

Appendix 2

RECOVER PHASE (6 to 12 months)			
OUR BUSINESSES			
Priority Action	Lead Body	Partners	Progress
The Council will work with partners to use business intelligence more effectively and by 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.	This information is being collated by the Council's Business Support Team.
Establish a Low Carbon Accelerator Pilot to help Burnley businesses improve their energy and environmental efficiencies, and 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,	ELCCI has secured £700,000 for a Low Carbon Technology Business Support and Skills Academy to be delivered to 93 businesses across Burnley, Pendle and Rossendale by June 22. The Council in partnership with East Lancashire Chamber of Commerce and Industry has held a Low Carbon event for businesses and a demonstrator visit to a local businesses is planned.
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	Burnley Economic Recovery Board	Burnley Borough Council, ELCC, UCLAN.	BBC has successfully secured circa £1m to support businesses in Burnley, Pendle and Rossendale with their investment proposals.

Appendix 2

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.			<p>To date, 15 Burnley businesses have benefitted from £295,000 with grants ranging from £5,000 to £75,000.</p> <p>We are exploring how best to utilise the UK Shared Prosperity Fund to support this activity.</p>
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.	This proposal was considered by members of the Business Recovery Group and it was decided that the work was too complex and based on past experience unlikely to generate meaningful data. The North West Aerospace Alliance are supporting the aerospace sector.
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 national sector-based organisations and programmes.	Burnley Borough Council	Lancashire County Council, BOOST Lancashire, LEP, ELCCI, Manchester Growth Company, AMRC NW, Made Smarter, UCLAN, Lancaster University, Lancashire Employment and Skills Board, NWAA, NAA, Innovate UK.	Regular Newsletter is now prepared by BBC E&G unit distributed to businesses raising awareness of programmes. Company Contact visits have resumed.
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.	This is on-going work and will feed into the Shared Prosperity Fund Investment Plan to be submitted in July 2022. Although it should be noted that the funds are significantly less than the European Funding currently available for business support activities.
Lobby for support for key sectors, particularly aerospace and automotive, to secure	Economic Recovery and Growth Board	Burnley Borough Council, ELCCI, Burnley Bondholders, LEP, local MP(s).	The aerospace sector is recovering much more strongly than predicted, although output in the demoestic

Appendix 2

alternative supply chain opportunities in NS2, Nuclear in the shorter term.			<p>sector has not reached pre-pandemic rates. Some businesses have been sheltered by increased work in the defence sector. Automotive sales have also recovered but are effected by supply chain issues.</p> <p>No Government support was provided to the sector, however BBC were able to use Discretionary COVID grant monies to support key businesses in these sectors.</p> <p>The LEP and the NW Aerospace alliance have been gathering intel and supporting businesses through a Watchtower project set up in response to the COVID pandemic.</p>
Deliver extra resources to support new business start-ups.	Burnley Borough Council	BOOST Lancashire, Private Sector Partners	<p>Start Up Business Programme from BOOST has been extended to June 2023.</p> <p>Online support was provided during COVID with follow up 1-2-1 support provided.</p> <p>The Council's start up initiative 'Go for It' Business Essentials was launched in January. Ongoing evaluation and follow up with participants.</p>
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.	ELCCI continue to support businesses through its Export programmes to adopt to the post Brexit trading environment. Some businesses

Appendix 2

			continue to report difficulties, particularly with supply.
OUR PEOPLE			
Priority Action	Lead Body	Partners	
Increase participation in Further and Higher Education.	Burnley College, UCLAN	Youth Skills Hub, LCC, Schools	Skills Taskforce are looking in more detail at motivation and aspiration. Partnership developed with Lancs County Council – with their Virtual School Team to focus on preventing/supporting those at risk of becoming NEET. Discussions underway with UCLan around their Future U programme which works with High Schools to raise aspirations of attending University – particularly where no one if the family has been before or they believe it is too expensive for them Burnley College are offering “taster” programmes to Year 10 & Year 11 – giving them insight and taster into College courses/apprenticeships after School.
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.	DWP leading – New Way to Work Programme underway and DWP Youth Employment coaches embedded in Thrive hub. As part of our preparation for the SPF Investment Plan the skills group are reviewing how to support those furthest from the labour market.

Appendix 2

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	Youth Employment and Skills Hub – “Thrive” now operational from premises provided by Calico. 8 partners now based in the hub on a weekly basis. Around 450 young people have been engaged with and improvement in engagement and attendance of appointments has been noted
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.	400 kickstart placements have taken place in Burnley. Awaiting evaluation of number of kickstart placements that have gained continued employment. Partners continue to promote apprenticeship opportunities and a weekly vacancy list for Burnley is received from the Dept of Education and circulated amongst the network.
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.	Burnley College continues to provide a blended learning approach to meet the needs of business. New UK shared apprenticeship model based on Calico’s due to be launched Autumn 2022. Lancashire businesses have pledged £60k to the Levy Transfer Network to support apprenticeships
Work with Lancashire Skills Hub and DWP to provide a Redundancy Response service.	Burnley Borough Council	Lancashire Skills Hub, DWP.	Provision is available as and when required. Despite early predictions of large scale redundancies this has fortunately not been the case.
Ensure that the town and its residents benefit from a range of “green job creation” schemes announced by Government and identify	Burnley Borough Council	Lancashire Skills Hub, DWP, Employment and Skills Partnership,	Green Job Creation schemes have not been at the scale expected.

Appendix 2

“shovel ready” schemes to benefit from the Green Recovery Challenge Fund.		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	Regular campaigns run in partnership with Burnley BID. A pilot shop local campaign and virtual high street project has been implemented in Padiham http://padiham.org.uk/virtual-high-street/
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	Regular campaigns run and events have been delivered with Welcome Back Funding.
Ensure that existing housing, infrastructure, and regeneration projects are progressed and delivered.	Burnley Economic Recovery and Growth Board	Burnley Borough Council	Development activity has remained buoyant throughout the pandemic. In 2020/21 there were 235 new dwellings delivered against a local plan target of 195 and approvals for 422.
Promote clear messaging on how the town is recovering, highlighting positive business growth and recovery stories.	Burnley Bondholders, Burnley Brand Manager	Burnley Borough Council	Positive stories posted regularly on burnley.co.uk , as well as its four main social media channels Worked with ITV to film news segment in Burnley town centre after it came out top for best performing high street during the pandemic (Centre for Cities) A series of videos highlighting the borough’s sectoral strengths in

Appendix 2

			Advanced manufacturing and engineering, digital and creative, logistics have been produced.
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/ Filming in England/ Netflix	Local social media campaigns throughout the Pandemic on the Burnley.co.uk web site and social media channels resulting in a number of features in the national and regional press.

RENEW PHASE (1 to 3 years)			
OUR BUSINESSES			
Priority Action	Lead Body	Partners	Progress
Establish a University Enterprise and Innovation Zone (UEZ) and Medi-Tech Hub alongside the Canalside.	UCLAN	Burnley Economic Recovery and Growth Board, UCLAN Government.	LUF funding has been secured for the next phase of the University Campus. The University Enterprise and Innovation Zone programme is now closed but the new development will include a business interaction zone.
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.	The ARMC are active in this sphere. We will look at what additional support can be delivered locally through the Shared Prosperity Funding
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.	Burnley College has been successful in securing Institute of Technology status and funding with a focus on engineering skills.

Appendix 2

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.	This work is being progressed by ELCCI supported by BBC. Burnley College has invested in a state of the art low carbon demonstrator project as part of its IOT status.
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	The Digital Burnley Group has not yet been re-established but is identified as part of a 5 point digital plan developed with consultancy support funded by the Local Government Association.
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	Burnley College and UCLAN are active in this area working closely with businesses.
Continue to work with those furthest from the labour market to acquire skills, confidence and progression	Employment and Skills Partnership	Burnley Borough Council, DWP, Burnley College, Calico, BFIC.	Partnership developed between Thrive and Lancs County Council focusing on NEET/Unknown and those within the care & youth justice system. Engaged

Appendix 2

opportunities to participate in the workforce.			with Schools to refer school leavers who are at risk of becoming NEET to Thrive for support via the wider partnership. Also engaged with Re-Start the new government programme for those who are long term unemployed to connect them with the wider partnership for cross referrals.
OUR TOWN CENTRES AND PLACES			
Priority Actions	Lead Body	Partners	
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.	LUF funding has been secured for the next phase of the Campus expansion and remediation and preparation of land for longer term development. BBC has completed the purchase of Newtown Mill and a planning application for re-development will be submitted in spring
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	Work on the Pioneer Place project commenced in January 22 and is due to complete in Summer 23. There has been a positive response from operators. Detailed plans for the Town 2 Turf public realm improvements are being drawn up and some enabling works have already been delivered. In September 2021 Burnley BC completed the purchase of Charter Walk Shopping Centre. The focus over

Appendix 2

			the last six months has been on a smooth transfer of ownership and managing existing tenancies. Vacancy rates across the assets are low. Over the next year the Council and its asset manager will look at longer term plans for the centre.
Deliver a Heritage and Culture lead regeneration scheme on Lower St James' Street.	Burnley Borough Council	Local businesses, Burnley Business Improvement District, Burnley Leisure.	Public Realm Works were completed in summer 2021 with positive feedback from businesses and visitors. Works are underway to repair and bring properties back into use.
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.	Public Realm works, including a new Piazza in front of the town hall are completed. Funded by the Heritage Lottery Fund, 12 buildings have now been renovated and brought back into use. Padiham Town Hall has undergone significant repair works and the upper floor has been brought back into use as managed office accommodation and a co-work space. The office space is 90% occupied and the Co-work space is now open.
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.	On-going discussions with Homes England on how to progress difficult brownfield schemes.

Appendix 2

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.	Working with the Local Government Association, a study on digital connectivity has been completed. The study summarised that the borough has good superfast and gigabit broadband coverage but coverage is poorest in the town's commercial areas. It has also transpired, that despite good coverage business take up remains low. Full fibre coverage is also low. A business survey has identified a number of barriers, including skills, costs and a lack of understanding of benefits that businesses have identified. An action plan will be developed with partners to target the areas identified in the study.
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.	BBC, LCC and Community Rail Lancashire have commissioned Northern Rail to carry out a feasibility study on a second service to Manchester. This work had been delayed awaiting the outcomes of proposals in the Manchester area. Any service improvements will be medium to longer term, once other transpennine improvements have been delivered. Improved access to Manchester Road Station will be delivered by 2024 using Levelling Up Funds.

Appendix 2

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 electric vehicles and low carbon travel.	Economic Recovery and Growth Board	Burnley Borough Council, UCLAN, Lancaster University, Burnley College, AMRC NW, ELCC, Manchester Growth Company, 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.	An initial piece of research on capabilities is being commissioned.
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.	

Appendix 2

Create a 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.	This will be addressed through the Levelling Up Fund bid.
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	