Borough Council has implemented the 'Respond' phase of its Economic Recovery Plan, in an effort to minimise the impact of lockdown on the local economy.

In support of **Businesses**, during the early stages of the pandemic, the Council's Business Support Team has been in regular contact with a wide range of businesses ranging from micro businesses through to large multi-nationals.

The Council has:

- Distributed £23.5m of Business Support Grants to 2,090 businesses;
- Allocated £12m of Business Rates Relief to 474 businesses in the Retail, Hospitality and Leisure sector;
- provide advice and assistance to 1,331 businesses on 'working safely' throughout the peak of the pandemic and as social distances measures were relaxed;
- Worked closely with BOOST Lancashire to ensure that Burnley businesses can access Government support particularly through the CBILS and BBLIS initiatives;
- Gathered intelligence and lobbied for support particularly for the aerospace and advanced manufacturing sectors; and
- Worked with Burnley Bondholders, and through the Burnley Brand, to highlight the resilience and innovation of Burnley businesses during the initial phase of the pandemic.

In support of **People**, the Council has worked closely with key partners and stakeholders to ensure maximum support for residents.

The Council has:

- Brought together key partners to establish the Burnley Together Hub proving a support lifeline to the most vulnerable people in the borough, ensuring access to vital supplies of food, medicine, and in some cases, simply someone to talk to;
- Supported residents with advice and support in response to increasing levels of anxiety about jobs, income, and debt;
- Worked with DWP and other partners to establish an Employment and Skills Partnership to plan services to immediately address rising unemployment levels, particularly amongst young people;
- Supported Burnley College and UCLAN to put in place socially distanced learning provision to support students to complete their studies;
- Lobbied for the establishment of a Lancashire Redundancy Taskforce to provide a package of support including benefits advice, skills analysis, skills development and jobs search support in response to redundancy announcements
- Engaged with Burnley businesses who have already, or are planning to make, redundancy announcements and ensuring that affected employees have access to relevant support.

To support our **Town Centres and Places**, the Council has:

- Developed a partnership approach with Burnley BID, Charter Walk Shopping Centre and Lancashire Constabulary to lockdown Burnley Town Centre, and then to safely re-open it firstly to non-essential retailers and later for the hospitality sector;
- Worked with partners to ensure that visitors can enjoy the re-opened Town Centre whilst maintaining social distancing guidelines;
- Worked with Government and the NHS to establish walk-in COVID-19 Test Centres;
- Provided businesses with targeted support and advice from Burnley BID and the Council's Environmental Health Team to enable them to re-open safely;
- Supported retailers in Padiham to deal with the COVID-19 outbreak as well as dealing with the aftermath of the devastating floods which took place in February; and
- Throughout lockdown, promoted the Burnley Brand and the benefits of Burnley as a place to live focusing on the borough's green spaces and access to the surrounding countryside, whilst at the same time respectfully asking people to maintain social distancing.

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5. Resetting our Economy

Our Economic Recovery and Growth Strategy is built around the development of a phased recovery response which will see our economy progress to a new “normal” over the next five-year period. To achieve this, the Board will focus on delivering the Recover, Renew, and Reset phases of the Economic Recovery and Growth Strategy and, at all times, we will focus our efforts and resources on supporting our *Businesses*, our *People*, and our *Town Centres and Places*.

It is important to acknowledge that the phases will not be linear and will inevitably overlap. Indeed, it is likely to be necessary to step back or lengthen phases, for instance, in response to any subsequent spikes in the pandemic. It might be that some parts of the economy will progress much more quickly through the transition to recovery than others. However, at all times, we will ensure that our intelligence gathering, monitoring, and collaborative working with public, private, community and voluntary sector partners and stakeholders enables us to remain vigilant, agile and responsive.

Our relationship with the LEP and our involvement in shaping the emerging Greater Lancashire Plan will help ensure that we benefit from the Government’s ‘levelling-up’ agenda with funding and initiatives ‘touching down’ locally. Indeed, this Economic Recovery and Growth Strategy identifies areas of intervention for which we will lobby locally, regionally and nationally for resources and initiatives which will help the Board to achieve our vision. These are identified later.

We also recognise our relationship with Government will be critical as we develop and implement our plan to deliver our recovery. We will ensure that local activity will be aligned to national policy on unlocking the economy and protecting health, whilst at the same time implementing ongoing and emerging national support and investment schemes.

Our Strategic Interventions and “Asks”

In order to secure economic growth in the short, medium and long term, we have identified a number of strategic interventions and “Asks”. These proposals have been developed through engagement with key stakeholders, and we will continue to engage with these partners to develop these into detailed and deliverable projects. Some are immediately deliverable using existing resources, and others are more ambitious and will require support from Government.

Our Strategic Interventions and Asks are identified below, and are followed by a wider range of priority “tactical” actions set out in plans which will support us to Recover, Renew, and Reset our economy.

Our Businesses

Business Intelligence

As an enabling action we will develop a more intelligence-led approach to supporting businesses. Whilst the Council and other partners already capture significant information on local businesses, we need to capture, share, and use this information more effectively.

The Council will gather intelligence to understand the impact of COVID-19 and the UK’s exit from the EU at the end of 2020 on the borough’s businesses as they recover so that local, regional and national interventions are evidence based, relevant and appropriate.

The Council will work with businesses to create a ‘fact-file’ of information on individual businesses. Businesses will be targeted by size and sector, and the ‘fact-file’ will capture detailed information on individual businesses, including the specific sector or multi-sectors in which it operates, investment

commitments, skills development plans, opportunities or new market being considered, and any barriers to growth.

A key focus of this approach will involve working with partners to secure resources to support business growth and investment plans, as well as a focus on 'accountability' which will ensure timely, measured and recorded follow-up support with businesses to determine the impact on levels of growth and performance, innovation, productivity, research and development, investment, workforce skills and training, and diversification.

National Infrastructure and Exporting Opportunities

Working with relevant Government departments and bodies, the Council and its partners will identify Government-supported programmes, for example major infrastructure initiatives such as NS2 and HS2, and the procurement of new defence contracts, to ensure that local businesses can engage with supply chain opportunities as they seek to diversify their business base.

Work will also be undertaken with local businesses and partners, including ELCC, to identify export opportunities for Burnley businesses. This is particularly important as the UK departs from the EU at the end of 2020, as this will inevitably be followed by a period of uncertainty and new operating arrangements for business in sectors which have previously benefitted from trade-free tariffs and freedom of movements for goods, as new trade deals are developed by Government.

Low Carbon Accelerator Pilot

Working with Advanced Manufacturing Research Centre NW (AMRC the NW) and ELCC, the Council will work to establish an accelerator pilot project using resources secured by the AMRC NW's Low Carbon Demonstrator Project and ELCC's RedCAT (Centre for Alternative Technologies) Low Carbon initiative.

This locally-based initiative will help Burnley businesses improve their energy and environmental efficiencies, and also provide support for those businesses developing a new piece of low carbon technology who need a route to market, investment, or to source a local manufacturer.

The Vision Park will be used as a local Low Carbon Demonstrator Hub, complementing the AMRC NW's new-build facility at the Samlesbury Aerospace Enterprise Zone. The Vision Park will also provide incubator and grow-on space for businesses.

The Council will support the development of the Low Carbon Accelerator Pilot through providing resources within the Business Support Team, to identify an initial target list of companies with which the pilot can engage, and deliver, as well as working with partners to organise targeted events and promotion linked to the initiative.

Burnley College, UCLAN, and other appropriate institutions will also be engaged in the initiative to ensure that any skills gaps identified in the businesses can be met. This will include apprenticeships, STEM related A-Level subjects, Undergraduate, and PHD resources and Knowledge Transfer Partnerships (KTPs).

University Enterprise and Innovation Zone and Medi-Tech Hub

We will seek government support for a University Enterprise Zone (UEZ) for Pennine Lancashire. The UEZ will bring together UCLAN and businesses to increase local growth and innovation, building on their existing research capacity, capabilities and partnerships, to create a business ecosystem that encourages businesses to interact with universities.

The University will deliver high-level skills for existing and new sectors in partnership with key industries, work with businesses to develop R&D capabilities, and use expertise from its School of Business to deliver a range of support to start up and scale up businesses with a focus on leadership. It will also utilise its world-wide network, particularly in China and the Middle East, to raise the international profile of Burnley and the region, acting as a conduit for Foreign Direct Investment and export markets, growing and retaining graduates, and providing them with entrepreneurial appetite through business incubation, work-based experience and KTPs which will have a positive effect on productivity and inward investment

Working with UCLAN's School of Medicine, the Council and local partners will explore opportunities for the diversification of the existing precision engineering and manufacturing business base. This will involve identifying local businesses with expertise in areas such as 'certification' and introducing them, via targeted networking events organised and supported by UCLAN, to clinicians from the East Lancashire Teaching Hospital Trust who will be present to discuss emerging areas of specialisms, such as robotics.

A long-term ambition would be to establish a Medi-Tech Hub as part of a wider University Campus development along the Canalside.

Locally Deployed Growth Fund

As part of the "levelling up" agenda the Council and its partners will work together to secure locally managed resources for businesses as it did through the previously successful Regional Growth Fund (RGF). Immediately, the Council will bolster its existing Business Growth Fund to support co-investment to enable businesses to purchase capital equipment to enable them to diversify into alternative and multi-sector supply chains.

However, the resources available are small and by working with partners and the Economic Recovery and Growth Board, proposals will be developed for a locally deployed growth fund similar to that of the previously successful RGF. As well as funds for capital investment we will work with UCLAN to lobby government for local flexibility and delegation of Innovate UK funding, which will be targeted at businesses with little or no experience in securing R&D funding.

In addition, working with local partners including the LEP, we will lobby nationally for increased capital allowances for plant and machinery which will support companies to invest to deliver diversification opportunities into new markets and sectors.

Trade Missions and Campaigns

Through the Burnley Bondholders, local businesses will be introduced to opportunities for supply chain collaboration, raising awareness of the capability and capacity of Burnley businesses. Trade visits to other UK locations will be organised where there may be complementary growth opportunities.

Our People

In the short term we will protect our residents, particularly young people from the long-term scarring impacts of the recession.

Longer term, through our Renew and Reset phases, we will enable our residents to become more highly-skilled, and the Council will work with Burnley College and UCLAN to increase participation in Further and Higher Education. We will also ensure local businesses are able to access skills support which is both relevant, and also enables them to become more innovative and productive.

Employment and Skills Partnership and Youth Employment and Skill Hub

The Employment and Skills Partnership brings together DWP alongside a range of providers, to work with those furthest from the labour market to acquire skills, confidence, and progression opportunities to enable them to participate in the workforce.

A key focus of this will be on young people, ensuring that they can, and are, fully participating in the workforce having been protected from the most severe impacts of the recession.

Through the establishment of a Youth Employment and Skills Hub, led by Calico, young people will have a single point of access to a range of employment and skills support. The Youth Employment and Skills Hub is brought together under the banner of the Burnley Together partnership. The Youth Hub will deliver an effective employment support and skills development offer that is accessible for all young people aged 16 to 24 years old.

The offer will support young people to make good, positive decisions for their futures, considering opportunities to learn, develop, and move into employment at the time that is right for them. Our work will focus on getting the right employment and skills outcome, but will also be underpinned by supportive work helping young people with any health and wellbeing needs that will help them to build up their resilience.

The Youth Employment and Skills Hub will seek to make best use of the existing resources and projects, utilising new funding and resources to fill those gaps that will make the most difference to young peoples' employment prospects. The skills hub provision will be intelligence led and performance-managed to ensure that young people do actually progress into work or education.

Burnley College Campus

Burnley College is set to invest £7m in an extension to its existing campus to accommodate growth in the 16 to 18 age cohort, and to meet demand from re-skilling the existing workforce. The new facility - the Innovation Building - will provide additional accommodation to expand its offer in health and science, and to deliver Health T-Levels from 2021.

The College also has ambitions to grow its campus footprint, including establishing an Innovation Hub adjacent with a focus on engineering and manufacturing, working closely with major local employers including SAFRAN, VEKA and BCW. The Innovation Hub would be a multi-use facility providing local businesses access to demonstrator equipment, bringing together local businesses and sector experts.

UCLAN University

The expansion of UCLAN, creating an anchor HE institution for the area, is key to driving higher level skills. The University is already on track to attract 1,000 FTE students by 2021, and is aiming to increase student numbers to 4,000 by 2024.

UCLAN has already established a significant presence, working with employers and local partners, including the East Lancashire Teaching Hospital Trust, to deliver a range of innovative projects and educational programmes. The current course portfolio includes medical sciences, Health and Social Care, Community Leadership, Nursing, Business Management, and Digital Technologies. By 2025, the University's educational portfolio will have expanded to include undergraduate and post graduate courses.

Our Town Centres and Places

Town Centre and Canalside Masterplan

The Burnley Town Centre and Canalside Masterplan sets out ambitious plans to diversify the Town Centre in response to the changing roles of town centres brought about by changing consumer habits most

notably the growth of online retailing, that have been accelerated by the COVID 19 pandemic. The masterplan includes plans to bring a wider range of leisure, cultural, creative, community and residential uses into the town centre and adjoining canal side area.

Despite its levels of need Burnley, did not receive any funding from the Government's High Street Fund or Town Deal initiative. The Council, together with the Economic Recovery and Growth Board, and Burnley Bondholders, will continue to make a case for investment in our ambitious and "shovel ready" plans.

Heritage and Culture-Led Regeneration

Working with local partners, Lower St James' Street will be the focus of a Heritage and Culture-led regeneration scheme. A key focus of this will be a quality public realm scheme which will also see sympathetic refurbishment to external frontages and shop fronts, with unused upper floorspace considered for conversion to residential, in line with the area's conservation status.

Padiham Town Centre will continue to benefit from Heritage Led Regeneration, including the conversion of Padiham Town Hall into a business hub and co-work space.

Strategic Sites and Business Premises

To support our businesses to be more productive and innovative, it will be necessary to ensure there are good quality premises and workspace available for existing companies to expand into, new businesses to start up in, and for new investors to locate into. We will need to respond to the property requirements of new and growing sectors as well as a more flexible approach to workplaces where the recent pandemic has enforced existing trends.

The Economic Recovery and Growth Board will lobby for initiatives and resources, which will support the Council and its partners to develop key sites identified within the Local Plan, where possible repurposing brownfield sites to create new build, high-quality modern premises. These will be home to diversified engineering and manufacturing businesses, and consultancy and design-led businesses in the creative and digital sectors, and the knowledge economy.

Promotion and Branding

There will be an increased focus on strengthening the Burnley Brand which will be driven by a reinvigorated Burnley Bondholders.

The Bondholders, with a new Chair in position, will promote the strengths of its members and look to develop Trade Events and Missions with other UK areas which have complementary supply chains, as well as engaging via the Economic Recovery and Growth Board, to identify supply chain opportunities linked to national development and infrastructure initiatives, such as HS2.

Infrastructure and Connectivity

Working with near neighbours, the Economic Recovery and Growth Board will lobby for increased train services on the Blackburn-Burnley-Manchester line.

Case-making will also be developed with near neighbours, Lancashire County Council, and the LEP, to promote electrification of the rail line from Preston, through Pennine Lancashire, into West Yorkshire and Greater Manchester, as an alternative to the M62 and Northern Powerhouse Rail Corridors.

The way in which businesses and individuals use technology is changing quickly and fundamentally. There is a need to significantly upgrade the borough's broadband connectivity other wise there is a danger that the

borough could be on the wrong side of the digital divide. Whilst most of the borough is now served by superfast broadband, this is an old technology and not fit for the future. Full-fibre networks and 5G cellular networks are the required technologies capable of meeting the future demands for speed, capacity, reliability, and responsiveness required by residents, businesses and the public sector in order to use modern digital services.

Priority Actions

Detailed below are a series of priority actions, by theme, which we will develop in each phase of our Recovery, as well as identifying lead bodies and resources required to deliver these actions.

RECOVER PHASE (6 to 12 months)		
OUR BUSINESSES		
Priority Action	Lead Body	Partners
The Council will work with partners to more effectively use business intelligence. Working with partners, the Council will gather intelligence to understand the impact of COVID-19 on businesses as they recover so that local, regional and national interventions are evidence based, relevant and appropriate. The Council's Business Support Team will work with businesses to create a 'fact-file' of information on individual businesses. Businesses will be targeted by size and sector and an initial target list will be compiled.	Burnley Borough Council	BOOST Lancashire, UCLAN, Lancaster University, DWP, Burnley College, Employment and Skills Partnership, Lancashire Employment and Skills Board.
Establish a Low Carbon Accelerator Pilot to help Burnley businesses improve their energy and environmental efficiencies, and also provide support for those developing a new piece of low carbon technology who need a route to market, investment, or to source a local manufacturer.	Burnley Borough Council	ELCCI, AMRC NW,
Lobby for funding to establish a locally deployed Growth Fund to provide locally managed resources for businesses to access investment support to enable them to purchase capital equipment to support diversification into alternative and/or multi-sector supply chains. As well as funds for capital investment, the Council will work with UCLAN to secure Innovation Funding with some local flexibility of Innovate UK funding.	Burnley Economic Recovery Board	Burnley Borough Council, ELCC, , UCLAN.
Introduce local businesses to opportunities for supply chain collaboration and raise awareness of the capability and capacity of Burnley businesses through trade visits to other UK locations where there may be complementary growth opportunities.	Burnley Bondholders	Burnley Borough Council, ELCC.
Working with businesses, the Council will support and maximise the take up of existing initiatives, programmes, and schemes provided locally through BOOST Lancashire and by	Burnley Borough Council	Lancashire County Council, BOOST Lancashire, LEP, ELCCI, Manchester Growth Company, AMRC NW, Made

national sector-based organisations and programmes.		Smarter, UCLAN, Lancaster University, Lancashire Employment and Skills Board, NWAAs, NAA, Innovate UK.
Co-ordinate the review, re-focusing, and re-purposing of existing initiatives and programmes so that they can be more effectively delivered and ensure that national, regional, and local resources and initiatives 'touch down' in Burnley and identify gaps in the business support environment to address locally defined issues.	Economic Recovery and Growth Board	Burnley Borough Council, BOOST Lancashire, LEP, ELCCI, UCLAN, Lancaster University, Manchester Growth Company, AMRC NW, Made Smarter, Innovate UK.
Lobby for support for key sectors, particularly aerospace and automotive, to secure alternative supply chain opportunities in NS2, Nuclear in the shorter term.	Economic Recovery and Growth Board	Burnley Borough Council, ELCCI, Burnley Bondholders, LEP, local MP(s).
Deliver extra resources to support new business start-ups.	Burnley Borough Council	BOOST Lancashire, Private Sector Partners
Work with East Lancashire Chamber of Commerce and UKTI to ensure the Burnley businesses can adapt to a post Brexit trading environment.	Burnley Economic Recovery and Growth Board	Burnley Borough Council, ELCCI, UKTI.
OUR PEOPLE		
Priority Action	Lead Body	Partners
Increase participation in Further and Higher Education.	Burnley College, UCLAN	Youth Skills Hub, LCC, Schools
Provide a holistic and co-ordinated programme of support to keep people in work and ensure that people are work ready.	Employment and Skills Partnership	DWP, Employment and Skills Partnership, Burnley College, Calico, BFiC.
Establish a Youth Employment and Skills Hub (initially virtual) bringing together a range of partners to deliver an end to end programme of support to ensure that young people are engaged in employment, education, and training.	Calico	Burnley Borough Council, DWP, Burnley College, BFiC, UCLAN, Lancashire Skills Hub, Princes Trust, LCC
Work with employers to ensure that 'Kick Start' and new apprenticeship incentive programmes are delivered effectively for the benefit of young people.	Employment and Skills Partnership	Burnley Borough Council, Lancashire Skills Hub, Burnley College, Lancashire County Council, Calico ELCC.
Work with training providers and business to ensure that apprentices can complete their learning, building on the Calico 'Constructing the Future' model.	Employment and Skills Partnership	Burnley Borough Council, Lancashire Skills Hub, Burnley College, Calico, ELCC, private sector businesses.
Work with Lancashire Skills Hub and DWP to provide a Redundancy Response service.	Burnley Borough Council	Lancashire Skills Hub, DWP.
Ensure that the town and its residents benefit from a range of "green job creation" schemes announced by Government and identify "shovel ready" schemes to benefit from the Green Recovery Challenge Fund.	Burnley Borough Council	Lancashire Skills Hub, DWP, Employment and Skills Partnership, Calico., community and voluntary sector
OUR TOWN CENTRES AND PLACES		
Priority Action	Lead Body	Partners

Actively promote Burnley Town Centre, particularly its independent sector with a “Shop Local, Stay Local” campaign and customer loyalty scheme as well as deliver a programme of support to help businesses to recover from the pandemic.	Burnley Business Improvement District	Burnley Borough Council
Continue to work with retailers and businesses in Padiham to promote the retail and visitor offer.	Burnley Borough Council (Padiham Town Centre Manager)	Padiham Town Centre Steering Group
Ensure that existing housing, infrastructure and regeneration projects are progressed and delivered.	Burnley Economic Recovery and Growth Board	Burnley Borough Council
Promote clear messaging on how the town is recovering, highlighting positive business growth and recovery stories.	Burnley Bondholders, Burnley Brand Manager	Burnley Borough Council
Capitalising on shorter term demand for “staycations” and day visits, promote the borough as a “safe” place to visit based around its high-quality parks and accessible countryside and outdoor activity opportunities.	Burnley Bondholders	Marketing Lancashire.

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RENEW PHASE (1 to 3 years)

OUR BUSINESSES

Priority Action	Lead Body	Partners
Establish a University Enterprise and Innovation Zone (UEZ) and Medi-Tech Hub alongside the Canalside.	UCLAN	Burnley Economic Recovery and Growth Board, UCLAN Government.
Support businesses (particularly SMEs) to adopt Industry 4.0 utilising industrial technologies such as additive manufacturing, big data and artificial intelligence to improve productivity.	Burnley Borough Council	Made Smarter, UCLAN, Lancaster university, ARMC NW, ELCCI, Manchester Growth Company, BOOST Lancashire, NWAA, NAA and other sector bodies.
Support the upskilling of the local engineering and manufacturing workforce in the use of new industrial technologies.	Employment and Skills Partnership	Made Smarter, Burnley College, UCLAN, Lancaster University, AMRC NW, ELCC.
Support businesses to implement low energy practices and reduce carbon footprint.	Burnley Borough Council	UCLAN, Lancaster University, AMRC NW, ELCC, Burnley College, Lancashire Skills Hub.
Explore the potential for businesses to diversify into the Medi-Tech sector, including and products and services to support an ageing society.	Burnley Borough Council	UCLAN, East Lancashire Teaching Hospital Trust, private sector.
An invigorated Digital Burnley Group will work together to create an environment for Digi-Tech businesses to grow addressing common issues around skills, workforce development and availability, and areas for collaboration.	Burnley Borough Council	Digital Burnley Group, Burnley Bondholders, Digital Lancashire
Support the borough to receive a fairer share of R&D investment as part of the Government's 'levelling-up' agenda.	Burnley Borough Council	UCLAN, Innovate UK.

OUR PEOPLE

Priority Action	Lead Body	Partners
Increase participation in higher level learning programmes, including advanced and higher-level apprenticeships, to increase the number of people with higher level qualifications required for the new economy.	UCLAN and Burnley College	Schools, employers
Continue to work with those furthest from the labour market to acquire skills, confidence and progression opportunities to participate in the workforce.	Employment and Skills Partnership	Burnley Borough Council, DWP, Burnley College, Calico, BFic.

OUR TOWN CENTRES AND PLACES

Priority Actions	Lead Body	Partners
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Grow the UCLAN offer and develop an impressive Canalside Campus creating an anchor institution in Pennine Lancashire to underpin economic renewal.	Economic Recovery and Growth Board	Burnley Borough Council, UCLAN, near neighbours.
The Burnley Town Centre and Canalside Masterplan sets out ambitious plans to diversify the town centre introducing a wider range of leisure, cultural, creative, community and residential uses in response to the changing role of town centres. We will accelerate the delivery of the masterplan.	Burnley Borough Council	Economic Recovery and Growth Board, UCLAN, Private Sector
Deliver a Heritage and Culture lead regeneration scheme on Lower St James' Street.	Burnley Borough Council	Local businesses, Burnley Business Improvement District, Burnley Leisure
Deliver heritage led Regeneration Plans in Padiham including the conversion of Padiham Town Hall into a business hub and co-work-space.	Burnley Borough Council	LCC, EA, National Trust, Padiham Town Council and local businesses
Bring forward new housing on brownfield sites utilising new modern methods of construction delivering low carbon homes in a high-quality environment.	Burnley Borough Council	Homes England, local developers.
Lobby for better digital connectivity including full fibre and 5G to enable residents to work from home and for better business connectivity.	Economic Recovery Board	Lancashire County Council, DCMS, private providers.
Lobby for further improvements to transport links to Manchester and Yorkshire.	Burnley Council	Lancashire County Council, near neighbours, DfT, Burnley Bondholders Network Rail, Northern Powerhouse.

RESET PHASE (3 to 5 years plus)

OUR BUSINESSES		
Priority Actions	Lead Body	Partners
Ensure businesses are resilient, sustainable and ready for growth.	Economic Recovery and Growth Board	Burnley Borough Council, BOOST Lancashire, UCLAN, Lancaster University, Burnley College, AMRC NW, ELCC, Manchester Growth Company, Made Smarter.
Ensure businesses are prepared for an Industry 4.0 world with higher levels of R&D, innovation, digitisation and productivity.	Economic Recovery and Growth Board	Burnley Borough Council, BOOST Lancashire, LEP, UCLAN, Lancaster University, Burnley College, AMRC NW, ELCC, Manchester Growth Company, Made Smarter.
Support the borough's aerospace and automotive supply chain to be fit for the future and able to respond to new demands for	Economic Recovery and Growth Board	Burnley Borough Council, UCLAN, Lancaster University, Burnley College, AMRC NW, ELCC, Manchester Growth Company,

electric vehicles and low carbon travel.		NWAA, NAA. Northern Powerhouse, LEP.
Support the engineering and manufacturing sector to diversify into new markets in clean energy, Medi-Tech, and advanced materials.	Economic Recovery and Growth Board	Burnley Borough Council, BOOST Lancashire, LEP, UCLAN, Lancaster University, Burnley College, AMRC NW, ELCC, Manchester Growth Company, Made Smarter.

OUR PEOPLE

Priority Actions	Lead Body	Resources
Ensure our young people can fully take part in the workforce having been protected from the worse outcome of the recession.	Economic Recovery and Growth Board	Burnley Borough Council, Employment and Skills Partnership, Lancashire County Council, Burnley College, UCLAN, BFiC.
Create a more more inclusive borough with more people able and ready to take part in work.	Economic Recovery and Growth Board	Burnley Borough Council, Employment and Skills Partnership, Burnley College, UCLAN.
Support more people to have higher level skills and participate in FE and HE, enabling residents to take part in rewarding jobs both locally and in nearby labour markets.	Economic Recovery and Growth Board	Burnley Borough Council, UCLAN, Lancaster University.

OUR TOWN CENTRES AND PLACES

Priority Actions	Lead Body	Partners
Develop Burnley Town Centre so that it can accommodate a more diverse range of uses, with improved cycle and walking access supported by a regenerated Canalside area and growing University Campus.	Economic Recovery and Growth Board	Burnley Borough Council, UCLAN, Lancashire County Council.
Support Padiham Town Centre to become a thriving historic town with strong independent retail and service offer with a business hub based at the renovated Padiham Town Hall.	And Growth Economic Recovery Board	Burnley Borough Council

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6. How We Will Measure Our Success

The overall success of our approach to economic recovery will be seen through the indicators we are developing against our Economic Recovery Plan.

The Economic Recovery Board will retain responsibility for monitoring the achievement of outcomes.

Our BUSINESSES will be:
Resilient, sustainable, ready for growth and fit for the future.
Prepared for Industry 4.0.
More innovative, productive, and able to embrace and capitalise on increased levels of innovation, Research & Development, digitisation, and automation.
More diverse and engaged in sectors including creative, digital, health, and the knowledge economy.
Agile and able to respond to new demands set by the aerospace and automotive industries for low carbon travel and electric vehicles.
Ready and capable to enter new manufacturing markets in low carbon and clean energy, Medi-Tech and advanced materials.
Our PEOPLE will be:
Innovative and entrepreneurial.
More highly skilled and will increasingly participate in Further and Higher Education enabling residents to access employment opportunities in good jobs both locally and in nearby labour markets.
Able and ready to engage in economic activity.
Young people will fully participate in the workforce having been protected from the most severe impacts of the recession.
Our TOWN CENTRES AND PLACES will be:
Vibrant, inclusive, diverse and regenerated.
Responsive to the needs of existing and new businesses by providing quality, fit-for-purpose sites and premises set within quality strategic investment locations in which Burnley Town Centre will be transformed by a Canalside area and growing University campus, and Padiham Town Centre will be a thriving historic town with a strong independent retail and service and business hub offer based at the renovated Padiham Town Hall

Our **BUSINESSES** will be:

- ;
- ;
- Agile and able to respond to new demands set by the aerospace and automotive industries for low carbon travel and electric vehicles; and
- .

Our **PEOPLE** will be:

- ;

- ;
- ; and
- .

Our **TOWN CENTRES** and **PLACES** will be:

- ;
- ;
- Linked by an enhanced green and blue infrastructure network, and resilient to climate change; and
- Well-connected both physically and digitally

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