



Burnley Action Partnership

Burnley's Future 2010-2017: the sustainable community strategy for Burnley

WORKING DRAFT 0.9.1 12th Jan 2010

FOR CONSULTATION

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Foreword

First published in 2003, and updated in 2007, *Burnley's Future* sets out our vision and key priorities for the Borough.

In the last 7 years we have achieved a significant amount, providing us with a strong foundation on which to build a Burnley that is safe, clean, strong and prosperous for all of us.

This third edition of *Burnley's Future* builds on the work done over the last 7 years by the Partnership and has been further developed through a detailed process of consultation with a wide range of partners from the public sector, the private sector and the voluntary, community and faith sector.

We have refined the vision for the Borough and will continue to follow three key strategic priorities, and the short-term practical steps laid out in this plan, that will guide us in the years ahead.

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Chair of Burnley Action Partnership

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1 Introduction

- 1.1 **Burnley Action Partnership (BAP) is committed to achieving a Burnley of which we can all be proud - a Burnley that will become a place with a diverse and united community, a modern economy, a healthy, safe and clean environment and quality services which work together for the good of the public.** This edition of *Burnley's Future* expands on this vision, addresses the successes made so far, and sets out the practical steps that must be taken to complete the plan.
- 1.2 The strategy has been developed for the entirety of the Borough, from urban and rural, from Briercliffe to Dunnockshaw, from Worsthorne to Padiham, from Daneshouse to Burnley Wood. It is for everyone with a stake in the future of the Borough.
- 1.3 The strategy is endorsed by all BAP members and is widely distributed to other organisations and groups. The BAP thematic groups and member organisations of the Partnership will continue to develop their strategies to align with *Burnley's Future*, identifying in more detail the skills, resources, actions and incentives required to make the long-term vision a reality. Appendix 1 shows the organisational structure of BAP- [to be added].

What is Burnley Action Partnership?

Burnley Action Partnership (BAP) is Burnley's Local Strategic Partnership, which is made up of organisations from the public, private, voluntary, community and faith sectors. It includes Burnley Borough Council, Lancashire County Council, Lancashire Police, East Lancashire Primary Care Trust, Burnley College, Burnley Enterprise, Calico, Burnley Community Network, and many other organisations with a stake in the Borough. The purpose of the partnership is to:

- develop the strategic vision for Burnley;
- develop and implement plans to achieve that vision;
- enable member organisations to work together in a sustainable and co-ordinated way to deliver on agreed priorities for Burnley; and,
- make best use of members' expertise and resources to avoid duplication and to add value to the services provided and activities undertaken.

This is the 3rd update of *Burnley's Future*.

2 About this strategy

2.1 When the second edition of the Community Strategy was published in 2007 it was intended that it should be reviewed after three years. This is important in order to review the achievements of the partnership since the publication of the last edition of *Burnley's Future* and assess the progress made on the targets set three years ago. The review of the strategy also seeks to bring greater clarity and focus to how BAP members, **acting in partnership**, will continue to deliver a shared vision for the future of our Borough. In setting the vision, the BAP Executive has undertaken the following:

- Consulted with County and Borough Councillors and senior officers from the Partnership
- Considered the social, economic and environmental situation to ensure that the priorities address the Borough's challenges and build on the Borough's current opportunities.
- Reviewed overarching plans for the Northwest region, Lancashire county and Pennine Lancashire, and in particular the Local Area Agreement (LAA) and Multi-Area Agreement (MAA), to ensure we are working towards the same goals. Where appropriate, the targets from these plans have been translated into local targets for realising the vision.
- Consulted all Burnley Action Partnership members, so that a wide audience of local authority, voluntary, community and faith sector leaders influenced the selection of the priorities.
- Referenced a wide range of survey results from the past 3 years to ensure that the views of local people are incorporated into the strategy.
- Assessed the strategy to ensure that it balances social, economic and environmental factors for the long-term benefit.
- Put in place new performance management arrangements to give thematic groups, the Assembly and Executive a clear and accurate view of current performance against the measures within this strategy.

2.2 The strategy is divided into three main sections:

- First, it provides **an understanding of where we are**. The "This is Burnley" section describes the challenges currently faced by the Borough. But it also describes the assets and opportunities that are building blocks for the implementation of this strategy,
- Secondly, it states **where we want to be**, in accordance with vision for the Borough set to come to fruition in 2017, making Burnley a cleaner, greener, safer and more prosperous place to be.
- Finally, it explains **how we will get there** by focusing on particular strategic priorities, such as promoting entrepreneurship, improving leisure facilities, and building stronger communities.

This is Burnley

3 Our Borough in 2010.

3.1 The first Sustainable Community Strategy set out challenging goals which stretched partner agencies to achieve real and lasting change for the Borough. While there has been significant progress, many challenges remain. The over arching goal of Ambition Lancashire, the community strategy for the County, is to close the gap between the most affluent and the least affluent areas of the County. Whilst the gap has narrowed in respect of some key indicators, much remains to be done to ensure that the quality of life for everyone in Burnley is on a par with the Lancashire norm.

3.2 One way in which the Partnership will work to achieve this aim is by building on the Borough's existing strengths; there are assets and opportunities which already point to a brighter future.

3.3 Economy

Burnley is nationally significant hub for the aerospace industry. Developing this into a wider cluster of innovative advanced manufacturing and engineering is a key opportunity.

In addition, greater business diversity especially in the knowledge driven service sectors, such as digital and creative industries, would spread the risk of overreliance on manufacturing. The new Burnley Bridge Logistics Park due to be constructed at junction 9 will help the borough to expand its role in transport and logistics sectors.

The Borough needs more entrepreneurs; fewer people are self- employed and there is a lower level of business formation per head compared with regional and national averages. In 2008, there were 426 VAT/PAYE-registered enterprises in the area per 10,000 population; the North West average is 503.

Burnley offers a competitive labour pool. Average wages in Burnley are below the Lancashire average. In early 2009, 23% of the working age population was claiming out of work benefits, compared with a Northwest average of 19%. 1 in 3 people of working age in the most deprived areas of the borough are out of work.

However, research has suggested that potential investors have a poor understanding of what Burnley offers. In response, key business and civic leaders have worked together to develop a new brand that will help raise the profile of Burnley to external audiences.

3.4 Education & Skills

Young people in Burnley's further education campuses are high achievers. At the cutting edge Thomas Whitham Sixth Form, pupils averaged close to 50% A-B grades since 2008, with over twenty subjects achieving a 100% pass rate. Burnley College, now at it's state of the art facility, has continued to deliver excellent results, helping many young people to achieve Level 3 by age 19 or 20. In 2009, the College was rated 'outstanding' by Ofsted.

However, educational attainment at 16 must be improved; in 2009 Burnley's results were nearly 18% behind the Lancashire average for 5A*-C grades at GCSE including English and Mathematics. Standing at 35.9%, this represented a 3% closing of the gap on 2008, but further improvement is needed in order to raise aspirations among school leavers and improve the employment opportunities

available to them. The learning environment created by the new school buildings will be a major asset in helping our young people achieve their potential.

Pupils in Burnley also underperform at age 11 when compared with the national average. In the key measure of the proportion of children reaching level 4 in English and Mathematics, the gap in performance closed to 5% in 2009, down from 11% in 2008. This improvement at Key Stage 2 needs to be sustained. It is also evident that the results of children from ethnic minority backgrounds and from more deprived areas of the town are still well below the Borough averages.

The number of adults in Burnley qualified to NVQ Level 4 is below the county and national averages and there is a mismatch between skill levels in the Borough and growth sectors within the economy. There is a need to re-skill adults for the job market; in December 2007, data suggested that a quarter of working age adults had no qualifications. This is a constraint on existing businesses and potential investors.

3.5 Deprivation

In the 2007 “Index of Deprivation” of most deprived local authority areas, the Borough ranked 21st out of 354, with number 1 being the most deprived. 42% of all Burnley’s wards are in the top 20% of deprived areas in England. This is an increase of 7% from the 2004 Index. Of the areas in the index that are district boroughs, Burnley is ranked as the most deprived.

3.6 Housing

In ways that are even more acute than for other parts of Pennine Lancashire, the Borough’s urban areas have significant, long-term housing problems. This is characterised by large numbers of 19th century terraced houses of low value, many of which do not fulfil current decent homes standards and are in need of repair.

The high proportion of terrace housing means that the type of supply does not fit with demand. In 2008, 6.6% of properties were empty, compared with a regional average of 4.2%.

Poor housing coupled with high levels of deprivation means that fuel poverty is a significant risk for some residents.

However, housing market renewal presents a major opportunity to change the face of Burnley. £25m has been invested between 2006 and 2008 alone. Clearance of unfit, empty terraces is making way for new open spaces and new homes.

3.7 Connectivity

“Connectivity” is about making the Borough more accessible via road and rail to other locations. The borough’s proximity to the city regions of Manchester, Leeds and Central Lancashire could be an important aspect in Burnley’s future growth. Affordable housing and attractive green spaces should attract commuters, but the transport infrastructure restricts the ability of existing residents to commute, and reduces the attractiveness of Burnley as a place to live, thereby inhibiting economic and population growth. The Borough is well connected via the M65, but measured by the fastest available journey times to London by rail, Burnley is one of the least connected places in the country. Currently, rail links to Manchester are poor; the main stations are inadequate; and the road network to both the Leeds and Manchester city regions are congested at peak times. Work is continuing to examine the feasibility of re-instating the Todmorden Curve, which would cut rail times to Manchester by half.

3.8 Crime and community safety

Between 2003 and 2009 there was a 17% drop overall in key offence categories, including domestic burglaries and criminal damage. The Place survey showed that the number of residents who perceive anti-social behaviour to be a problem have fallen from 41% in 2006 to 34% in 2008. Nevertheless, Burnley is in the top 25% of areas worst affected by crime and although perceptions of antisocial behaviour and other crime related to drugs and alcohol have fallen, the rates are still high compared to regional averages. Alcohol misuse is a key factor in explaining a higher than average rate of crime against the person: 2008/09 data shows 22 crimes per thousand population, compared with the national average of 16.5. However, violent crime has fallen by 10% between 2007/8 and 2008/9.

3.9 Health

Linked to the economic situation, the Borough's population suffers from deep-rooted health problems. Compared to regional rates, early death from heart disease and cancer is more prevalent. The rate of tooth-decay among children is also far higher than the national average, whilst there are higher numbers of adults who smoke and misuse alcohol and drugs. Although there has been a 30% reduction in the number of Under-18 Conceptions since 1998, there was a slight rise in the number of teenage pregnancies in 2007, with a rate of 57.4 per 1000.

Looking ahead, Burnley has attracted significant investment to help people lead healthier lives. The £29 million St Peter's Health and Leisure Centre is a blueprint in the UK for improving the health and wellbeing of residents, and in 2010 plans were underway for a dental super-centre with facilities for 10,000 NHS patients.

3.10 The living environment

The Council has prioritised street cleanliness over the past 3 years with funding for more sweepers, rising numbers of investigations and more prosecutions for fly tipping and other environmental crime. However, Citizens' Panel survey results show that people believe clean streets should remain a high priority.

Burnley's industrial past opens up exciting opportunities for the future, such as the potential for employment, leisure and housing development along canal side areas. Burnley has beautiful parks and is surrounded by magnificent countryside for walkers, cyclists and horse riders.

Over 80% of the Borough is rural, and the district is a key part of the East Lancashire Regional Park, which aims to make the most of the area's stunning landscape. The Borough has an internationally important nature conservation site, the South Pennines European Special Protection Area, covering approximately 12% of the total land area.

Thanks to reduced industrial emissions and the windfarms at Hameldon Hill and Coal Clough, total carbon dioxide emissions in Burnley, amounting to 585,000 tonnes in 2006, were the lowest of any Lancashire district and was equivalent to 6.7 tonnes per person, a rate well below the sub-regional average.

3.11 Burnley's Image

As well as having easy access to magnificent countryside for walkers, cyclists and horse riders, Burnley's residents enjoy beautiful urban parks. There is a thriving cultural life in the Borough, with the Burnley Mechanics showcasing the talents of both internationally renowned comedians and musicians, and local amateur theatre groups and artists. Historic houses and industrial heritage; a working forge and an awarding winning brewery, are just some of the attractions on offer.

When Burnley FC realised the dream of Premier League status in 2009, the profile of the town rose. Building on the work of the new Burnley Branding Strategy, we aim to promote a positive media image and 'sell' Burnley as a place to visit, live, work and play.

3.12 Population

The Borough's population is changing. In 2008, the population was estimated to be 88,200, down from 89,500 in 2001, and is expected to fall to 81,400 by 2029. The Borough's population structure, like the rest of the UK, is undergoing long-term change. A growing proportion of the population is of retirement age, and an increasing number of older, frail residents are dependent on long-term care.

Burnley's shifting population also presents more immediate challenges; there is a high turnover of pupils within the Borough's schools making educational and young people's services difficult to plan.

3.13 Communities together

Over the last few years, the Borough has developed a reputation for positive work to address these issues, and the risks that they generate.

Agencies, voluntary, community and faith groups and cultural services are working together for a positive future in which the Borough is truly diverse; a place where people get on well together and feel part of making Burnley better, regardless of where they live in the Borough, their skin colour, religion, age, sexual orientation, or disability.

Although many organisations are involved in building good relations between members of different communities in the Borough, the Partnership must still manage a range of tensions and problems around community relations. The issue of "parallel lives"- people of different heritage living in isolation of one another- continues to create challenges.

Burnley is known for its people being ones who talk straight and do not shy away from the difficult conversations. The Partnership will promote understanding and will encourage different opinions to be heard, and will create the conditions for a shared sense of belonging and purpose between the different communities that make Burnley what it is.

Where we want to be

4 Our vision for the Borough in 2017

4.1 Burnley Action Partnership's goal is:

“ to achieve a Burnley we can all be proud of. A Burnley that will become a place with a diverse and united community, a modern economy, a healthy, safe and clean environment and quality services which work together for the good of the public”.

Based on the challenges and opportunities set out in the previous section, BAP has set out its long-term vision for the Borough and has set targets to assess progress towards achieving it. A complicated range of factors, such as the national economy, will affect the progress made. However, BAP will monitor a range of indicators to help it judge whether the Borough is moving in the right direction. For some of the targets, the Partnership's aspiration is to get on par with successful neighbouring Boroughs or the wider region, in accordance with the over-arching target contained within Ambition Lancashire, the Community Strategy for the County. Targets will therefore be updating to reflect Burnley's position relative to performance in other areas.

4.2 As shown below, the majority of indicators show that the Borough is on the up. The Partnership will focus on maintaining this upward momentum.

A United People

By 2017, Burnley will be a place where communities and individuals with different backgrounds and traditions live in harmony together. There will be a widely owned confidence about the future, and communities will feel fully engaged because they have more influence over the decisions that affect their lives.

Ref	Vision Indicator	Baseline	Latest progress	2010/11	2016/17
1	% of people surveyed who believe that people from different backgrounds get on well together	53% (06/07)	56% (08/09)	61%	66%
2	Number of racially aggravated incidents	217 (05/06)	tbc	280 ¹	200
3	% of residents who definitely agree or tend to agree that they can influence decisions affecting their local area	26% (06/07)	26% (08/09)	31%	33%

A Place to Live

By 2017, Burnley's reputation as the place to live within the North West region will be growing. There will be an increase in the number of new homes, and a wider and more balanced range of housing available to meet the needs of both high and low earners.

New properties will be built to more energy efficient standards, being safer by design, and similar improvements will have been made to many of the older existing housing stock, as homeowners have growing confidence to invest in their own homes.

¹ The Partnership expects the number of incidents to rise as reporting is improved.

There will be no housing areas in Burnley that are troubled by serious problems of crime and disorder.

Ref	Vision Indicator	Baseline	Latest progress	2010/11	2016/17
4	Average House Price Gap between the Borough and the Northwest region	113% (06)	tbc	100%	75%
	Average House Price Gap between Elevate Areas and the Borough	200% (05)	tbc	150%	50%
5	% of new homes built on previously developed land	77% (03/04)	86% (08/09)	100%	100%
6	% of homes in social rented sector meeting decent homes standard	79% (05)	tbc	95%tbc	100%
7	Crime rate per 1,000 population (BCR comparator)	87.6 (05/06)	76.4 (08/09)	72	63
8	Number of incidents of criminal damage per 1,000 population per annum	39 (04/05)	30 (08/09)	31	25

A Place to Work

By 2017, the local economy will have seen an increase in the number of skilled knowledge based jobs available for local people, in both manufacturing and services.

There will have been some movement into the area by people with high-level skills, but local training opportunities will also have created new career pathways for local people to improve their earning capacity.

There will also have been an increase in the proportion of the population who are economically active and a reduction in those dependent on long-term income support such as incapacity benefit.

Burnley will have developed a strong culture of self-employment and entrepreneurship. Excellent business start-up support and physical facilities, such as affordable serviced offices, will be available.

Ref	Vision Indicator	Baseline	Latest progress	2010/11	2016/17
9	% of Burnley's residents on out of work benefits	18% (06/07)	19% (08/09)	17%	13% (Lancs average)
10	% of population in Managerial, Professional, Associate Professional and Technical Occupations, and Administrative, Secretarial and Skilled Trades	54% (05)	56% (08)	59%	64%
11	Business formations per 10,000 population	426 (08)	n/a	426	548 (Lancs average)

A Place that is Well Connected

By 2017, the changing image of Burnley as a good place to live and work will be reflected in improvements in the way the area connects to the rest of the region, the country and the world.

After several years of lobbying, there will be improved east-west and north-south rail links, with direct connections to Manchester city centre and Manchester Airport. Local rail stations will have been improved and integrated into the public transport infrastructure.

The motorway network will provide excellent connections, especially as access will have been improved.

Within the Borough, rising affluence will increase car use but this will be checked by improvements in local public transport, including services to business hubs.

Quality public transport services will provide popular alternatives to private transport, as will improved cycling facilities.

Ref	Vision Indicator	Baseline	Latest progress	2010/11	2016/17
12	% of respondents rating train services (to/from Burnley) as excellent or good	34% (05/06)	25% (08/09)	44%	65%
13	% of respondents rating bus services (local) as excellent or good	49% (05/06)	77% (08/09)	57%	65%
14	Fastest time by train to Manchester	71mins (06)	N/a	N/a	45 mins
15	% of respondents who travel to work by bus, train, bicycle or on foot	43% (05/06)	N/a	48%	55%

A Place to Learn

By 2017, better educational attainment by local people will have been critical to achieving our economic success. Achievement in schools will compare well with results across Lancashire and the UK.

The partners will be able to look back on actions they have supported to improve educational achievement. The Educational and Enterprise Zone will have a growing reputation in a number of areas, and will help to create a skilled workforce in support of the growing local economy.

The investment in schools for the future will have taken careful account of the social patterns in Burnley, and the education sector will have played a vital role in building more cohesive communities within the area.

Ref	Vision Indicator	Baseline	Latest progress	2010/11	2016/17
16	% of 11 year olds achieving Level 4 or above in KS2 tests	English- 72% (05)	English- 73% (08)	76%	82% (Lancs average)
		Maths- 70% (05)	Maths- 74% (08)	74%	80% (Lancs average)

17	% of 15 year olds achieving A*-C GCSE and equivalent results	39% (05/06)	53% (08/09)	58%	68% (Pennine Lancs average)
	Including English and Maths	31% (05/06)	38% (08/09)	41%	50% (Pennine Lancs average)
18	No. of 16 to 18 year olds not in education, employment or training	10% (05)	8% (08/09)	8%	5%
19	Average point score per pupil at Burnley College and the 6 th Form Centre. (A/AS equivalent)	675.35 (07)	730.8 (08)	740	800
20	% of population with NVQ 4 level skills	20% (05)	21.5 (07)	23%	28%

A Place to be Healthy

By 2017, Burnley will be an area where health inequalities are less marked.

There will be a reduction in the prevalence of smoking. More people will take regular exercise, and will be thoughtful about what they eat. There are more opportunities to incorporate exercise into everyday life, and schoolchildren will be positively encouraged to take part in sport or other physical activity. Predictions of an obesity time bomb will not come to pass in Burnley.

Burnley will be a place where older people stay active for longer, and more people will be able to remain at home while in receipt of care.

There will be more moderate use of alcohol, and problems caused by drug use will have been significantly reduced.

Teenage pregnancies will be far less common and the prevalence of sexually transmitted diseases will have continued to fall.

Local roads will be much safer, thanks to the excellent work of the Community Safety Partnership.

Ref	Vision Indicator	Baseline	Latest progress	2010/11	2016/17
21	Life Expectancy	78.2 (female 02-04)	79 (05-07)	80	81
		74.1 (male 02-04)	75.4 (05-07)	77	79
22	All-age all cause mortality rate	tbc	tbc	tbc	tbc
23	The proportion of people over 65 above the General Health Questionnaire threshold of 3 or more symptoms.	28% (06)	N/a	26%	22%
24	% of people who currently smoke	29% (06)	N/a	26%	19%
25	No of under 18 teenage pregnancies per 1,000 population	58 (01/03)	55 (04/06)	42	40

26	No. of children killed or seriously injured on the Borough's roads	15 (04/05)	tbc	12	7
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A Place to Relax

By 2017, Burnley will play a key retail and service centre role in Pennine Lancashire. There will be a wider range of shops, and restaurants and a programme of high quality events and festivals that will attract local and regional audiences, in addition to our existing museums, stately homes, theatres and parks.

The canal and its immediate environment will have become important for leisure purposes. The profile of our public open spaces will have been raised, and they will play an important role in bringing communities together.

Burnley will become increasingly visited as a tourist destination and base, thanks to a combination of its wide range of attractions and successful marketing.

Ref	Indicator	Baseline	Latest progress	2010/11	2016/17
27	% of residents who think that for their local area, over the past 3 years, shopping facilities have got better	N/a	N/a	25%	35%
28	% of residents who are satisfied with sport and leisure facilities	59% (06/07)	53% (07/08)	60%	60%
29	% of residents who are satisfied with parks and open spaces.	71% (06/07)	69% (08/09)	70%	70%
30	Visitor expenditure	£97m (04)	N/a	£101m at 2004 prices	£105m at 2004 prices

A Place that is Cared For.

By 2017, Burnley and its surrounding neighbourhoods will be regarded as well cared for and increasingly attractive. This will not only be due to the Council cleaning up after people. There will be a greater sense of personal responsibility. People will be less inclined to litter, and they will take greater care of their own living spaces.

Ref	Indicator	Baseline	Latest progress	2010/11	2016/17
31	% of respondents who state that "Vandalism and graffiti" is a problem in their neighbourhood	57% (06/07)	43% (08/09)	22%	29% (Lancs average)
32	% of respondents who state that "Rubbish/litter" is a problem in their neighbourhood	60% (06/07)	53% (08/09)	45%	38% (Lancs average)
33	% of sites surveyed which are below Grade B for litter	18% (July 06)	13% (09/10)	13%	9%

Somewhere to be proud of!

By 2017, Burnley will have established itself as a confident town that promotes itself and its achievements. It will be a place to be proud of; somewhere to settle and raise a family; somewhere to enjoy a rewarding and fulfilling life as part of a vibrant and creative community that values the individual contributions made by people whatever their age or background. More and more people will be choosing Burnley as a place to live, work and play.

Ref	Indicator	Baseline	Latest progress	2010/11	2016/17
34	% of respondents who participate in regular volunteering	19% (08/09)	N/a	22%	24%
35	% of respondents who are satisfied with the borough as a place to live	61%% (07/08)	69% (08/09)	71%	79%

How we will get there

5 Delivering the vision: the priorities

- 5.1 The Partnership's plan for the Borough is ambitious. To realise the vision will require significant resources from both the public, private and third sector. Public funds are finite and the 2008-2010 recession, and need of central Government to bring public debt under control, means that the resources available to deliver the vision will be curtailed in the years ahead.
- 5.2 Burnley Action Partnership will therefore focus its efforts on interventions:
- that are proven to be effective
 - that will have the biggest impact, with the potential to cut across many areas such as improved community safety, improved education outcomes and improved health. The Housing Market renewal programme is an example of such an intervention
 - that "narrow the gap" between the most deprived parts of Burnley and more affluent areas. This will have a positive knock-on effect for the whole Borough, increasing the quality of life for all.
- 5.2 Burnley Action Partnership agrees that in order to achieve the sustainable community described in the vision, the focus of the Partnership's efforts will be on:
- *Prosperity*- securing the Borough's economic future.
 - *Places*- making sure the whole Borough is clean, green and safe.
 - *People*- creating opportunities and sustaining ambition.
- 5.3 Each BAP Thematic Group has a major role to play in delivering the priorities. For this strategy to have a meaningful impact on the work of the Partnership, it must have a bearing on all future strategic decisions for at least the next three years, when this strategy will be reviewed. All future funding allocations made by the Partnership will be subject to the criteria of demonstrating how they contribute to the 3 strategic priorities.
- 5.4 **Related to the priorities, BAP has set out long-term "transformational" projects and a series of shorter-term pledges. These describe the key work areas that will help turn the vision into reality. They will be supported and prioritised by BAP, and each member of the Partnership will contribute to their success.**
- 5.5 The pledges will be updated regularly as the Thematic Groups agree new interventions. Current transformational projects and pledges are shown in tables under a description of each priority. The projects and pledges focus on those interventions that, in order to make them successful, require joint working or budget alignment by the Partners.
- 5.6 **The Partnership believes that action on delivering the strategic priorities of *Prosperity, Places, and People* will make a significant contribution towards creating a sustainable community in the Borough.** Although the main focus of the priorities relate to the economy and social issues, the Partnership will also ensure that it is sensitive to environmental concerns by, for example:
- Implementation of the Local Area Development Framework to ensure that that new developments are sustainable and of high quality design.
 - Contributing to *Rising to the Challenge* - the Climate Change Action Plan for the North west region.

6 Strategic priority 1: *Prosperity*- securing the Borough’s economic future

- 6.1 A secure economic future is not just about rising prosperity. It will also have a major impact on stabilising the population, reducing crime and improving health.
- 6.2 The BAP and the Borough’s Vision Board share the following mission:
“By 2016, Burnley will have firmly established itself as a key retail, service and education centre for East Lancashire, with an entrepreneurial culture and a regionally significant centre of advanced manufacturing.”
- 6.3 How this is will be achieved is detailed, primarily, in the Burnley Economic Vision Strategy. The key interventions contained within the strategy are:
- Developing an entrepreneurial culture
 - Supporting and promoting the advanced manufacturing sector
 - Creating a modern image and a first class business environment
 - Securing a highly skilled workforce to underpinning the knowledge economy
 - Improving connectivity to key growth centres
- 6.4 Delivery of the Borough’s Visitor Economy Strategy will also have a positive impact on economic prosperity. The strategy builds on many of the Borough’s assets: its industrial heritage; its countryside setting; the Leeds-Liverpool Canal; its location in Pennine Lancashire; and its high quality parks for example. In addition, the Partnership wants Burnley to be recognised a centre of innovation and ideas, a place where cultural industries can strive for national and international success.
- 6.5 The following section shows in more detail the key work areas for the *Prosperity* priority.

Prosperity: 10 year transformational projects

The Education and Enterprise Zone. A Burnley College education campus includes three distinct but interdependent facilities. There is a new multi-million pound sixth-form centre for 1,700 16-19 year olds. A new skills and adult centre providing excellent facilities to develop skills in areas such as construction and provide top class facilities for adults aiming to improve their employability. A University Centre develops higher-level skills to support local businesses and the advanced manufacturing sector. Linked to these facilities will be a high quality Enterprise Park that maximises the input of the adjoining education campus.

The Town Centre Master Plan aims to make Burnley “A fashionable and distinctive Pennine town that is enterprising, aspiring and inclusive.” Key sites will be redeveloped for new retail, leisure and office developments as well as improvements to the public realm.

The Weaver’s Triangle will have new homes, offices, shops and leisure uses that attract young professionals to live and work in the Borough. It will be a base for the employment of creative professionals and will ensure that Burnley stands out alongside other Lancashire towns.

By influencing regional transport agendas key network improvements will be secured, including a 45-minute rail journey time to Manchester.

Prosperity: 3 year delivery pledges

In the three years since the last edition of the plan, together we have:

- Established the new education campus for Burnley College, with a new University Centre set up through the University of Central Lancashire .
- Completed a feasibility study for an Enterprise Park linked to the new College/University Campus.
- Developed the unique concept of an Advanced Manufacturing Business park at the former Michelin site.
- Acquired land and buildings in the Weaver's Triangle to help prepare for its future redevelopment.
- Started to utilise high profile cultural projects, buildings and organisations to help raise a positive image of Burnley.
- Undertaken a rail link feasibility study and set out options for a fast public transport link to Manchester.
- Improved tourism infrastructure, such as better signage and cycle routes and helped increase the number of tourism businesses that have accredited quality status, as part of the Visitor Economy Strategy.
- Co-ordinated a series of partnership projects to tackle worklessness.
- Provided a joined up health and employment services to reduce the number of Incapacity Benefit claimants.
- Delivered Local Economic Growth Initiative providing support to new and existing entrepreneurs and businesses.
- Developed a new, modern Burnley Brand.

In three years from now, we will have prompted entrepreneurship, advanced manufacturing and employment opportunities by:

- Progressing the development of the Enterprise Park and completing the Burnley Bridge site, which will help drive the future growth of the Borough.
- Starting work on the Curzon Square development and completing a high quality public realm scheme connecting the Education and Enterprise Zone with the town centre.
- Commencing work on the re-development of the Weavers Triangle.
- Establishing UCLAN as part of a high-speed digital telecommunications network. Known as a "Media Access Bureau" this will help Burnley's digital and creative business sectors grow and tap into opportunities presented by regionally significant initiatives such as the Media City development at Salford.
- Improving the employability of at least 50 unemployed residents through job related training grants by April 2010, and helping approximately 350 people into jobs, around 250 of which we will help to stay in sustainable employment.

In three years from now, we will have improved Burnley's image and connectivity by:

- Improving Manchester Road station and getting sign off for the Todmorden Curve from Network Rail.
- Selling Burnley as a place to invest through delivery of the Branding Strategy.

7 Strategic priority 2: *Places*- making the Borough clean, green, and safe

- 7.1 A key expectation of the residents of the Borough is that the partners will provide a cleaner, greener and safer Borough. This will help foster community pride, which in turn helps make current investment in new housing and other infrastructure projects sustainable over the long-term. A clean, green and safe Borough will also attract new private sector investment.
- 7.2 In the coming years the Partners will continue their contribution to housing market renewal, assisting in the implementation of the multi-million pound Elevate programme. Elevate is an ambitious programme to restructure the housing market, which means that clearance of some properties is essential. The long-term consequences will have a transformational impact across the whole Borough. The Elevate Transformational Agenda will also have a positive effect on priority 1, the Borough's economic future, because of the opportunities created in construction and the potential for housing to boost the local economy. Through the policies set out in the Borough's Local Development Framework, the Partnership will make sure that future developments are sustainable and high standards of design will minimise the environmental impact of new buildings.
- 7.3 The Partnership recognises that changing the Borough is, however, about more than just new and improved housing. The Partnership will also focus its efforts on action aimed at transforming those areas most affected by antisocial behaviour and unclean streets, and will ensure that the Borough is able to make the most of its excellent parks, woodland, and other green spaces.
- 7.4 The key interventions in achieving the *Places* priority will be:
- Implementation of the Borough's new Local Development Framework.
 - More enforcement action against environmental crimes, such as littering, flytipping, criminal damage and graffiti.
 - Tackling drug and alcohol misuse through support services.
 - Reducing youth nuisance through targeted enforcement, diversionary activities and work with prolific and high-risk offenders.
 - Improving access to high standard parks, playing fields and other green spaces in the Borough.
- 7.5 The following section shows in more detail the key work areas for the *Places* priority.

Places: 10 year transformational projects

The housing market renewal programme will tackle poor housing conditions, falling property prices, and property abandonment. There will be more green spaces, housing acquisitions and clearances, development opportunities, face-lifting and street scene improvements.

The Partnership will lead a sustained, targeted and robust approach to drug misuse, antisocial behaviour and environmental crimes.

Places: 3 year delivery pledges

In the three years since the last edition of the plan, together we have:

- Continued the regeneration of the Elevate areas, spending £40million to improve 1000 houses, acquire 400 and to clear many more. 118 new houses have been completed, with a further 64 currently under construction. 1 Neighbourhood Park has also been created. Prior to Burnley Council's Elevate programme, there were more than 4,000 empty properties in Burnley that had been abandoned; there are now fewer than 3,000
- Reduced drug misuse, Anti-Social Behaviour and Environmental Crime, where Burnley currently stands 9th out of 360 authorities in enforcement and is the most effective against fly tipping
- Introduced an effective system of private sector landlord licensing, currently working with over 300 landlords and nearly 600 properties in the Trinity neighbourhood
- Increased activity to promote energy efficiency, with a 3.28% reduction in energy use between 2007 and 2008, far beyond the set target.
- Undertaken test-purchasing operations, to challenge retailers that sell alcohol to underage young people and conducted truancy sweeps to reduce absenteeism in schools
- Reduced criminal damage in the Borough
- Carried out Home Fire Safety checks (including the fitting of free 10 year smoke detectors) throughout the Borough, with the aim of further reducing the number of deaths and injuries from fire
- Recruited and trained 20 Green Champions and set baselines, monitoring performances, for the Environmental Visual Audits (EVAs)
- Improved links to PACT and Neighbourhood Managers
- Seen the 'Burnley Against Nighttime Disorder (BAND) Campaign' become very effective in the Town Centre in reducing the incidence of underage drinking and removing perpetrators of violence, disorder, damage and drug misuse by excluding them from pubs/clubs in the town centre
- Established an ongoing programme of traffic calming, running driver education programmes, mosque marshals, safe routes to schools and walking buses
- Reduced domestic abuse
- Invested in public art and high quality bespoke public spaces in the Borough, such as the *Singing, Ringing Tree* and the Big Art Project, in association with Channel 4
- Completed the £3.4 million restoration of Towneley Park and increased the Borough's woodland cover from 4% to 8%, and progressed the Green Spaces Strategy, with 5 of the Borough's 6 parks achieving Green Flag status
- Refurbished Padiham Leisure Centre

In three years from now, we will have improved the living environment by:

- Completing the strategies currently in place to achieve neighbourhood renewal and implemented targeted area initiatives` [make more specific?]
- Implementing a waste management strategy, to reduce food waste and increase levels of recycling
- Enhancing the quality of existing housing stock, in addition to building new homes of various sizes and ownership types built
- Delivering further improvements on street cleansing and resident satisfaction with the

service

- Developing more effective engagement with local schools on combating litter and caring for the environment
- Consulting on, and where a need has been identified, introducing Dog Control Orders to help tackle dog fouling in parks
- Creating a specially designed space for young people at the central library
- Securing funding and starting work on the Pennine Lancashire Forest Park
- Completing the Padiham linear park project, which will create a new greenway along the former Great Harwood - Burnley railway line
- Assessing hundreds of properties so that residents at risk of fuel poverty are able to access grants for energy efficiency improvements
- Reviewing the effectiveness of landlord licensing in improving the management of privately rented properties, and expanded the scheme into other areas of the town if a business case exists
- Consulting on a reduction in the speed limit in residential areas to from 30mph to 20 mph

In three years from now, we will have improved community safety by:

- Continuing funding into 2010 for Dambusters and other projects which successfully use sport, games or arts to divert young people away from antisocial behaviour
- Operating street pastors to help vulnerable people on weekend nights
- Targeting underage drinking through Operation Staysafe
- Delivering the Serious Acquisitive Crime Action Plan
- Making greater use of closure orders, which empower police officers and local authorities to take action against premises that cause significant and persistent disorder or persistent serious nuisance to a community.

8 Strategic Priority 3: People- creating opportunities and sustaining ambition.

- 8.1 The Partnership will develop its community leadership role. This means that Councillors, along with the leaders within all the Partner bodies, will inspire commitment and drive forward the agenda to deliver on the priorities in this strategy. Local leaders will bring the partners together to share not only financial resources, but also other assets such as buildings and information, so that together we can address the Borough's challenges in a co-ordinated and efficient way. This will mean that services brought together to make it easy for residents to access services for health, skills development, business support, family support and older people for example.
- 8.2 Early years intervention, and support for the family, will continue to be a key strategy for the Partnership. In order to give our young people the best possible start in life, the Partnership will put resources into early years support in order to help close the gap in educational attainment. The Children's Trust will co-ordinate this activity to get the most of out the investment made, so that existing projects which support parenting skills amongst the most vulnerable families can continue for example.
- 8.2 The Partnership will promote activity that celebrates Burnley as a place to live and work. This will mean working with high profile assets, such as Burnley Football Club, to help ensure that messages about the many positive aspects of the Borough are promoted as far as possible. The Partnership will not only look to get national recognition for its own successes, but it will also celebrate the achievements of local residents and businesses.
- 8.3 In supporting local people, the Partnership will work to increase the numbers of citizens involved in transforming their neighbourhoods through neighbourhood management, Police and Communities Together, and other forms of engagement. Engagement of the community helps to sustain changes to services or local neighbourhoods, because if properly engaged, communities are able to understand why change is needed or how they can actively support the change. Building the capacity of the Voluntary, Community and Faith Sector is important if this is to succeed.
- 8.4 The Partnership will also continue to promote community cohesion and will invest in or support projects that bring people of different faiths, heritage or background closer together in understanding, respect and friendship. The Partnership will not shy away from initiating frank and honest debates about race relation issues.
- 9.5 The Partnership believes that if we can raise the aspirations of more young people, we will in time realise our ambitions for the future of the Borough. *Building Schools for the Future*, and the new education campus on Princess Way, create the physical environments to inspire achievement in learning.
- 8.6 Rising life expectancy means more people will need support from health and other services as they get older. The Partnership wants to ensure that people, as they get older, are able to lead full, active and independent lives for as long as possible. It will therefore work to open up the opportunities for older people to be engaged in clubs, leisure activities, paid and voluntary work.

The following section shows in more detail the key work areas for the *People* priority.

People: 10 year transformational projects

Building Schools for the Future and the new Education Campus will transform the educational infrastructure, acting as a catalyst for increasing achievement in the Borough.

The partners will play their part in delivering the *Every Child Matters* agenda, by providing high quality childcare, early years support, out of hours activities and specialist health services for young people.

People: 3 year delivery pledges

In the three years since the last edition of the plan, together we have:

- Opened 3 new schools and a new sixth form in accordance with the Building Schools for the Future plan and invested in pre-school learning support services
- In September 2009 the Burnley College/UCLAN education campus opened
- Burnley College and Thomas Whitham Sixth Form both received excellent OFSTED reports in 2009 and 2008 respectively. Burnley College was judged “outstanding” across the board whilst Thomas Whitham was judged good with many outstanding features
- Opened the “Burnley and Pendle Faith Centre” at Thomas Whitham Sixth Form on the Burnley Campus. This Campus also comprises Barden Primary School, Holly Grove Primary Special School, Reedley Hallows Nursery School and Children’s Centre and the Public Library
- Increased school pupil participation in physical activity through the school sports partnership
- Launched the Saving a Million Years of Life campaign
- Employed additional health trainers and neighbourhood health workers to assist people in making healthy lifestyle choices and increased smoking cessation services and started work on underage alcohol and tobacco consumption, for example, by test purchasing
- Continued the Family Intervention Project, with up to 20 families involved at any one time, and introduced Parenting Classes
- Set up an Older People’s Forum to support the actions of the Lancashire Strategy for an Ageing Population, and worked on a campaign to increase welfare right entitlements for the elderly
- Continued to support the development of Building Bridges Burnley, which is facilitating a wide range of inter-cultural and inter-faith activities for all ages
- Completed Mediation Training for community leaders to help build community relations
- Developed a rich programme of artistic and cultural activity, such as the Big Art public art installation, and continued and expanded the festival programme, encouraging visitors and promoting a positive image of the Borough
- Set up a high profile awards ceremony to celebrate business achievement, good design in housing and architecture, neighbourhood pride, and to commend the citizens that have helped make a better Burnley
- Improved perceptions of Anti-Social Behaviour through activities and partnership working to increase the efficiency by which sanctions are brought against persistent offenders
- Established PACT and Neighbourhood Action Plans, with the restructure of Street Scene agreed, with specific area teams and 12-week action plans

In three years from now, we will have improved education and learning by:

- Opening all the new school buildings, which will offer facilities available to the whole community
- Helping improve educational attainment through the contribution of the Education Trust, which will help co-ordinate the sharing of resources between Shuttleworth College, Sir John Thursby College and Unity College
- Increasing efforts aimed at reduce school absenteeism, including more sanctions for

parents whose children do not regularly attend school

- Reviewing existing activity aimed at supporting parents and early years learning, and, through the Children's Trust, we will co-ordinate the pooling of resources in order to maintain investment in parenting skills
- Establishing a partnership to co-ordinate and influence policy in relation to adult learning and skills

In three years from now, we will have improved health and social care by:

- Procuring a new Stop Smoking Service which will achieve the target for 4 week smoking quitters
- Recommissioning alcohol and drug misuse services, resulting in an increase in the number of people accessing the service
- Opening an Integrated Health Centre in south west Burnley, which will co-located health and well-being services for children, young people and their families
- Developing the practical support services and social activities available through Help Direct
- Completing an in depth audit of health and care services in the most deprived areas, and translated the findings of the audit into workable improvements to those services, as part of the Connected Care programme

In three years from now, we will have improved resident engagement and community cohesion by:

- Initiating a open debate about separation by ethnicity within schools
- Getting more people interested in civil activism and civic engagement by delivering the *Take Part* project
- Introducing new ways of getting feedback from residents, including the launch of a new website that will help people keep track of decisions that affect them and give them a chance to have a say on those decisions
- Providing new ways for citizens in Padiham to have a voice on local services through the "Connecting Communities" programme, which will involve training for resident representatives and the delivery of service improvements identified through resident feedback.
- Effective co-ordination of community events and participatory activities through the Cultural Partnership.