

## **1. INTRODUCTION**

- 1.1 The Visitor Economy is a significant growth industry nationally and has a key part to play in changing the image and economic fortunes of Burnley and East Lancashire as a whole. The mid term review in 2005 of Burnley's Economic Development Strategy concluded that: "Tourism has been the Cinderella of economic development and has received limited funding and is still working to a 1991 Tourism Strategy".
- 1.2 A key action arising out of the review was that the Council, together with Burnley Action Partnership and the Attractions Consortium (now Burnley Tourism Group) should lead the production of a new Tourism Strategy and that this new Strategy makes clear the ways in which the contribution of tourism to the local economy can be increased and to identify the necessary resources to achieve this.
- 1.3 Although led by the Borough Council, this document is very much a partnership document and is dependent on the commitment and support of the private, public and voluntary sectors. The Tourism sector is complicated and no single organisation can deliver such a complex agenda. The Strategy provides an overview of the current tourism sector in Burnley, its contribution to the local economy and the strategic context in which it operates. The strategy includes detailed action plans setting out what is required to grow the sector and its contribution to the local economy.
- 1.4 For the purposes of this strategy, tourism is defined as:

"People travelling to a destination from their homes for a variety of reasons. It encompasses:

- Business, conferences, exhibitions and meetings
- Socialising, visiting friends and family
- Culture, sightseeing and entertainment
- Shopping
- Sports and Recreation
- Health treatments and indulgence
- Education and "self improvement"

A visit may or may not involve an overnight stay; in fact the majority of tourists to Burnley are day visitors.

## **2. STRATEGIC CONTEXT**

- 2.1 The Burnley Visitor Economy Strategy sits in a hierarchy of national, regional, sub-regional and local policies. This section outlines the policy context in which this strategy has been written. A table comparing Burnley's Visitor Economy Strategy with these key documents is in Appendix 1.
- 2.2 Tourism plays an important part in the economic wellbeing of an area. At national, regional and local levels, there is a body of evidence recognising the importance of the tourism sector to the economy, and based on current trends, it is likely to become an even bigger contributor in the future. In Burnley and East Lancashire there is recognition of the vital role that tourism will play in transforming the image of the area, the local economy and creating jobs in the future.
- 2.3 In 2004, the Department of Culture Media and Sport (DCMS) published a vision and strategy for the tourism sector – "**Tomorrow's Tourism Today**". The strategy recognises the important contribution that tourism makes to the national, regional and local economy and the wider benefits brought to local communities through jobs, and investment in the environment and infrastructure.
- 2.4 Tourism is a key UK industry with an annual turnover of £76 billion, or over 4% of Gross Domestic Product (GDP). Nationally, 2.1million people – over 7% of the working population – work in the sector, and the UK is 7<sup>th</sup> in the table of world tourism earners. Tomorrow's Tourism Today, sets out **4 priority areas** for improvement: Marketing and E-tourism, Quality, Improving Skills and Data.
- 2.5 The document also sets out clear responsibilities for the Regional Development Agencies, Regional Tourism Boards and Local Authorities.
- 2.6 At a regional level, the North West Development Agency (NWDA) is responsible for setting the strategic framework for tourism and for promoting the region. The NWDA's **Regional Economic Strategy (RES)** focuses on the need to develop new and higher value business sectors, of which tourism and cultural industries are one. Tourism accounts for 3.2% of the regions Gross Value Added (GVA) and the contribution to regional GVA from the hotels and restaurant sector grew by 100% between 1991 and 2002. The Culture sector contributes 12% to the regions GVA. The strategy recognises the strong links between tourism, quality of life and image. The NWDA aims to "**Nurture and promote the Northwest as an attractive place to live, work, visit and invest**".
- 2.7 The **Lancashire and Blackpool Visitor Economy Strategy** produced by the Lancashire and Blackpool Tourism Board outlines **four strategic priorities** to boost the areas visitor economy; people, pride of place, product investment, and promotion and marketing.

- 2.8 As well as the strong existing markets the strategy identifies the ***potential to develop niche markets*** including long distance cycling, extreme sports, specialist gardens, football, golf, bird watching, food & drink and canal-users. With its natural assets, existing cycling and outdoor infrastructure, Burnley Football Club and the Leeds-Liverpool Canal, Burnley should be in a position to work with the Lancashire and Blackpool Tourist Board and neighbouring authorities to exploit these markets.
- 2.9 **The Central Lancashire City Region Prospectus** identifies tourism related employment as a key feature of the economy and a real opportunity for growth.
- 2.10 **The Transformational Agenda for East Lancashire** highlights the close proximity of East Lancashire to the three major conurbations of Leeds, Manchester and Liverpool – some 9 million people within 50 miles / 2 hrs drive time – and suggests that future activities should be directed at these markets. East Lancashire has a role to play as a gateway to the Lakes, and Yorkshire Dales, as well as selling its own heritage assets. To capitalise on its location, key investments are required in the transport infrastructure with Burnley’s two main railways stations being identified as in need of investment, as well as improving links to Manchester. The role of the canal as a recreation destination is also highlighted.
- 2.11 In terms of transforming the economy of East Lancashire, there is a need to grow high value added activities, including the arts, culture and tourism. As well as making a significant contribution to the economy in its own right, ***tourism activities generate wider benefits*** such as attracting new industries and professionals to live and work in the area, which in turn support retail and other service industries. Key to this is improving the profile of the area through a **co-ordinated programme of re-imaging**.

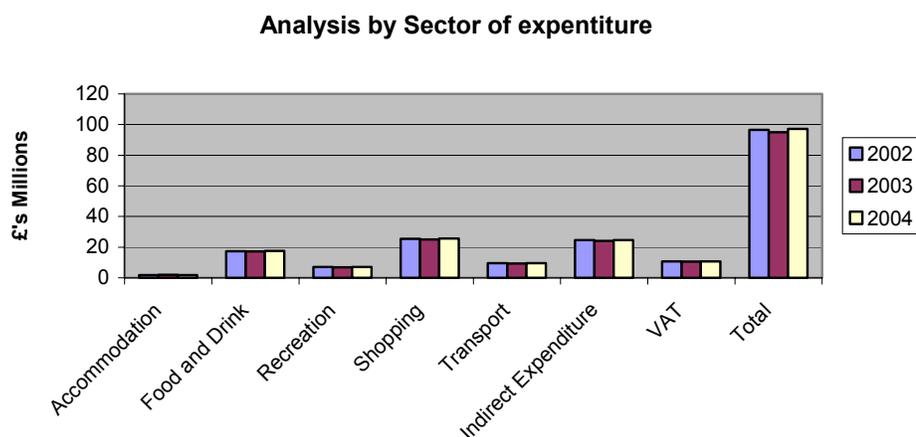
### **3. WHERE ARE WE NOW – HOW IMPORTANT IS TOURISM IN BURNLEY**

- 3.1 The Borough of Burnley is located in the North West of England, 25 miles north of Manchester; it is at the centre of East Lancashire – a collection of historic mill towns surrounded by dramatic countryside. Burnley, which includes the market town of Padiham and the rural parishes of Worsthorne, Hurstwood, Briercliffe, Cliviger with Holme-Chapel and Hapton has a population of 88,100 people and acts as a service centre of the sub-region with a catchment population of 270,000 in fifteen minutes drive and 1 million people in 30 minutes drive. Of particular importance is its close proximity to the major conurbations of Manchester, Leeds and slightly further afield Liverpool with a catchment area of approximately 9 million.
- 3.2 The area is easily accessible by motorway (M6, M66 and M65), and is within 1 hour's drive of 4 international airports.

Map with circles.

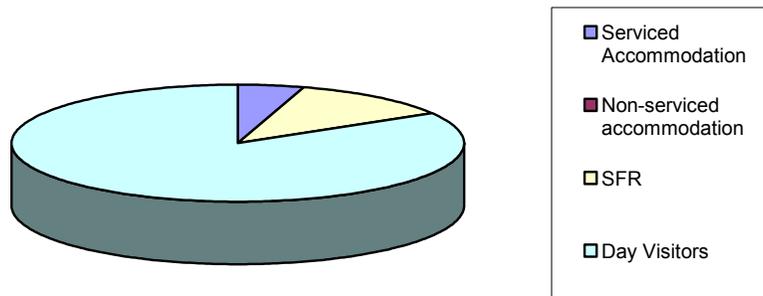
#### **Volume and Value of Tourism**

- 3.3 Burnley Borough Council subscribe to STEAM – the Scarborough Tourism Economic Activity Monitor. STEAM is a validated model for measuring the economic impact of tourism in an area. STEAM approaches the measurement of tourism from the supply side, which is quick and inexpensive. The traditional measurement of tourism activity is from the demand side, but surveying visitors and businesses is both time consuming and costly. STEAM is not designed to provide a precise and accurate measurement of tourism in a local area, but rather to provide an indicative base for monitoring trends.
- 3.4 STEAM estimates that in 2002, tourism expenditure in Burnley amounted to £96.5 million, rising to £97 million in 2004, (STEAM figures are inflation reduced to allow year on year comparisons). An analysis by sector of expenditure is included in the table below.



- 3.5 Shopping and indirect expenditure followed by Food and Drink accounted for the largest proportion of expenditure.
- 3.6 Day visitors accounted for the bulk of expenditure (£81 million) followed by visitors staying with friends and relatives (£11.3 million) in 2004. Revenue generated by these two categories of visitors increased by 1% between 2002 and 2004.

Revenue by Category of Visitor (£'s millions)



### Tourism Related Employment

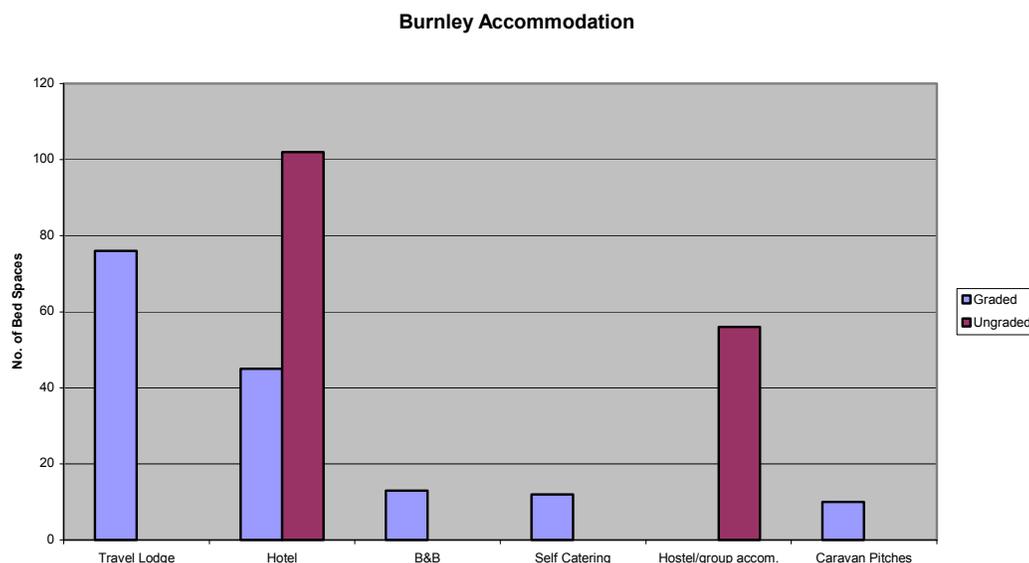
- 3.7 Over the period 2002 to 2004, employment in tourism in Burnley rose from 2500 jobs to 3000 employee jobs. Notably, tourism jobs as a percentage of all employee jobs has risen from 7% in 2002 to 8.3% in 2004, exceeding the GB average. The proportion is still lower than for the whole of Lancashire, but this is distorted by the high levels employment in tourism in Blackpool.

	2002		2003		2004	
	No	%	No	%	No	%
Burnley	2,518	7	2,768	7.9	3,000	8.3
Lancashire*	51,116	8.6	52,544	8.9	59,534	9.7
GB	1,750,041	6.8	2,080,379	8.1	2,141,825	8.2

\*includes Lancashire, Blackburn with Darwen and Blackpool

## Accommodation Supply and Hotel Occupancy

- 3.8 Like many local authorities, Burnley Borough Council only promotes graded accommodation, in line with **tourist board guidance**. The table below shows the number of bed spaces, broken down by accommodation type. In total there are 304 serviced bed spaces in Burnley.



- 3.9 There are likely to be a significant number of un-graded bed spaces in the bed and breakfast sector of which we are unaware and which are often not of sufficient quality to promote. There are no Hotels in Padiham or the Borough's rural areas. The bed and breakfast accommodation is evenly split between Burnley, rural areas and Padiham. There are two motor lodges, the Queen Victoria Travel Inn and the Travel Lodge, both of which provide good accommodation, but the Tourist Board does not grade motor lodges. There are also approximately 20 beds in hostel/group accommodation at Coldwell reservoir.
- 3.10 There are a further 108 bed spaces, (53 in hotels, 29 in farm house accommodation, 26 in B&B's and 8 in holiday cottages) in neighbouring areas that are easily accessible to Burnley and promoted in Burnley publications or by the Tourist Information Centre.
- 3.11 A brief survey undertaken by the tourism unit in December 05, across a range of accommodation types showed that occupancy rates were between 60 – 85%.
- 3.12 However, this is not a significant amount of accommodation for a town of this size and the occupancy rates suggest that there is capacity for further provision. In terms of hotel accommodation there are good quality hotels in the town but there are none above 3-star rating and no hotels able to deal with large coach parties of 50+ people on a regular basis. The demographic of coach parties is over 55 and many are older, they often require lifts or ground floor rooms, these are not available and coach

parking is limited at some hotels. There are no country-house hotels in the rural parts of Burnley or Padiham. None of the hotels in Burnley have leisure facilities such as swimming pools and spa, leading to this type of business going elsewhere.

- 3.13 The demand for Bed & Breakfast, Farmhouse and Self-Catering Accommodation far outstrips supply with only three graded establishments in Burnley providing this type of accommodation. There are only two self-catering properties in Burnley both of which are busy throughout the year.
- 3.14 There are two caravan sites both of which are in country locations with excellent views but which have only five pitches. There are no facilities for campers and no official camping sites in Burnley.

### **The Tourism Product**

3.15 Burnley and the surrounding area have a varied tourism offer. Over recent years there has been significant investment in the tourism product, including:

- An award winning bus station/interchange development
- £12 million investment in a variety of bars and late night venues visited by around 6,000 people each week.
- £850,000 Youth Theatre
- £27 million Health and Leisure Centre
- £15 million Curzon Square extension to the Charter Walk Shopping Centre
- £3.6 million of green infrastructure investment including 413 hectares of new woodland and 32 kms of new walking routes, bridleways and cycle paths.
- The opening of the Mary Towneley Loop a new bridleway for riders, cyclists and walkers which links to the Pennine Bridleway National Trail.

3.16 A range of further investments are planned to take place:

- Oval Shopping Development with anchor department store
- £3.2 million planned investment in Towneley Park
- £1million investment in Padiham Market Town

- £50,000 Panopticon – the Singing Ringing Tree is one of five installations in the sub region to be located at Crown Point.
  - A master plan for the development of the Weavers Triangle has been completed identifying opportunities for leisure and tourism activities based on heritage and the cultural industries.
  - A master plan for the Town Centre which includes a number of leisure and tourism related activities and improvements to key gateways
  - £40 million investment in a new college and Higher Education facility which will boost the staying with friends and relatives (SFR) and business markets.
- 3.17 The tourism offer in Burnley encompasses a variety of high quality, award-winning and unusual attractions; historic houses and industrial heritage contrast with mill shops and markets and stand alongside unique attractions such as a working forge and the largest skate park in Europe.
- 3.18 Over two-thirds of Burnley is rural with undiscovered countryside to rival better-known parts of the surrounding areas. Excellent walking routes, cycle paths and bridleways cover the borough and outdoor activities from orienteering to sailing can be pursued. A full list of Burnley's attractions can be found in appendix 2.
- 3.19 Burnley plays host to over 150 different events throughout the year from small community festivals with a mainly local audience, to much larger national events such as Burnley Hot Air Balloon Festival and Burnley Blues Festival, which attract visitors from both across the region and from other parts of the of the country. A list of the major events can be found in appendix 3.

## **4. ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS.**

4.1 Partners have undertaken a SWOT analysis of the visitor economy in Burnley. This analysis is summarised in the table below and forms the basis for the vision and objectives of the strategy.

<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>▪ Burnley Football Club</li> <li>▪ Industrial Heritage</li> <li>▪ Historic Houses</li> <li>▪ Variety of Attractions</li> <li>▪ Friendliness and the warm welcome</li> <li>▪ Countryside and rural villages</li> <li>▪ Leeds – Liverpool Canal</li> <li>▪ Easily accessible by road</li> <li>▪ Location at the centre of East Lancashire</li> <li>▪ Parks</li> <li>▪ Events</li> <li>▪ Town Centre and good shopping</li> <li>▪ Night-time economy</li> <li>▪ Impressive Architecture</li> <li>▪ Padiham Market Town</li> <li>▪ Mid-Pennine Arts and Burnley Mechanics</li> <li>▪ Cinema</li> <li>▪ Mary Towneley Loop</li> <li>▪ Rachel Kay-Shuttleworth Needlework Collection the finest collection outside the V&amp;A in London.</li> <li>▪ Forest of Burnley</li> <li>▪ Mill Shops</li> <li>▪ Burnley Tourism Group</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>▪ Parking for coaches</li> <li>▪ Insufficient investment in the canal</li> <li>▪ Both main railway stations</li> <li>▪ Image of racial unrest</li> <li>▪ Cloth cap image</li> <li>▪ Gateway routes</li> <li>▪ Lack of funding for tourism</li> <li>▪ Theatre is not big enough for higher profile productions</li> <li>▪ Lack of a complete night-time experience including quality restaurants</li> <li>▪ Signage</li> <li>▪ No hotels over 3-star in Burnley, no country hotels</li> <li>▪ Nothing to appeal to the 'grey pound' in the evenings</li> <li>▪ Lack of investment in training for people working in the tourism industry</li> <li>▪ Insufficient investment in Greenways</li> <li>▪ Lack of up-market shops</li> <li>▪ Lack of large conference facilities</li> <li>▪ No boat hire</li> <li>▪ No large theatre</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>▪ 9 million people in 1 hours drive time of Burnley</li> <li>▪ Panopticons and the Land project</li> <li>▪ Arts Trails and an increase in Public Art</li> <li>▪ The Oval shopping centre development</li> <li>▪ The canal and the Weavers' Triangle</li> <li>▪ Marina with boat hire</li> <li>▪ Padiham as a specialist shopping area</li> <li>▪ Large scale events in Towneley Park and at Burnley Football Club</li> <li>▪ Burnley Football Club</li> <li>▪ St. Peter's health and leisure centre</li> <li>▪ Towneley Park restoration</li> <li>▪ The tourism team at the council</li> <li>▪ Burnley Tourism Group</li> <li>▪ Cultural diversity</li> <li>▪ Padiham Market Town Initiative</li> <li>▪ "Pennine Lancashire" branding</li> <li>▪ University campus and college relocation</li> <li>▪ East Lancashire Regional Park</li> <li>▪ The Pennine Bridleway and the Mary Towneley Loop</li> <li>▪ Developing and implementing a combined (walking, cycling, riding) access strategy including off road cycle routes, facilities for camping and caravanning and outdoor leisure</li> <li>▪ Betterburnley campaign</li> <li>▪ Direct rail link to Manchester</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>▪ Negative Press</li> <li>▪ Lack of capacity to capitalise on funding opportunities.</li> <li>▪ Lack of revenue funding</li> <li>▪ Competition from other towns</li> <li>▪ Racism</li> <li>▪ Doing nothing</li> <li>▪ Very competitive market</li> <li>▪ Lack of investor confidence</li> <li>▪ Always going to need funding</li> <li>▪ Downturn in the economy</li> <li>▪ Investor confidence</li> <li>▪ Demise of Lancashire's Hill Country Tourism Consortium</li> <li>▪ Poorly designed developments affecting historic townscape and heritage appeal</li> </ul>

## **5. WHERE DO WE WANT TO BE? THE VISION FOR TOURISM IN BURNLEY**

5.1 The vision helps to define the ambition of Burnley as a tourism destination, supporting the sustainable economic development and regeneration of the borough, which will help to improve the quality of life for both residents and visitors.

5.2 The vision, developed from the opportunities identified in the SWOT analysis, is:

***“ By 2016 Burnley will be known as a friendly, cultured and dynamic Pennine Lancashire town with a diverse and high quality tourism offer for all, making a significant contribution to the local economy.”***

5.3 This vision represents the core values of Burnley as a destination for both residents and visitors:

- Friendly – offering a warm welcome which reflects genuine interest in residents and visitors and focuses on the needs of customers.
- Cultured – a multi-cultural and sophisticated tourism destination that not only benefits from its historical heritage but also looks to modern new developments to establish itself as a first class tourism destination of the 21<sup>st</sup> century.
- Dynamic – a lively, busy and exciting place to visit
- Diverse – offering a wide choice of visitor attractions to meet the needs of our target markets
- High quality – reflecting a high quality tourism infrastructure, the pursuit of quality assurance training throughout the industry and a customer- focused approach to business development.
- For all – the tourism offer is there for all to enjoy no matter what their background, race, colour, religion or abilities.

5.4 The importance of the ‘Pennine Lancashire’ branding reflects the location and country setting of the town. Using this brand will help to overcome the old image of a grimy, industrial town.

## **6. HOW WILL WE ACHIEVE THE VISION - KEY AIMS**

- 6.1 A set of aims and objectives has been established which will achieve the Vision. Implementing the objectives will enable the visitor economy to grow and develop in line with the 'vision' as set out previously. The aims are:

### **AIM ONE: ESTABLISHING A STRONG BRAND IMAGE**

To establish a strong positive brand image for Burnley embracing the idea of 'Pennine Lancashire' - a positive image which reflects Burnley's location on the edge of the South Pennine Moors.

### **AIM TWO: DESTINATION MANAGEMENT – IMPROVING QUALITY**

To improve the quality of the visitor experience by proactively managing the destination; making improvements to the infrastructure, encouraging new and sustainable development, promoting skills and training for the tourism industry and encouraging quality assurance schemes to be adopted.

### **AIM THREE: DEVELOPING PARTNERSHIPS**

To continue to develop and to effectively influence partnership working locally, regionally and nationally, particularly with the Burnley Tourism Group, with partners within East Lancashire, with Lancashire County Council, the Lancashire & Blackpool Tourist Board and the NWDA.

### **AIM FOUR: DEVELOPING TARGET MARKETS**

To expand the marketing and promotion of Burnley by working with the Lancashire and Blackpool Tourist Board on developing our target markets; by being pro-active in assessing market needs and aspirations and by using the latest market research gaining a competitive edge and allowing us to maximise visitor numbers.

### **AIM FIVE: INFORMATION, COMMUNICATION TECHNOLOGY**

To expand our use of information communication technology so that we continue to keep abreast of improvements, enabling us benefit from any opportunities that arise in the future and improving our current use of ICT.

## **7. AIM ONE – ESTABLISH A STRONG BRAND IMAGE**

- 7.1 **To establish a strong positive brand image for Burnley by embracing the idea of ‘Pennine Lancashire’.**

### **BURNLEY – THE BRAND**

- 7.2 Burnley’s location on the edge of the South Pennine Moors, its lovely countryside, its diversity of attractions and variety of activities are all positive images, which we need to promote in an affirmative and proactive way to overcome negative perceptions and benefit from the growth of the tourism industry in Britain.
- 7.3 The current branding used by Burnley to promote tourism is ‘Burnley – A Town Amidst the Pennines’ which provides a positive image for the town. This brand highlights the rural location of the town and it fits well with the transformational agenda and the recommendations of the Livesey-Wilson report – “Dreaming of a Pennine Lancashire” - which promotes the re-branding of East Lancashire as ‘Pennine Lancashire’.
- 7.4 The changes set to happen in the town over the next few years will radically alter its image but this must be managed and marketed to the regional and national press to encourage them to start to present more positive images and stories about Burnley. Tourism can help with this by putting out a consistent message that reflects our brand image, highlights our award winning attractions and yet does not shy from our past as a proud northern industrial town - the biggest producer of cotton cloth in the World.

### **BURNLEY – AS PART OF THE LANCASHIRE BRAND**

- 7.5 The branding of Lancashire by the Lancashire and Blackpool Tourist Board (LBTB) is based on the Five Winning Ways Themes - Country Escapes, Living Legends, Coastal Contrasts, Night-Time Buzz and Family Fun. The first three being LBTB’s core campaigns, the latter two being led by Blackpool Tourism and focussing almost exclusively on Blackpool.
- 7.6 Burnley has much to offer in four of the Winning Ways - Country Escapes, Living Legends, Night-time Buzz and Family Fun, and we are undoubtedly champions in some of the potential niche markets especially the Powerhouse campaign and the market for canal – users. However, our location, history and heritage means that we have much in common with the surrounding areas of West Yorkshire and Greater Manchester and should the opportunity arise we should work with these areas on marketing campaigns where we will benefit from the association i.e. working with Pennine Prospects on the South Pennines walking festival.

Objective 1.1: To emphasise Burnley’s unique location and access to the countryside by using the ‘Pennine Lancashire’ brand and ‘Burnley – A Town Amidst the Pennines’.

<b>Action</b>	<b>Priority/Time scale</b>	<b>Outcome</b>	<b>Funding</b>	<b>Lead partners</b>
<ul style="list-style-type: none"> <li>▪ Use and promote the ‘Pennine Lancashire’ brand emphasising the rural characteristics of the borough as well as our history and heritage.</li> <li>▪ Work with partners to expand the rural product by developing the walking, cycling and riding offer in Burnley, building on the concept of the green city and the work of the Forest of Burnley.</li> <li>▪ Produce a guide to walking, cycling and riding in Burnley as the first step to further promotion of the rural product.</li> </ul>	<p>On-going / High Priority</p> <p>Medium Term / High Priority</p> <p>Short term/high priority</p>	<p>The Pennine Lancashire Brand is well known and people know Burnley as a vibrant town with a rich heritage set amongst wonderful countryside</p> <p>An increase in visitors who embrace a healthy lifestyle and come to the area for walking, cycling or riding</p> <p>One walking, cycling and riding guide produce</p>	<p>BBC Tourism Marketing Budget</p> <p>LBTB – Lancashire Rural Tourism Initiative</p>	<p>BBC – RED Tourism Team</p> <p>Planning,</p> <p>Green Spaces and Amenities.</p> <p>LCC Countryside Services</p> <p>Burnley Tourism Group</p>

Objective 1.2: To capitalise on LBTB's established brands of Country Escapes, Living Legends, Night-Time Buzz and Family Fun and niche markets especially Powerhouse, football tourism and canal users

Action	Priority/Timescale	Outcome	Funding	Lead partners
<ul style="list-style-type: none"> <li>▪ Continue to work closely with LBTB on all aspects of marketing and promotion especially the Living Legends campaign.</li> </ul>	On-going/ High Priority	<ul style="list-style-type: none"> <li>▪ Burnley's tourism offer has a higher profile in the work of the LBTB.</li> </ul>	BBC Tourism Budget	BBC – RED Tourism Team  LBTB
<ul style="list-style-type: none"> <li>▪ Make sure that Burnley features in the niche marketing campaigns especially 'Powerhouse', football tourism and the canal-users.</li> </ul>	Medium Term / High Priority	<ul style="list-style-type: none"> <li>▪ Increase in visitor numbers</li> </ul>		Burnley Football Club  British Waterways  Lancashire Museums  Burnley

## **8. AIM TWO – DESTINATION MANAGEMENT - IMPROVING QUALITY**

- 8.1 **To improve the quality of the visitor experience by pro-actively managing the destination; making improvements to the infrastructure, encouraging new and sustainable development, promoting skills and training for the tourism industry and encouraging quality assurance schemes to be adopted.**
- 8.2 To ensure that the tourism industry in Burnley grows and prospers over the coming years the market demands that the issue of quality must be at the forefront of both tourism development and destination management. The changing needs and expectations of visitors means that we must offer both quality and value for money if we are to compete effectively with the competition, encourage repeat visits and increase tourism spend in Burnley.
- 8.3 The quality of the tourism offer is not just down to individual attractions, accommodation providers or events organisers: it is holistic and covers everything in the town from parking and toilet facilities to transport connections and signposting.

### **High Quality Tourism Infrastructure**

- 8.4 The visitor experience begins the moment they arrive at a destination. Their experience is influenced by the quality of their arrival/reception point, the information and directions provided and the general environment.
- 8.5 Visitors arrive in Burnley by train, bus and car and it is important that transport routes, interchanges and key gateways are well maintained. Visitors arriving by bus arrive at a modern purpose built bus station, close to the town centre with good information and facilities available. However, linkages with other transport hubs, notably the railway stations need improving and the surrounding environment does not produce a positive or welcoming first image.
- 8.6 Visitors arriving by train have an all-together very different experience to those arriving by bus. Burnley is served by two main train stations – Manchester Road on the Trans Pennine Line Blackpool to Leeds and Burnley Central for the Blackpool to Colne line and connections to Manchester. Manchester Road Station provides the best service, but is un-staffed, has no customer information system or waiting facilities. The station does not provide an effective gateway to the town with poor visibility, poor links and facilities below those of comparable stations in similar sized towns.
- 8.7 Burnley needs better rail links especially with our target markets – the major conurbations of Manchester and Leeds. Manchester Road

Railway station needs upgrading and developing into the main railway station for Burnley.

- 8.8 Visitors arrive by car mainly from the M65, from where there are brown and white signs directing visitors to major attractions. Once visitors have left the motorway, the key gateways to the town provide an important first impression. Burnley's key gateways are much neglected and in need of significant enhancements.
- 8.9 The nationally recognised brown and white tourism signs are used throughout the borough to direct visitors to our major attractions, and fingerpost signs are used in town centres. In order to make sure that tourism signage is of the highest standard we need to keep these under review and regularly updated.
- 8.10 Once a visitor has arrived in the destination they need high quality information. This is provided through the Tourist Information Centre (TIC) and Tourist Information Points (TIPS).
- 8.11 Burnley Tourist Information Centre (TIC) is located at Burnley Bus Station. The building is owned by Burnley Borough Council and the TIC is operated jointly by Burnley Borough Council and Lancashire County Council.
- 8.12 The TIC is part of a national network of Tourist Information Centres in England and operates under national service standards as laid down by the former English Tourism Council (ETC). The main role of Burnley TIC is to provide an enquiry service that meets the needs of the customer by providing local, regional and national tourist information. The TIC offers a Holiday Information Service (HIS) where customers can find out information on most of the main holiday areas in the U.K. It also offers an accommodation booking service both locally and via the rest of the TIC network using inspected only accommodation.
- 8.13 The function of Burnley TIC and its staff is to act as the main point of contact for visitors to the borough of Burnley, providing information both during opening times and after hours; promoting Burnley in a positive and pro-active way and working with the local attractions, accommodation providers and others to be a focus for visitors to the town.
- 8.14 Situated around the borough are a number of Tourist Information Points. The TIP's are brown information boards and were installed by LCC, but have not been adequately maintained and updated. There is a need to regularly update and review the locations of these TIP's.
- 8.15 During their stay, a visitors experience is influenced by the cleanliness, design and safety of the destination. Over recent years, partners have made significant investments in improving the street scene and ensuring that the borough is clean, well managed and safe for both

visitors and residents. It is important that this is maintained especially in key public spaces, amenities and the town centre.

- 8.16 A significant number of visitors to the borough come to enjoy the countryside and take part in walking, cycling and riding activities. To maintain this market and ensure repeat visits it is important that Burnley can offer well maintained and high quality footpaths, cycle ways and bridle paths and greenways and that this offer is continually developed.
- 8.17 Further investment is also required in the Leeds-Liverpool canal if we are to capitalise on this niche market. Working with British Waterways and others to ensure that areas such as towpath maintenance and environmental improvements including regular cleaning of the canal are undertaken; that boat operators and hire boats are encouraged to come to the town; that the canal through Burnley is marketed as an ideal place for activities such as fishing, cycling or walking and that future development to enhance the canal and waterways through Burnley are encouraged including a new marina development.

### **Developing New High Quality Tourist Attractions, Accommodation and Businesses**

- 8.18 Over the next few years many changes are going to be taking place in Burnley and these will have a direct impact on the tourism offer of the town, including the Oval Shopping Centre, the Weavers Triangle redevelopment, a Panopticon at Crown Point, the restoration of Towneley Park and the revitalisation of Padiham as a vibrant market town.
- 8.19 These together with other major plans for the town such as the Town Centre Master plan and the investment in a new college and Higher Education facility will undoubtedly increase the profile of Burnley and attract more visitors in all our target market areas. Proactive support for this and other tourism-based regeneration is paramount if we want Burnley to profit from all the positive benefits of tourism.
- 8.20 Aligned to this is the need to encourage new and existing businesses to grow and meet new demands. By working with partners in both the local authority and the private sector we can encourage them to consider the needs of the visitor at an early stage in their developments, then market and promote these new developments as part of the expanding tourism offer of the borough
- 8.21 Consultation with key stakeholders in the tourism sector in Burnley also identified the need to provide the sector with a clear package of focussed business support to tourism related businesses such as accommodation providers, restaurants, café's and independent attractions to help with areas including statutory responsibilities,

customer care training, dealing with non-English speakers, customers with special needs, etc. and to raise the profile of the sector with existing business support agencies. Business support is already available from existing local and regional agencies but it is inadequately targeted at tourism businesses. Lancashire and Blackpool Tourist Board contract with Business Link Lancashire to provide start up and development support to tourism businesses, including a number of web based guides and toolkits.

### **Promoting Quality in Accommodation and Attractions Sectors**

- 8.22 To attract visitors to come to see a venue in the first place can be difficult, but to get them to return is even harder. You have to get it right in the first place or they will not want to return, this is where the quality assurance schemes for accommodation and attractions come into their own, they give both visitors and the tourism industry more confidence in their offering. There are three main quality assurance schemes for the tourism industry.
- 8.23 Welcome to Excellence is the most successful customer service training initiative in the country. Its one-day training courses assist participants to achieve excellence in customer service; exceed guest needs and expectations; deliver an experience a guest can value and provide an environment where courtesy, helpfulness and a warm welcome are standard.
- 8.24 The National Quality Assurance Standards Scheme is operated by Visit Britain and the AA and provides a ratings system for accommodation that can be trusted, giving customers the confidence that their chosen establishment has been thoroughly checked and rated for quality before booking.
- 8.25 Using a simple one to five rating, the scheme puts greater emphasis on quality and is based on research that showed exactly what consumers are looking for when choosing accommodation. Hotels are given a rating from one to five stars; whilst guest accommodation, which includes guesthouses, bed & breakfasts, inns and farmhouses, are rated from one to five diamonds. The more stars or diamonds an establishment has achieved the higher the quality and the greater the range of facilities and level of service provided.
- 8.26 Burnley along with the rest of Lancashire only promotes accredited accommodation in line with national guidelines as laid down by Visit Britain.
- 8.27 In order to enhance quality and spread best practice within the sector the Visitor Attraction Quality Assurance Service (VAQAS) was developed. Offering a consumer focused quality assessment the service helps to identify strengths and highlight developmental areas.

The attractions are not graded but assessed on their own merits using objective quality benchmarks provided by the industry. The assessment takes the form of an annual visit by an experienced quality assurance assessor.

### **Training, Skills and Business Development**

- 8.28 An awful lot is expected from people who work in the tourism industry. According to DCMS in 'Tomorrow's Tourism Today' the tourism industry is considered to be a low wage / low expectation career option. DCMS states; "If the tourism industry is to deliver a truly high quality product it must become the career choice for more of our brightest and most ambitious people." The tourism industry is all about 'people', whether they are staying in a hotel, eating in a restaurant or visiting an attraction. How memorable their visit; how enjoyable their stay in fact the whole experience as a tourist is determined by how they are treated while they are with us.
- 8.29 Burnley's workforce will have to change and adapt to meet the needs of the service industry if the town is to maintain strong economic growth and have good employment prospects. Employers in the tourism industry should be encouraged to invest in skills and have structured training plans for all their staff and high standards of customer care should be developed and maintained in order to encourage visitors to return.
- 8.30 Promoting and developing training programmes for the industry is essential to re-train people who already work in the tourism industry or to train new entrants particularly targeting the local unemployed people. Organisations such as People 1<sup>st</sup> – the Sector Skills Council for Hospitality, Leisure, Travel and Tourism, the Lancashire and Blackpool Tourist Board's ('Welcome to Excellence' courses), Lancashire Excellence in Tourism Skills (LETS); The Hotel, Catering and International Management Association (HCIMA), and The Tourism Management Institute (TMI) and local partners such as Burnley College, Social Inclusion and Employment Network and Burnley into Work will be key to delivering this agenda.

**Objective 2.1: To provide a high quality tourism infrastructure**

<b>Action</b>	<b>Priority</b>	<b>Outcome</b>	<b>Funding</b>	<b>Lead Partners</b>
<ul style="list-style-type: none"> <li>▪ Ensure tourism issues are considered in future planning for parking - especially coach -parking and other transport issues</li> <li>▪ Make improvements to the environment around the bus station.</li> <li>▪ Encourage the re-development of Manchester Road railway station as the main station for Burnley</li> <li>▪ Support proposals for improvements enabling faster rail travel to and from Manchester.</li> <li>▪ Support the implementation of proposals for the development of key gateways ensuring that they meet the demands of visitors, and that once developed they are maintained.</li> <li>▪ Ensure that tourism signage is well located and reviewed regularly.</li> </ul>	<p>On-going / high priority</p> <p>Long term / high priority</p> <p>Long Term/high priority</p> <p>Long term / high priority</p> <p>On-going – high priority</p>	<ul style="list-style-type: none"> <li>▪ Parking is no longer an issue for coaches in Burnley Town Centre and at all the attractions.</li> <li>▪ Manchester Road railway station is the main railway station in Burnley and links to Manchester have been improved</li> <li>▪ Tourism issues are considered in future planning on infrastructure development.</li> <li>▪ Tourism attractions and facilities are well signposted.</li> </ul>	<p>Private Sector</p> <p>BBC</p> <p>LCC</p>	<p>BBC – RED Tourism Team Planning</p> <p>LCC</p> <p>Highways Agency</p> <p>Railtrack</p>

**Objective 2.2: To improve the quality of the visitor welcome**

Action	Priority	Outcome	Funding	Lead Partners
<ul style="list-style-type: none"> <li>▪ Raise awareness of the TIC and its services through press advertising and the production of promotional information.</li> <li>▪ Undertake a feasibility to look at alternative locations for the TIC in Burnley linked to new developments in the Town Centre and Weavers Triangle.</li> <li>▪ To establish a working group to look into the feasibility of opening a TIC in Padiham.</li> <li>▪ Ensure that Tourist Information Points (TIP's) throughout Burnley are modern, up to date and relevant and provide a positive image</li> <li>▪ Assess the location of the TIP's and recommend relocation if necessary.</li> <li>▪ Update and improve current TIP's</li> <li>▪ Assess the need for new and improved TIP's including electronic / kiosk information.</li> </ul>	<p>Ongoing / high Priority Medium Term / high priority</p> <p>Medium Term / high priority</p> <p>Short term / high priority Short term / high priority</p> <p>Short term / high priority</p> <p>Medium Term / high priority</p>	<p>Increase in visitors and requests to TIC</p> <p>Increase income from bookings and sales</p> <p>A working group has been set up</p> <p>The major gateways and tourism sites have TIP's which are informative, current and easy to update..</p>	<p>BBC (Centre)</p> <p>BBC</p> <p>NWDA Market town initiative BBCLCC Private Sector</p>	<p>BBC – RED Tourism Team</p> <p>Padiham market town initiative</p> <p>BBC – RED Tourism Team</p> <p>LCC</p>

**Objective 2.3: To improve the quality of the natural and built environment**

Action	Priority	Outcome	Funding	Lead Partners
<ul style="list-style-type: none"> <li>▪ Ensure that the public realm and amenities are designed and maintained to the highest standards.</li> </ul>	On-going/high priority	Burnley is seen as an attractive and dynamic town	BBC	BBC, Police, LCC
<ul style="list-style-type: none"> <li>▪ Encourage environmental improvements and sustainability to enhance both existing and new attractions</li> </ul>	On-going / high priority	Attractions fit into their environment, are attractively landscaped and well maintained.	LCC Private Sector Public Sector	BBC – Green Spaces and Amenities
<ul style="list-style-type: none"> <li>▪ .Develop and maintain a comprehensive network of footpaths, bridleways, cycle routes and greenways that link town and country</li> </ul>	On-going / high priority	Burnley has become known as an excellent place to visit for outdoor activities	LCC NWDA Sustrans	LCC countryside Services
<ul style="list-style-type: none"> <li>▪ Develop and implement an action plan to revitalise the Leeds-Liverpool Canal, working with partners to ensure the canal is well maintained; well promoted and that new developments are encouraged.</li> </ul>	On-going / transformational project	A strong partnership exists between British Waterways and BBC which focuses on attracting visitors to use the canal	BBC British Waterways Private Sector	LCC, BBC – Green Spaces and Amenities Planning
<ul style="list-style-type: none"> <li>▪ Support the development of a new Marina In Burnley</li> </ul>	Medium term/ high priority	A Marina has been established to encouraged boat owners and hire companies to stop in Burnley.	Private Sector	BBC – RED Development Team
<ul style="list-style-type: none"> <li>▪ Promote the canal and to encourage its further development by working with the LBTB on their canal users niche marketing campaign.</li> </ul>	On-going / high priority	The canal is well used by boaters, walkers, cyclists and fishermen.	Private Sector	British Waterways
				LBTB
				BBC – Planning RED Tourism Team
			BBC British Waterways LBTB	Private Sector

**Objective 2.4: To further improve Burnley as a destination by encouraging the development of existing and new attractions, facilities and amenities.**

Action	Priority	Outcome	Funding	Lead Partners
<ul style="list-style-type: none"> <li>▪ Building on “Dreaming of a Pennine Lancashire” to pro-actively develop new attractions such as the Fashion Tower in the Weavers’ Trianlge and a Marina development</li> </ul>	Long term/ transformational projects	By 2016 a large scale new development will be opening in Burnley	Private sector	<b>BBC – Planning RED Unit</b>  LCDL,
<ul style="list-style-type: none"> <li>▪ Implement the Weavers Triangle Master Plan to increase tourism development in that area including the leisure, recreation,the night-time economy and improved access for walkers, cyclists and fishermen</li> </ul>	Long term/ transformational projects	The Weavers Triangle will have begun to be transformed into a world class heritage area benefiting from increased visitor numbers	BBC funding for project officer NWDA	NWDA,  LCC,  British Waterways,
<ul style="list-style-type: none"> <li>▪ Implement the Town Centre Master Plan incorporating activities to improve the tourism offer – linking areas, improving signposting, developing gateways sites to reflect the town’s character.</li> </ul>	Long term/ transformational projects	The town offers an holistic approach to tourism which manages visitor flows and improved the visitor experience.	Lottery NWDA	Weavers Triangle Trust  Private Sector
<ul style="list-style-type: none"> <li>▪ Implement the Padiham Market Town Action Plan including a renovated Town Hall including a museum and information point; a vibrant town centre with specialist retailers; a farmers market linked by a walking route to Gawthorpe Hall and the development of Padiham Linear Park</li> </ul>	Long term/ transformational projects	Padiham is recognised as a visitor destination in its own right while maintaining links to the borough’s other attractions through partnership working.	NWDA	LBTB

<ul style="list-style-type: none"> <li>▪ Support the plans for the future development of the gardens at Gawthorpe Hall and to build on the exceptional Rachel Kay-Shuttleworth needlework collection.</li>   <li>▪ Apply the recommendations of the Towneley Development Plan to build on the success of Towneley Hall and Park so that it can become an attraction of not only regional but also national significance.</li> </ul>	<p>Long term / transformational project</p> <p>Long term / transformational project</p>	<p>The gardens at Gawthorpe are an added attraction to a visit to the Hall and the unique collection of needlework is recognised as being of truly National significance.</p> <p>Visitor numbers to Towneley Hall and Park increase and it is seen as one of the major attractions in the North West.</p>	<p>National Trust</p> <p>LCC</p> <p>National Lottery</p> <p>BBC</p>	<p>National Trust</p> <p>LCC – Lancashire Museums</p> <p>BBC –RED Tourism Team</p> <p>BBC Green Spaces and Amenities</p> <p>RED Tourism Team</p> <p>Burnley Tourism Group</p> <p>Private / Voluntary Sector</p>
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**Objective 2.5: To encourage all sectors of the tourism industry in Burnley to take part in quality assurance schemes**

Action	Priority	Outcome	Funding	Lead Partners
<ul style="list-style-type: none"> <li>▪ Pro-actively promote and encourage the use of Visit Britain grading standards amongst accommodation providers</li> </ul>	Ongoing / High Priority	The key members of the accommodation sector are all classified.	Private Sector LBTB	BBC – RED Tourism Team
<ul style="list-style-type: none"> <li>▪ Continue to promote only graded accommodation.</li> </ul>	Ongoing / High Priority			Private Sector  LBTB
<ul style="list-style-type: none"> <li>▪ Promote and increase take up of the Welcome to Excellence courses to the tourism sector to ensure good customer care principals are put in place.</li> </ul>	Ongoing / High Priority	<ul style="list-style-type: none"> <li>▪ Welcome to Excellence courses are offered to all staff in the tourism sector.</li> </ul>		
<ul style="list-style-type: none"> <li>▪ Work with attractions to undergo VAQAS accreditation.</li> <li>▪</li> </ul>	Ongoing / High Priority	<ul style="list-style-type: none"> <li>▪ By 2016 50% of our attractions have achieved VAQAS accreditation.</li> <li>▪</li> </ul>		Burnley Tourism Group



**Objective 2.6: Encourage tourism businesses to invest in training, staff development and business planning**

<b>Action</b>	<b>Priority</b>	<b>Outcome</b>	<b>Funding</b>	<b>Lead Partners</b>
<ul style="list-style-type: none"> <li>▪ Establish contacts with the training and skills sector to advise on the needs of the tourism industry in Burnley.</li> </ul>	Long term / High Priority	Staff working in the tourism industry will be well trained	Public Sector Private Sector	BBC – RED Tourism Team Public Sector
<ul style="list-style-type: none"> <li>▪ Work with the tourism sector on best practise for tourism training and skills</li> </ul>	Long term/High Priority		LBTB	Private Sector
<ul style="list-style-type: none"> <li>▪ Provide relevant business support to encourage the growth of new tourism enterprises</li> </ul>	Ongoing/high priority	<ul style="list-style-type: none"> <li>▪ Increase in new tourism businesses</li> </ul>	BBC	BBC RED Unit LBTB
<ul style="list-style-type: none"> <li>▪ Sign post businesses to relevant business support agencies</li> </ul>	Medium term/medium priority			Business Link
<ul style="list-style-type: none"> <li>▪ Produce a business support directory aimed at the tourism sector</li> </ul>	Medium term/medium priority		BBC	Learning Providers

## **9. AIM THREE - PARTNERSHIPS**

- 9.1 To continue to develop partnership working locally particularly with the Burnley Tourism Group and with other East Lancashire Authorities to benefit from collaborative activities and to present a strong collective voice that influences the work of the Lancashire & Blackpool Tourist Board and NWDA on tourism issues.**
- 9.2 Tourism boundaries cross and re-cross whether geographically, administratively or by sector, by forging strong partnerships where knowledge, expertise and experience can be shared; Burnley can become a successful visitor destination.
- 9.3 The 'Tourism Vision for England's North West' states, "Business excellence will run through our industry and help tourism businesses achieve the highest levels of professionalism and competence, not least through a focus on clusters and on the benefits to be gained from collaborative working". In Burnley we already work closely with partners both locally and regionally and benefit from this collaborative working by being able to undertake joint marketing and developmental work; by packaging our attractions to both the groups market and the day visitor market and by planning for future activities which will benefit all partners.
- 9.4 Established networks and partnerships include the Burnley Tourism Group, work with other authorities in East Lancashire and with the Lancashire and Blackpool Tourist Board (LBTB). There is also close liaison between various units within Burnley council and with other public, private and voluntary organisations on specific tourism related projects.
- 9.5 Wider co-operation with representatives from the retail sector, the nighttime economy, accommodation and transport providers will create a stronger tourism network that will benefit not only partners but also visitors.
- 9.6 The need for continued co-operation between all sectors within the tourism industry in Burnley will enable partners to influence and oversee the development of tourism; bring a greater cohesion to the marketing and branding of the borough as a tourism destination; provide valuable market intelligence; act as support for tourism businesses; and allow us to present a unified impression of Burnley to the visitor.

**Objective 3.1: To develop networks and partnerships between the tourism sector in Burnley**

<b>Action</b>	<b>Priority</b>	<b>Outcome</b>	<b>Funding</b>	<b>Lead Partners</b>
<ul style="list-style-type: none"> <li>▪ Develop the work and profile of Burnley Tourism Group</li> <li>▪ Encourage new attractions and accommodation providers to join the group so that they can benefit from joint initiatives</li> </ul>	Ongoing / High Priority	<ul style="list-style-type: none"> <li>▪ Burnley Tourism Group continues to work successfully together on the marketing and promotion of the borough</li> </ul>	BBC	Burnley Tourism Group  BBC – RED Tourism Team



## **10. AIM FOUR DEVELOPING TARGET MARKETS**

**10.1 To expand the marketing and promotion of Burnley by working with the Lancashire and Blackpool Tourist Board on developing our target markets; by being pro-active in assessing market needs and aspirations and by using the latest market research gaining a competitive edge allowing us to maximise visitor numbers.**

### **Improving our Marketing Activities**

10.2 To improve visitor perceptions of Burnley there is a need for the high quality marketing of the tourism offer, in order to achieve this we have to understand our market and react accordingly. Research by Visit Britain has identified that England's greatest strengths are its unspoilt countryside, history and heritage, and that the biggest priorities and opportunities lie in developing the outdoors product.

10.3 The strength of Burnley's tourism offer fits amazingly well with the results of this research; we have history and heritage in abundance at Towneley Hall, Gawthorpe Hall, the Weavers' Triangle and Queen Street Mill Textile Museum and we are surrounded by undiscovered and unspoilt countryside.

10.4 Further research by The Lancashire and Blackpool Tourist Board (LBTB) has identified that the markets that are important to Lancashire include the groups market and the business / conference market, and their new Visitor Economy Strategy has identified that the main market for Lancashire is 'The Classics'<sup>1</sup> the socio-demographic characteristics of which are:

- Age 50+ new empty-nesters
- Socio demographic classification ABC1's
- Affluent greys, retired people, comfortably off
- Within 1 –2 hours travel time
- Short break & day visitors

10.5 'The Classics' values, aspirations and life styles mean that they are:

- Relatively affluent and since their children have left home they have more disposable income to spend on their own needs.
- Self-reliant and know what they want out of life; although they are not averse to brands a brand is not the key to their decision-making.
- They value honesty, integrity and personal service and will pay for it.

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<sup>1</sup> Developed from one of the values- based markets identified by Arkenford the market category system being used by VisitBritain based around lifestyle values and interests.

- They are not swayed by style and individuality but will choose something out of the ordinary if it appeals to them.
  - They live at a relaxed pace and enjoy intellectual challenges, arts and culture.
- 10.6 To receive the best return for investment and to increase visitor numbers we need to effectively utilise market research to inform our marketing activities. We can clearly identify from the above and from our own research and experience that our target markets are the day visitor market, the short breaks market, the groups market and the business / conference market. Socio-demographic classification BC<sup>1</sup>C<sup>2</sup> and ABC<sup>1</sup> for niche markets.
- 10.7 Close partnership working with the Lancashire and Blackpool Tourist Board on relevant marketing campaigns will allow us to reach a much wider audience than by just working alone. Burnley is a key player in the 'Living Legends' campaign and in the niche market segments of canal-users, football tourism and 'Powerhouse'. Working on these campaigns will allow us to focus our marketing activity and resources, will give us access to larger markets and will allow us to benefit from the expertise available at regional level.
- 10.8 Burnley also needs to produce high quality marketing and publicity to attract visitors in what is a very competitive market. Top quality visitor and accommodation guides, events guides and packaged visits are all part of our generic marketing activity. These show Burnley at its best, give an overall picture of what the town has to offer or highlight particular events or places to attract our target markets. A full list of publicity material can be seen in appendix 4.
- 10.9 Burnley maintains a presence at a variety of exhibitions and travel trade shows in the course of the year aiming to reach different target markets. We attend these exhibitions either in partnership with LBTB, our partners in East Lancashire or individually.
- 10.10 The Burnley tourism website [www.burnleytourism.co.uk](http://www.burnleytourism.co.uk) is also seen as a marketing tool which allow us to reach a different audience. With more and more people using the Internet our destination website is essential as it allows us to reach new markets both at home and abroad in a cost effective and user friendly way.

### **Expanding the Day Visitor Market**

- 10.11 The day visitor market is the most significant market for tourism in Burnley; with a catchment area of over nine million people within a 50-mile radius or two hours drive-time of Burnley, the borough is well placed to attract significant numbers of day visitors.

- 10.12 As previously shown Burnley has a wide-ranging tourism offer that gives visitors the best choice of attractions, activities and events in East Lancashire. However we cannot be complacent, we need to make sure that the quality of the tourism offer is of a high standard and in order to increase the day visitor market we have to look at the different ways in which we can improve the appeal of Burnley. The close working relationship between the members of the Burnley Tourism Group needs to continue so that we can prolong the season at some of the attractions who close in the winter, or we can co-ordinate opening times to make sure that there is always somewhere for visitors to go everyday of the week.
- 10.13 Burnley already hosts a number of successful events and festivals that attract significant numbers of day visitors. We need to continue to build on their success, raise their profile, ensure that they are sustainable and develop new events where appropriate.
- 10.14 The five current major events in Burnley - the Balloon Festival, the Blues Festival, the Community Festival, the May Day Festival and the Classic Car Show - need investment and support so that they can develop into regional events of significance. The Balloon Festival and the Blues Festival were especially important in attracting visitors to the town from both the North West region and the rest of the country and the growth of these two events should be a priority. Also some events should be looked at on an East Lancashire / SCOSPA wide basis such as walking or cycling events linking with those already happening in Pendle and Calderdale. This would allow for joint marketing and promotion and Burnley would benefit from economies of scale.
- 10.15 New markets to attract day visitors including looking at niche marketing based around canal-users, experience days, events or football breaks for overseas fans should be examined. Also as most of our attractions are suitable for the family we need to develop the family-friendly market working with the attractions to offer families special days or child friendly exhibitions and working with LBTB and Lancashire Museums on any family marketing activity.

### **Establishing A Short Breaks Market**

- 10.16 In order to maximise visitor spend and the contribution of tourism to the local economy, we need to aim to convert day visits into overnight stays. This could be achieved by working with partners to focus on already successful products, to develop new packages and to work closely with LBTB on their short breaks marketing activities.
- 10.17 Burnley has the potential to develop, package and promote specialist short breaks. To benefit from this market the town needs a quality medium to large 3 or 4 star town centre hotel with the capacity to deal with not only short break visitors but also groups. It should compliment

the existing town centre accommodation provision and be within easy walking distance of the shopping centre and nighttime attractions.

### **Developing the Groups Market**

- 10.18 The groups market encompasses coach tours, school parties, and specialist interest groups and is a growing sector of the Burnley tourism offer.
- 10.19 The Burnley Tourism Group works together to offer packages to group organisers and coach operators, these have been marketed very successfully and now many businesses are totally focussed on the groups market as their main tourism business.
- 10.20 To maintain this growing market we need to meet the requirements of tour operators by making sure that there are plenty of parking spaces for coaches at both the venues and in the town itself; that Burnley is seen to welcome coaches and groups with the introduction of a 'Coaches Welcome' scheme and that we continue to add new packages to make sure the market stays fresh.
- 10.21 Over the next few years we need to expand the groups market to include overnight stays in Burnley. Currently this is limited to smaller groups because of the size and layout of the hotels in Burnley. We need a larger hotel complex in the borough able to deal with this growth and to comfortably accept and deal with the needs of the groups market.

### **Developing the Business and Conference Market**

- 10.22 Statistics from Visit Britain show that although business visitors have shorter stays than most other travellers they spend almost twice as much per day. Plans are underway to transform the economy of not just Burnley, but the whole of East Lancashire. This will include attracting new businesses to the area, particularly higher quality higher value added businesses, as well as developing existing businesses. New businesses bring with them new visitors and Burnley needs to be in a position to meet the high demands of business visitors
- 10.23 Business tourism is very important to our existing accommodation providers who experience reasonably high occupancy rates during the week mainly from business people either working in the town or passing through. At present there are no venues at the heart of the town centre that offer facilities in this market.
- 10.24 Although Burnley will never be a major conference destination it does have the facilities to market itself at smaller conferences and as an alternative venue for business meetings, away days and team building events. With good road links to the borough and a central location the

town is well placed geographically to meet the needs of the market. Burnley is already served by some high quality and unusual venues for meetings and conferences including Towneley Hall, Burnley Football Club, Lancashire Digital Technology Centre, Gawthorpe Hall and Burnley Youth Theatre.

- 10.25 The economic drivers for change in Burnley over the next few years will include the redevelopment of the town centre and the Weavers' Triangle two areas with the potential to house business / conference facilities. A high quality town centre hotel development in either of these areas would greatly enhance the attraction of the town to this market; would keep delegates in the town centre bringing income to other businesses in the area from restaurants and pubs to the cinema or theatre and would attract increases in visitor numbers as the quality of the accommodation provided for business delegates reflects on their companies image.

**Objective 4.1: Use the Latest Market Research to Inform our Marketing Activities**

Actions	Priority	Outcome	Funding	Partners
<ul style="list-style-type: none"> <li>Invest in market research to identify target markets and to target these areas by increased promotional activity.</li> </ul>	Short term/high priority	Improved targeting and conversion rates	BBC Core funding, LBTB LCC	BBC –RED Tourism Team
<ul style="list-style-type: none"> <li>Work with the tourist board (LBTB) on the ‘five winning ways’ campaigns particularly the ‘Living Legends’ campaign.</li> </ul>	On-going/high priority	Increased visitor numbers and improved perceptions of Burnley	BBC LBTB	Burnley Tourism Group LBTB
<ul style="list-style-type: none"> <li>Become a key player in the LBTB’s niche marketing campaigns – ‘Powerhouse’, football tourism and canal users.</li> </ul>	Medium term / high priority Short term / high priority			
<ul style="list-style-type: none"> <li>Establish a system to monitor the impact of marketing campaigns and review activities appropriately</li> </ul>	On-going / high priority	Better understanding of the market giving us more opportunity to respond to market demand.		BBC – RED Tourism Team LBTB
<ul style="list-style-type: none"> <li>Develop systems for collecting up to date annual visitor data</li> </ul>		Statistics will allow us to assess the impact of our development and marketing activity.		BBC – RED Tourism Team Burnley Tourism Group

**Objective 4.2: To develop the day visitor market**

Actions	Priority	Outcome	Funding	Partners
<ul style="list-style-type: none"> <li>▪ Work with transport providers and coach operators to encourage day trips to Burnley.</li> <li>▪ Undertake targeted promotional campaigns in partnership with the Burnley Tourism Group to motivate visitors to take a day trip to Burnley</li> <li>▪ Work with Burnley Tourism Group to develop niche market to attract visitors to the town.</li> </ul>	<p>Ongoing/high priority</p> <p>Ongoing/high priority</p> <p>Ongoing/high priority</p>	<ul style="list-style-type: none"> <li>▪ To increase day visitor number to Burnley by 5% between 2006 and 2016</li> <li>▪ By 2012 Burnley will be seen as an ideal destination for a day visit with a series of packages in place for people to choose from.</li> </ul>	<p>BBC core funding for tourism officer, assistant and marketing budget</p>	<p>BBC - RED Tourism Team Private Sector</p> <p>Burnley Tourism Group</p> <p>LBTB</p>
<ul style="list-style-type: none"> <li>▪ Work with existing events organisers to actively market and promote their events.</li> </ul>	<p>On going / high priority</p>	<p>Existing events continue to attract new and existing visitors</p>	<p>Private sector income</p>	<p>Event Organisers BBC - RED Tourism Team Private Sector</p>
<ul style="list-style-type: none"> <li>▪ Develop new events to fill any gaps in the market that may exist.</li> </ul>	<p>Medium term/low priority Short term/high priority</p>	<ul style="list-style-type: none"> <li>▪ 2 new major events developed by 2012.</li> </ul>		
<ul style="list-style-type: none"> <li>▪ <b>Raise the profile of the town's major events especially Burnley Balloon Festival and Burnley Blues Festival to encourage visitors from our catchment area to make repeat visits.</b></li> </ul>	<p>On-going / medium priority</p>	<ul style="list-style-type: none"> <li>▪ The major events in Burnley are recognised as being of regional and national importance.</li> </ul>		<p>BBC – RED Tourism Team LBTB Private Sector</p>
<ul style="list-style-type: none"> <li>▪ <b>Work with local creative industries and artists to regularly exhibit within key areas in the town centre</b></li> </ul>		<p>Attracting repeat visits to the town centre to see a unique Burnley offer which is supported by local businesses.</p>	<p>BBC - Arts Development Funding</p>	<p>BBC – Arts Development Officer</p>

**Objective 4.3: Establishing a short breaks market**

Actions	Priority	Outcome	Funding	Lead Partners
<ul style="list-style-type: none"> <li>▪ Increase the number of accommodation providers working with the Burnley Tourism Group and develop joint working with attractions</li> </ul>	Ongoing/high Priority	<ul style="list-style-type: none"> <li>▪ Increase in short break enquiries</li> </ul>	BBC Tourism marketing budget LBTB	BBC – RED Tourism Team
<ul style="list-style-type: none"> <li>▪ Invest in the LBTB short breaks campaigns</li> </ul>	Short term/high priority	<ul style="list-style-type: none"> <li>▪ % increase in short stay visitors</li> </ul>	BBC core funding for tourism officer, assistant and marketing budget	LBTB
<ul style="list-style-type: none"> <li>▪ Convert a proportion of the day visitor market into short break and overnight visits</li> </ul>	On-going/high priority	<ul style="list-style-type: none"> <li>▪ Increase in bed occupancy</li> </ul>	BBC core funding for tourism officer, assistant and marketing budget	BBC – RED Tourism TEam
<ul style="list-style-type: none"> <li>▪ Encourage the accommodation and attractions sectors to work together to develop specialist short breaks packages e.g. gourmet breaks, heritage weekends, walking and football breaks.</li> </ul>	Long term/medium priority	<ul style="list-style-type: none"> <li>▪ % increase in spend generated by staying visitors (STEAM)</li> </ul>	Private sector	Burnley TourismGroup Accommodation Sector
<ul style="list-style-type: none"> <li>▪ Work with Town Centre Management to capitalise on Burnley’s award-winning nighttime economy by encouraging overnight stays.</li> </ul>	Long term/transformational project/high priority	<ul style="list-style-type: none"> <li>▪ Accommodation providers benefiting from repeat booking for the packages, increase in bed occupancy and staying visitor revenue.</li> </ul>	Private sector	Town Centre Management Private sector
<p>Attract restaurants and cafes to the town centre to diversify the night time offer for staying visitors</p>				



**Objective 4.4      Developing the groups market (continued)**

Actions		Outcomes	Funding	Lead/Partners
<ul style="list-style-type: none"> <li>▪ To develop new packages for the groups market</li> </ul>	On-going/high priority			BBC – RED Tourism Team
<ul style="list-style-type: none"> <li>▪ To attend relevant exhibitions and travel trade shows to sell Burnley as a destination for the groups market, e.g. Great Days Out Fair, British Travel Trade Fair</li> </ul>	On-going/high priority			LBTB
<ul style="list-style-type: none"> <li>▪ Work with LBTB on groups marketing, participating in relevant working parties, attending exhibitions and supporting group marketing activities</li> </ul>	On-going/high priority			
<ul style="list-style-type: none"> <li>▪ To build and maintain a groups data base for marketing</li> </ul>	On-going/high priority	Accurate and up-to-date information is available on the group market		
<ul style="list-style-type: none"> <li>▪ To put into place a ‘Coaches Welcome’ scheme to operate throughout the borough and promote in the trade press.</li> </ul>	Medium term / high priority	<ul style="list-style-type: none"> <li>▪ Coaches welcome scheme in place</li> </ul>		BBC – Red Tourism Team Parkwise
<ul style="list-style-type: none"> <li>▪ To work with highways and engineers to increase the number of both parking spaces and drop-off and pick-up points for coaches.</li> </ul>	Medium term / high priority	<ul style="list-style-type: none"> <li>▪ New parking facilities in Burnley Town Centre</li> </ul>	BBC/LCC highways	LCC Highways BBC - Planning
<ul style="list-style-type: none"> <li>▪ To provide coach drivers with rest stops and facilities to clean and sort out their coaches at the bus station</li> </ul>				Bus Station Management BBC LCC



**Objective 4.5: To develop the business / conference market**

Action	Priority	Outcomes	Funding	Lead Partners
<ul style="list-style-type: none"> <li>▪ Promote and market Burnley to the conference and business market, highlighting the town's central location, good road access, quality venues and friendly people.</li> <li>▪ Set up a local working group to look at how to attract more business tourism to Burnley.</li> <li>▪ Highlight the conference and business venues in Burnley in a new accommodation guide / conference guide.</li> <li>▪ Promote venues emphasising the uniqueness of the offer – Towneley Hall, Burnley Football Club, Lancashire Digital Technology Centre, Gawthorpe Hall, Burnley Youth Theatre.</li> <li>▪ Link conference venues to local hotels to offer packages and delegate rates to encourage two- day or more conferences / business meetings to come to Burnley.</li> </ul>	<p>On-going/medium priority</p> <p>Short term/medium priority</p> <p>Short term/medium priority</p> <p>Long term/medium priority</p> <p>Long term/medium priority</p>	<ul style="list-style-type: none"> <li>▪ By 2012 Burnley will be able to compete successfully against similar areas as a business tourism destination.</li> <li>▪ Business tourism venues will be able to offer delegates packages that include accommodation at local establishments.</li> </ul>	<p>BBC core funding for tourism officer, assistant and marketing budget</p>	<p>BBC – RED Tourism Team</p> <p>Private Sector</p> <p>Accommodation Sector</p> <p>LBTB</p>

**Objective 4.5: To develop the business / conference market (continued)**

Action	Priority	Outcomes	Funding	Lead Partners
<ul style="list-style-type: none"> <li>▪ To develop existing and new conference facilities</li> <li>▪ Utilise the Burnley Mechanics as a conference / business venue.</li> <li>▪ Update the facilities to accommodate the needs of the business tourist</li> <li>▪ Identify new opportunities for developing conference facilities</li> </ul>	<p>Long term/transformational Medium Priority</p>	<ul style="list-style-type: none"> <li>▪ By 2012 Burnley Mechanics will have been refurbished and will be established as a venue for business tourism as well as being a successful theatre.</li> </ul>		<p>BBC - RED Tourism Team Recreation and Leisure Planning</p> <p>Private Sector</p>
<ul style="list-style-type: none"> <li>▪ Encourage venues to work with the LBTB conference desk to promote Burnley as an ideal venue for business tourism</li> <li>▪ Ensure Burnley is represented on the conference working group</li> </ul>	<p>Short term/high priority</p>	<ul style="list-style-type: none"> <li>▪ Increase in Business conference bookings</li> </ul>		<p>BBC – RED Tourism Team</p> <p>Private Sector</p> <p>Burnley Tourism Group</p>

## **11. AIM FIVE – INFORMATION, COMMUNICATION, TECHNOLOGY**

- 11.1 **To expand our use of information communication technology so that we continue to keep abreast of improvements, enabling us benefit from any opportunities that arise in the future and improving our current use of ICT.**
- 11.2 The use of Information Communications Technology (ICT) in the tourism industry is increasing in importance year by year, with the ability to reach many new and untried markets and extend the distribution of the product to a global audience. A destination website plays a key role in brand building for the town, it plays a vital role in positive communication about attractions, events or accommodation, changes images and perceptions about an area and it can offer the opportunity for on-line marketing and sales.
- 11.3 Burnley has its own tourism website [www.burnleytourism.co.uk](http://www.burnleytourism.co.uk) which contains information on history & heritage, countryside, attractions, events, accommodation and ideas for group visits. Links to other websites are included and visitors to the site can send a postcard from Burnley or order brochures on-line which allows for data-capture.
- 11.4 The accommodation and events sections of the Burnley Tourism website are powered by the Lancashire On-line Information System (LOIS) which is the destination management system for the Lancashire and Blackpool Tourist Board (LBTB). Information on all aspects of the tourism offer in Burnley are input onto LOIS for use on the LBTB website [www.visitlancashire.com](http://www.visitlancashire.com); this in turn allows for data to be sent to the Visit Britain website [www.visitbritain.com](http://www.visitbritain.com). So information on Burnley can be accessed in many ways with the information being input only once.
- 11.5 It is vital for tourism in Burnley that we continue to develop our use of ICT to not only take advantage of the global market, but also to help with the successful management of information including development of on-line booking systems, the electronic distribution of information and on-line marketing campaigns.

**Objective 5.1: Make the best use of ICT**

Actions	Priority	Outcome	Funding	Lead Partners
<ul style="list-style-type: none"> <li>▪ Ensure that Burnley has a significant on-line presence, including a dedicated web site incorporating new advances in ICT</li> <li>▪ Continue to develop the Burnley Tourism Web Site including such features as virtual visits, podcasts and on-line merchandising.</li> <li>▪ Develop on-line marketing campaigns and booking systems that will attract new visitors to the town.</li>   <li>▪ Make sure that information on the tourism product in Burnley is regularly updated and fed onto regional and national tourism websites and links to product streams such as the 'Powerhouse' campaign.</li> <li>▪ Provide tourism businesses with support to make use of new ICT developments</li> </ul>	<p>On-going / high priority</p>	<p>Burnley Tourism will have a high quality website including e-marketing functions</p> <p>Information on Burnley's tourism offer available on regional and national websites.</p> <p>Tourism business are aware of new developments in ICT and support is available when needed.</p>	<p>BBC Tourism Marketing Funding</p>       <p>BBC, NWDA, Business Link</p>	<p>BBC – RED Tourism Team Graphics Unit I.T. Section</p> <p>Burnley Tourism Group</p> <p>BBC – RED Tourism Team</p> <p>LBTB</p> <p>BBC Economic Development, Business Link, Burnley Enterprise</p>

## **12. Implementation**

- 12.1 Implementing this strategy will rely on the contributions of a wide range of businesses, attractions and public bodies, as well as Burnley's ability to influence regional bodies.
- 12.2 The Burnley Tourism Group will monitor progress and drive forward action. The group will be a sub group of the Burnley Action Partnership Local Economy Group. The group will facilitate partnership working between attractions, businesses and organisations in Burnley, as well as working with and influencing sub regional and regional bodies, for example Lancashire and Blackpool Tourist Board and the NWDA.
- 12.3 Burnley Borough Council has a key role to play in marketing Burnley as a tourism destination and also in improving the quality of the tourism product. Burnley Borough Council employ a small tourism team to develop strategy, develop partnerships to ensure that the strategy is implemented, to work with sub-regional and regional partners, co-ordinate marketing campaigns and ensure the effective running of the TIC.
- 12.4 Other Council services make a significant contribution to the borough's tourism offer for example street scene, car parking, regeneration, resource procurement, planning and providing leisure facilities. They all have a key role to play in implementing the actions in this strategy.
- 12.5 A large number of other partners will need to engage in the implementation of this strategy including, LBTB, British Waterways, Lancashire County Council, Business Link, local attractions and accommodation providers. The action plans clearly identify who is responsible for key actions.
- 12.6 Undoubtedly the availability of funding and resources will have an impact on our ability to deliver some of the actions outlined in the strategy and these have been fully considered. However, partners did not want to dampen down our aspirations for tourism in Burnley, by omitting actions that may be more difficult to deliver. This has been considered in the prioritising process and timescales laid down in the action plans. Actions are identified as short-term practical actions for which funding is available and as visionary transformational projects that will have significant funding implications and be longer term.
- 12.7 The tourism group will work closely with the borough council's regeneration unit to identify potential funding such as lottery monies and keep this constantly under review. We will also seek to develop relationships with key funding bodies such as the LBTB and the NWDA.

### **13. Performance Management - Monitoring and Review**

13.1 A number of key performance indicators have been chosen to measure performance. Collating figures about the tourism industry is notoriously difficult and an effort is required by all partners to keep and share relevant data with BBC and the LBTB. The key performance indicators and targets are:

KPI	Baseline	Target (March 2009)
Visitor Expenditure <sup>2</sup>	£97.19 million	£101 million at 2004 prices
Increased revenue from day visitors <sup>3</sup>	£81.15 million	£83 million at 2004 prices
Increased revenue from Staying visitors <sup>4</sup>	£16.04 million	£19 million at 2004 prices
Visitors to attractions	206,564	250,000
Visitors to events <sup>5</sup>	57,620	65,000
Increase in serviced bed spaces	304	424
Increase proportion of graded accommodation	48%	60%
Increase no of attractions VAQAS accredited	1 (Towneley Hall)	7
Visitors to TIC <sup>6</sup>	164,252	170,000
Increase employment in the tourism sector <sup>7</sup>	2800	
Tourist board mystery shopper score for TIC <sup>8</sup>	57%	80%
No of electronic enquiries <sup>9</sup>	73,455	88,000

13.2 Burnley Borough Council's Performance Plus management system will be utilised to monitor progress. The system will provide quarterly reports to monitor progress on actions and milestones as well as Key Performance Indicators. An annual review will also be produced, to assess changes in the tourism sector allowing Burnley to adapt its strategy to respond to new trends and challenges. Initial KPI's have been set to 2009 when they will be reviewed.

13.3 The Burnley Tourism Group will drive forward the delivery of the tourism strategy, will monitor progress and carry out a mid term review. The work of the group is reported to the BAP Local Economy Group.

<sup>2</sup> Measured by STEAM figures (2004) which are indexed to remove inflation

<sup>3</sup> Measured by STEAM figures (2004)

<sup>4</sup> Measured by STEAM (2004)

<sup>5</sup> 2005 excluding Balloon Festival

<sup>6</sup> Nov 04 to Oct 05

<sup>7</sup> ONS – Annual Business Enquiry 2003

<sup>8</sup> NWDA July 2005

<sup>9</sup> BBC MIS System, baseline Jan-Dec 2005

## APPENDIX 1

### Comparison of Burnley's Tourism Strategy with Key Strategic Documents

	<b>DCMS Tomorrow's Tourism Today</b>	<b>Regional Economic Strategy</b>	<b>Lancashire &amp; Blackpool Visitor Economy Strategy</b>	<b>Transformational Agenda</b>
<b>AIM ONE: ESTABLISH A STRONG BRAND IMAGE</b>		<i>Improving the Image of the Region</i>	<i>Pride of Place</i>	<i>Co-ordinated programme of re- branding</i>
<b>AIM TWO: MARKETING AND PROMOTION</b>	<i>Focus on Domestic Market Improving data and market research</i>		<i>Improving communication</i>	<i>Promoting high quality countryside and range of countryside activities</i>
<b>AIM THREE: IMPROVING QUALITY</b>	<i>Quality – accommodation grading, infrastructure and transport Improving Skills</i>	<i>Building on the impact of major events Developing the uniqueness of the regions cultural offer Increasing the quality range and value of the visitor economy</i>	<i>Improving quality and skills</i>	<i>Regenerating Town Centres and historic buildings and environments Providing cultural and recreation activities that confirm that East Lancashire is a place of creativity and amusement</i>
<b>AIM FOUR: DEVELOPING PARTNERSHIPS</b>			<i>Creating Critical Mass</i>	
<b>AIM FIVE: INFORMATION, COMMUNICATION TECHNOLOGY</b>	<i>Responding to new marketing and booking technologies</i>			

## **TOURISM OFFER IN BURNLEY**

The strength of Burnley as a tourism destination lies in the variety of high quality attractions within its borders. There are two historic houses at Towneley Hall and Gawthorpe Hall; industrial heritage based around the Weavers' Triangle and at Queen Street Mill Textile Museum; unusual award winning attractions such as Rourke's Forge and Moorhouses Brewery; mills shops and markets; an attractive and expanding town centre, Padiham market town and superb countryside on our doorstep.

### **Towneley Hall**

Dating from the 1400's Towneley Hall is set in 24 acres of woodland and is surrounded by extensive parkland. As well as period rooms the hall is also the home of Burnley's Art Gallery and Museum, is a superb venue for conferences and weddings and hosts a variety of events and exhibitions throughout the year.

The surrounding parkland is one of the main venues for large-scale events during the summer months such as the Burnley Balloon Festival, as well as providing visitors with a variety of outdoor pursuits with its two golf courses, pitch and putt, tennis courts and Bowling Green. The park is also a great place for walkers with various routes including the Wayside Arts Trail and the Towneley Sculpture Trail. Towneley Hall was runner-up in the Lancashire & Blackpool Tourist Board's (LBTB) tourism awards in 2004.

### **Gawthorpe Hall**

This Elizabethan manor house is a National Trust property located near to Padiham in woodland on the banks of the River Calder. As well as period rooms, the hall is home to the Rachel Kay-Shuttleworth collections of lace, embroidery and costumes, one of the most extensive collections outside London.

The estate is licensed for weddings in the Great Barn, has facilities for meetings in the estate block and hosts a variety of events throughout the year from National Trust plant sales to Civil War re-enactments.

### **Weavers' Triangle**

Bisected by the Leeds & Liverpool Canal the Weavers' Triangle is one of the finest examples of a Victorian industrial landscape in Britain, the small visitor centre based in the wharfmaster's house and the canal toll office explains all about the cotton industry in Burnley, the wakes weeks holidays in the town and the history of the Leeds and Liverpool Canal. Owned and operated by the Weavers' Triangle Trust the visitor centre is run by dedicated volunteers who also operate Oak Mount Mill Engine House, which they open to the public on a number of occasions throughout the year.

### **Queen Street Mill Textile Museum**

With the magnificent steam engine 'Peace' powering over 300 deafening Lancashire looms, Queen Street Mill Textile Museum provides visitors with a fascinating look back at the importance of the cotton industry to the economy of East Lancashire. As well as the chance to see how the cotton is woven into cloth visitor can experience the sounds and

smells of a working museum, find out about the machinery used in the cotton industry and enjoy the special events that take place throughout the year. Based in the village of Briercliffe the museum has superb views over the surrounding moors and is a great base for walkers to join the Burnley Way.

### Rourke's Forge

Winner of the best small visitor attraction in the LBTB's tourism awards 2005 Rourke's Forge produces some of the best and most famous pieces of wrought iron in the country. Visitors are entertained by the story of how the business started, before being taken into the demonstration forge where they can see how the red hot metal is made into everything from ornamental roses to garden gates. The showroom sells this amazing work as well as other gifts and souvenirs.

### Moorhouses Brewery

Producing award-winning real ales Moorhouses Brewery offers evening tours of the brewery for small groups where you can follow the brewing process from the selection of the best ingredients to the bottling of the finished beer. The tour finishes in the breweries own pub where a pie and peas supper is served and visitors go away with a souvenir of their visit - a selection of the famous beer.

### Horses and Ponies Protection Association (HAPPA)

Based at Shores Hey Farm in Briercliffe; HAPPA is a rescue centre for neglected horses, ponies and donkeys, where they are nursed back to health and fitness. Once they have been returned to health, visitors are encouraged to make a fuss of the animals, allowing them to be groomed and walked, and some of the best natured of the horses, ponies and donkeys are then put up for adoption. A small museum explains all about the work of HAPPA and the centre holds fundraising events throughout the year.

### Burnley Mechanics

Offering a variety of entertainment from blues and jazz to theatrical and comedy performances Burnley Mechanics has an excellent reputation as an innovative venue. The main event held at the Mechanics is the Burnley Blues Festival, which takes place at Easter each year and attracts fanatical blues fans from all over the country.

### Mid-Pennine Gallery

Based in the lower ground floor of Burnley Mechanics and run by Mid-Pennine Arts as a contemporary visual arts gallery; the Mid-Pennine Gallery holds a changing programme of exhibitions of stunning painting, pottery and photography from both new and established artists.

### The Townsend Gallery

The Townsend Gallery located on Accrington Road is an elegant and peaceful gallery devoted to the work of Steven Townsend who specialises in painting working dogs, African wildlife, British birds and landscapes.

### Hollywood Park Apollo Cinema

A nine-screen state-of-the-art cinema, that offers all the latest blockbuster movies in comfortable and attractive surroundings. With plenty of car parking spaces and a restaurant on-site.

### Towneley Garden Centre

Run by Radio Lancashire's gardening expert Phil Calvert, Towneley Garden Centre, in the grounds of Towneley Park, has everything for your garden under one roof. The garden centre hosts events throughout the year and welcomes groups.

### Burnley Football Club

One of the founder members of the football league Burnley Football Club has been both league champions and FA cup winners over the years. Its 22,500-seat stadium offers football fans a great atmosphere on match days. The club is an ideal venue for meetings and conferences and plans to put on concerts during the summer when the football season has ended.

### Rosendale Valley Sailing Club

Based at Clowbridge Reservoir this is a windsurfing and sailing school for all ages and abilities; with walking and orienteering courses around the area.

### Coldwell Activity Centre

Located on the moors overlooking Coldwell Reservoir the activity centre offers a wide choice of things to do from orienteering to water sports and aromatherapy, it is also used as a management base for team building, training and personal development. The centre has accommodation for groups of up to 24 people.

### AMF Bowling

AMF Bowling is a modern 24-lane bowling alley with the latest in high-tech equipment for the enthusiastic bowler.

### Interact Skate park

One of the largest indoor skate parks in Europe, Interact is ideal for skate boarders and BMX bikers to demonstrate their skills, but beginners are also welcome and lessons are given. There is a viewing platform for up to 3000 \*\* people for demonstration events from some of the biggest names in the sport.

### St. Peter's Health & Leisure Centre

A brand new leisure centre with two swimming pools; 90-station fitness suite; two dance studios; sports halls for badminton, basketball, netball, football, martial arts, trampolining and gymnastics; squash courts and a health suite with sauna, steam and spa pool. A crèche facility for under fives and a café selling healthy freshly cooked food in the atrium complete the facilities.

### Spirit of Sports Centre

An indoor and outdoor sports centre with sports hall, fitness room, dance studio, tennis courts and a full size floodlit synthetic football pitch

### Crowwood Leisure and Equestrian Centre

A privately owned leisure and equestrian centre with indoor and outdoor tennis courts, swimming pool, gym and health spa as well as facilities for horse riders with stabling, gallops and a cross country course amongst newly planted woodlands near to the town centre.

### Mary Towneley Loop

Part of the Pennine Bridleway National Trail, this 44-mile circular loop for riders cyclists and walkers goes through some of Burnley's most beautiful scenery, from Extwistle Moor in the north of the borough to Deerplay Moor in the south

### Forest of Burnley

Created between 1997 and 2001 when one million trees were planted in the borough, the Forest of Burnley adds immeasurably to the beautiful countryside surrounding the town and gives both walking enthusiasts and other visitors the chance to take in fresh air and beautiful scenery.

### Leeds and Liverpool Canal

One of the seven wonders of the British canal system, the 'Straight Mile' embankment carries the canal high above the town centre on its journey from Leeds to Liverpool, this artery through the town has history, heritage, wildlife and water and is ideal for walkers, cyclists, fishermen and boaters.

## Shopping

Burnley is lucky to have an attractive and vibrant shopping centre, busy markets and a choice of excellent mill shops offering bargains galore. Over the next few years exciting developments such as 'The Oval' a £51m expansion to the town centre will give visitors even more choice with a department store, café, restaurant and leisure areas.

By contrast Padiham offers traditional high street shopping along its meandering streets, which are lined with smaller shops offering quality goods at excellent prices. Plans for a farmers market and further upgrading of the shopping centre will transform Padiham and hopefully attract shoppers from surrounding areas who enjoy the market town experience.

### Mill Shops

#### Barden Mill

Located on the banks of the Leeds and Liverpool Canal, Barden Mill is the largest mill shop in the town with over 30,000 square foot of bargains from clothes and shoes to furniture and gifts. There is mooring for canal boats and visitor have the opportunity to walk along the canal towpath in fine weather.

#### Sherry's Lancashire Mill Shop

Based in Padiham, Sherry's offers visitors a wide variety of quality gifts at bargain prices.

<b>Name</b>	<b>Ownership</b>	<b>Type</b>
Barden Mill	Private	Clothes, shoes, furniture, gifts and soft furnishings
Sherry's Lancashire Mill Shop	Private	Towels, gifts and soft furnishings
Brands at Home	Private	Home furnishings
Graham & Brown	Private	Wallpaper
Lambert Howarth & Sons Ltd.,	Private	Shoes
Oak Mount Mill Shop	Private	Fabrics
The Fireplace Warehouse	Private	Fires and fireplaces

## Outdoor Attractions

Despite its reputation as an industrial town over two-thirds of the borough of Burnley is rural with beautiful countryside, parks, gardens and woodland. Tourist visits to Burnley includes those coming to walk, to cycle, to ride, to play golf, go fishing, windsurfing, sailing or any one of many other activities on offer in the countryside around us.

There are many way-marked routes from the 40 mile Burnley Way circular walk to shorter routes such as those around the reservoirs at Hurstwood or Clowbridge. The Mary Towneley Loop links Burnley to the Pennine Bridleway and although designed for horse-riders it is great for walking and cycling as well. The Pennine Cycleway also passes through the town via Towneley Park and the Leeds and Liverpool Canal.

Attraction	Activity
South Pennines Heritage Area	Walking / Cycling / Riding/ Ecological interest / SSSI/SAC/SPA
Pennine Bridle Way – The Mary Towneley Loop	Riding / Cycling/ Walking
Burnley Way	Walking
Bronte Way	Walking
Wayside Arts Trail	Walking
Gambleside	Walking
Clowbridge Reservoir	Walking / Sailing/ Windsurfing
Shedden Clough	Walking
Towneley Sculpture Trail	Walking
Eco Trail	Walking
Hurstwood Reservoir	Walking / Cycling
Dunnockshaw Community Woodland	Orienteering
Forest of Burnley	Walking / Cycling/ Riding / Orienteering
Coal Clough Wind Farm	Walking
The Pennine Cycleway	Cycling
Padiham to Burnley Cycle Route	Cycling/ Walking
Lancashire Cycleway	Cycling
Leeds & Liverpool Canal	Walking/ Cycling/Fishing
Burnley Golf Club	Golf
Towneley Golf Club	Golf
Towneley Park	Walking / Golf/ Tennis/ Bowls/ Riding etc
Queen's Park	Skateboarding/ Tennis/ Basketball
Thompson Park	Boating/ Miniature Railway/
Padiham Memorial Park	Riverside Walk/ Bowls/ Tennis/ Leisure Centre
Scott Park	Tennis / Bowls
Ightenhill Park	Tennis

**Events**

Events in Burnley attract over 200,000 visitors per annum to the borough, which brings income to other business from accommodation providers and cafes to car parks and gift shops. However, events are not just about visitor numbers; the prestige and positive publicity linked to a successful event bring kudos to the town and ensures that people will return again and again.

We have the best hot air Balloon Festival in the North West over three days in July and at Easter there is the famous Burnley National Blues Festival. The beginning of summer sees the arrival of the annual wakes weeks Fun Fair which has been coming to Burnley for well over 100 years and an amazing Woodland Festival in the autumn celebrates the countryside, nature and wildlife of the area. Also Burnley joins the biggest free celebration of history, architecture and culture when the town takes part in the Heritage Open Days weekend in September, and at the end of the year firework displays for Bonfire Night and the Christmas light switch-on makes sure the year ends with a bang.

The major events in the town are listed in the table below:

<b>Event</b>	<b>Month</b>	<b>Organiser</b>	<b>Average Visitor No's:</b>
Burnley Balloon Festival	July	Private	20,000
Burnley Blues Festival	Easter	BBC	1300
Burnley Community Festival	August	BBC	7000
May Day Festival	May	Private	6000
Heritage Open Days	September	BBC Burnley Tourism Group	3000
Towneley Medieval Festival	May	BBC	5000
Woodland Festival	October	BBC	5000
Christmas Lights Switch-On & Fireworks Display	November	Town Centre Management  BBC	3000
Burnley Community Bonfire	November	Voluntary  BBC	2000
Worsthorne Arts & Crafts Fair	August	Private	1300
Christmas at Towneley Hall	December	BBC	2000
Burnley Wakes Weeks Fun Fair	July	Showman's Guild	5000
Classic Car Show	August	Private	10000

**Current Tourism Publicity**

At present Burnley Borough Council produces a variety of tourism brochures and leaflets to market the borough,

Burnley Visitor and Accommodation Guide

Burnley Events Guide

Heritage Open Days Leaflet

Burnley Group Guide – a set of six packages aimed at the groups market

Towneley Sculpture Trail

The Wayside Arts Trail

Towneley Hall Mini-Guide

Towneley Events Guide

Burnley Mechanics Events Guide