

<b>Subject:</b>	Haslingden- external funding bid	<b>Status:</b>	For Publication
<b>Report to:</b>	Full Council	<b>Date:</b>	21 <sup>st</sup> March 2018
<b>Report of:</b>	Economic Development Manager	<b>Portfolio Holder:</b>	Leader of the Council
<b>Key Decision:</b>	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	Yes	Attached: Yes
<b>Biodiversity Impact Assessment</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Guy Darragh/Megan Eastwood	<b>Telephone:</b>	<b>01706 252568</b>
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<b>1.</b>	<b>RECOMMENDATION(S)</b>
1.1	Subject to receiving Heritage Lottery Fund (HLF) approval: To approve £160,088 of new match funding from the employment and transport reserve to support the Haslingden Townscape Heritage (TH) project through its lifetime. To allocate all existing Haslingden Task Force funding circa £62,000 to the Haslingden TH Board; of which £40,000 will be used as RBC match funding and £22,000 will remain to cover existing funding commitments.
1.2	Subject to receiving HLF approval: To approve the creation of a TH Project Officer role (grade 6) for the full length of the Haslingden TH funding bid with a break clause in the contract subject to the HLF delivery phase decision.
1.3	Subject to receiving HLF approval: To approve the proposed changes to governance for Haslingden Taskforce and its reconstitution as the Haslingden TH Board, adoption of the Terms Of Reference which have been previously agreed by HLF and the Taskforce (contained in the background document). Council delegates all project spend circa £2,636,385 of which £200,088 is RBC to the reconstituted Haslingden TH Board.
1.4	Subject to receiving HLF approval: Members to delegate authority to the Economic Development Manager in consultation with the Portfolio Holder to enter into a grant funding agreement with HLF for phase 1 and 2 as detailed in this report.

## 2. PURPOSE OF REPORT

- 2.1 To seek Members support for the Haslingden Townscape Heritage project through match funding, staffing and governance structure. There will only be a limited length of time for the next development phase and it is necessary to have the required delivery framework in place in advance of the HLF decision to maximise the length of time to ensure a quality delivery phase bid.

## 3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:

- **A connected and successful Rossendale that welcomes sustainable growth:** our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.
- **A proud, healthy and vibrant Rossendale:** our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.

#### **4. RISK ASSESSMENT IMPLICATIONS**

4.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

- There is a risk that the successful award of Heritage Lottery Funding towards the project is dependent on match funding. Having confirmation of the additional match funding ensures that HLF guidelines are not compromised.
- The success of securing the second round TH funding is synonymous with submitting a comprehensive and well developed bid and scheme, centered on community feedback. A dedicated Project Officer, with the option of a contract through the life of the project, will improve continuity and will be a necessary resource to the project.
- Reconstituting the Haslingden Taskforce into the Haslingden TH Board allows for good practice and governance of the TH project already agreed by funding partners, should the bid be successful. There is a risk that poor governance could lead to performance issues and program delays and the funders being unsatisfied with the project.
- If the HLF funding bid is unsuccessful then this reports recommendations would not be implemented. Instead the Taskforce will continue to support the regeneration of Haslingden. They have indicated that they will be seeking further funding opportunities and an extension to the current grant funding.

#### **5. BACKGROUND AND OPTIONS**

5.1 Haslingden Taskforce has been meeting since 2014 and has been committed to tackling projects that involve the local community and regeneration of the town centre. The Taskforce is chaired by the Leader of the Council and has representatives from members, the community and businesses.

Haslingden Taskforce was awarded £100,000 from RBC to run projects. These include additional Christmas lighting, clean up events, an outdoor gym at Victoria Park as well as the introduction of hanging baskets and parking signage.

Haslingden Taskforce has also recognised the need for the regeneration of Haslingden Town Centre and recently engaged with local shopkeepers and building owners on a shopfront improvement scheme. This scheme has encouraged owners to replace their shop fronts, sympathetically to its heritage, using a grant made available from the Taskforce.

An initial business grant pilot scheme has seen three shop premises improved. It is recognised that if a TH bid was approved then it would bring a major uplift in income and positive impact on the town centre.

Out of the initial £100,000 taskforce allocation, £62,000 remains, of which £40,000 is available to be reused as match funding for the TH bid. The remaining £22,000 is being retained in the Taskforce budget to cover committed expenditure.

5.2 Haslingden is a historic market town with unique buildings adding to its character. It is understood the town owns the oldest street market licence and is home to several listed buildings and assets.

Some of the key architectural features that form its heritage are at risk of being consumed in inappropriate additions such as satellite dishes, UPVC shop fronts and roller shutters. The historic assets and ornate detailing on the buildings are also at risk of being overshadowed by empty buildings and derelict sites.

Haslingden is in the process of becoming a designated conservation area through the local plan. It is understood that Historic England will place the area on the “at risk” register at its next review if there is not an intervention promoting the architectural features. Dedicating the town as a Conservation Area places the Council well to manage the heritage of the town.

Haslingden Town Centre has some communities that are ranked in the top 10% of the most deprived areas in the UK as well as areas ranked in the top 30% of the most deprived areas, according to the indices of multiple deprivation. However, there is a strong community spirit and passionate groups such as Love Haslingden, Haslingden Taskforce and Haslingden Civic Pride who arrange community events, litter picks and flower planting to improve the local environment. Coupled with the Townscape Heritage Project, these works, events and initiatives will have a much greater reach.

5.3 The Haslingden Taskforce shop front replacement scheme has highlighted that there is a demand for a larger scheme to support the regeneration of the town centre dual recognising the protection of the heritage and also the demand to boost economic activity through creating an attractive town centre, with sympathetic shopfronts and a pleasant public realm for the community to host further events.

In December 2017 a first round bid submission was issued to Heritage Lottery Fund for Townscape Heritage funding to support the regeneration of Haslingden Town Centre. The submission was the first round of a competitive two stage process.

The two rounds are:

- Development phase: expected to last twelve months followed by a three month wait for a HLF decision on whether it is successful
- Delivery phase: expected to last four years and will see shop front improvements, public realm enhancements and community training initiatives.

This is the last opportunity to apply for Townscape Heritage funding as the programme is due to be replaced. It is unclear which programme will replace it.

The bid document is appended below and includes information on the match funding requirements. The successful award of the project is dependent on the match funding element being secured and in place for the inception of the scheme.

The initial development phase will consist of £30,082 RBC match funding and £164,800 HLF giving a total cost of £194,882.

The delivery phase is worth a total of £2,441,503.00 which is made up with £170,006.00 Rossendale Borough Council Contribution, £1,801,200.00 Heritage Lottery Fund Contribution and £470,297.00 property owner contribution which will be spent on significant property repairs to key heritage buildings, improvements to the public realm, restoring architectural features and promotion of heritage skills with the local community.

The combined total of both phases is £2,636,385 of which £200,088 is RBC contribution.

5.4 During the development of the first round application the local community were consulted through a series of engagement sessions and community questionnaires. There was an overwhelming amount of support for the funding application from residents and shopkeepers, which would link the whole community through events and a comprehensive training and activities plan, as well as creating an attractive town centre encouraging greater footfall and

attracting new, unique businesses, further adding value to the sustainability of Haslingden Town Centre.

Careful consideration has gone into the overall running of the project and this forms a section within the bid document. Haslingden Taskforce will need reconstituting in order for the governance structure and stakeholder involvement to be Heritage Lottery Fund compliant. The proposed changes to the group were devised based on a similar successful model used in the Bacup THI; including specific heritage groups, community groups and businesses.

The proposed Terms of Reference were appended to the first round bid document and a copy is below. Haslingden Taskforce has been consulted on the proposal to reconstitute the group to the Haslingden TH. The group was in agreement with the changes at a meeting on Tuesday the 30<sup>th</sup> of January 2018.

- 5.5 Lessons learned from the Taskforce shopfront improvement scheme show that a dedicated officer resource and extra funding will be is vital to achieve the schemes objectives and delivery.

The second round submission for funding is extremely competitive, requiring in depth input from the local community to shape the scheme allowing for a robust, well developed and informed application. A committed project officer on a competitive salary to ensure longevity will provide the necessary resource to deliver this. The job description is appended to this document.

Feedback and advice from Heritage Lottery Fund suggest that a dedicated officer who is in post on the award of the round one submission will effectively manage and develop the delivery stage bid. The head-start and careful planning of this phase of activity will ensure the bid document is appropriate and comprehensive.

The project officer will be based within the Council's Economic Development team and will report directly to the Economic Development Manager as well as the proposed Haslingden TH Board. The project officer will work on all aspects of the delivery phase bid; including comprehensive community consultation, marketing and PR, costings for delivery and producing a detailed scheme plan as well as developing an all-inclusive community training and initiatives plan adding value and strengthening meeting the overall objectives of the scheme. If the delivery phase application is successful then the role will be extended to cover the next four years of the project.

## **COMMENTS FROM STATUTORY OFFICERS:**

### **6. SECTION 151 OFFICER**

- 6.1 Financial matters are noted within the report. The available balance remaining on the Employment and Transport is now £957,000

### **7. MONITORING OFFICER**

- 7.1 All legal implications are covered within the body of the report.

### **8. POLICY IMPLICATIONS AND CONSULTATION CARRIED OUT**

- 8.1 An initial EIA has been completed and has not identified a detrimental impact on protected characteristics. Consultation is detailed in section 5.4 of the report.

### **9. CONCLUSION**

- 9.1 This report will enable the delivery of the Haslingden TH project subject to HLF funding being

awarded.

Background Papers	
Document	Place of Inspection
Haslingden TH Round 1 Submission (The detailed technical supporting annexes can be viewed by Members on prior request to the Economic Development Team)	Included
Haslingden TH Terms of Reference	Included
Haslingden TH Officer Job Description	Included
Haslingden TH EIA	Included
TH Haslingden funding bid attachments	By arrangement with the Economic Development Team



## Notes on completion

### Summary

**Name of your organisation**

Rossendale Borough Council

**Project title**

**In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision makers so please ensure that you choose a title that you are happy for a wide range of people to see.**

Deardengate Big Lamp Townscape Heritage

**Reference number**

TH-17-03312

**Project summary**

**In no more than 150 words, summarise your project. We will use this text to tell people about your project, including our decision takers.**

The Deardengate Big Lamp Townscape Heritage is a scheme designed to refocus and protect the heritage of Haslingden town centre for many generations. Through preserving and enhancing the unique historic setting, the project will help to re-establish Haslingden as a lively place to visit, work and live. Buildings will benefit from repairs, such as replacing unsympathetic shop fronts, essential structural works, and the restoration of key architectural features. Vacant floor space will be transformed; encouraging the re-use of empty buildings to act as a springboard for attracting new businesses and residents. Haslingden's heritage will be promoted through a collection of educational and training activities for the local community, further introducing local people to the importance of their heritage. The public realm will be developed, creating a platform for popular community events, inspiring unique businesses to the town, boosting footfall, and securing the economic future of Haslingden.

**Have you received any advice from us before making your application?**

Yes

**Please tell us who you received advice from.**

Nick Herepath

**Is this your first application to the Heritage Lottery Fund?**

No

**Please tell us the reference number and project title of your most recent application.**

HG-16-00570 The Whitaker Experience: Our heritage, Our Stories, Our Rossendale

**Section one: Your organisation****1a Address of your organisation:**

<b>Address line 1</b>	The Business Centre
<b>Address line 2</b>	Futures Park
<b>Address line 3</b>	
<b>Town / city</b>	BACUP
<b>County</b>	Lancashire
<b>Postcode</b>	OL13 0BB

**1b Is the address of your project the same as the address in 1a?**

No

**Enter the address of your project. Please use the post code look up button to find your address so that the Local Authority and Constituency information is generated in the boxes below.**

<b>Address line 1</b>	Deardengate
<b>Address line 2</b>	
<b>Address line 3</b>	Haslingden
<b>Town / city</b>	ROSSENDALE
<b>County</b>	Lancashire
<b>Postcode</b>	BB4 5QJ

**Local Authority within which the project will take place**

Rossendale

**Constituency within which the project will take place**

Hyndburn

**1c Details of main contact person****Name**

Megan Eastwood

**Position**

THI Project Manager

**Is the address of the main contact person the same as the address in 1a?**

Yes

**Daytime phone number, including area code**

01706252480

**Alternative phone number**

01706252485

**Email address**

meganeastwood@rossendalebc.gov.uk

**1d Describe your organisation's main purpose and regular activities**

Rossendale is a local government district with borough status. It is made up of several small former mill towns in Lancashire, England centred on the valley of the River Irwell in the industrial North West. With a population of 67,000, the district combines urban with rural aspects, and is close to the more populated areas of Bolton, Burnley, Bury, Manchester and Rochdale. Rossendale Borough Council is the local authority for the Rossendale district of Lancashire. The district was formed on April 1, 1974 under the Local Government Act 1972, from the municipal boroughs of Bacup, Haslingden, Rawtenstall, part of Ramsbottom Urban District and Whitworth Urban District.

Rossendale Borough Council as a local authority is broadly responsible for the following services: Refuse collection, Recycling, Neighbourhood services i.e. grass cutting, litter picking, etc, Council tax, Benefits, Elections and voting, Strategic Housing, Property Services, Licensing issues, Planning and Development Control, Building Control, Enforcement issues, Facilities and maintenance. The Council has an annual budget of £9.4 million funded through a combination of Central Government and local taxation. The corporate priorities as set out in the Corporate Vision in 2017 are: Regenerating Rossendale focusing on supporting communities; attracting sustainable investment and promoting Rossendale through physical regeneration; responsive and value for money services, centred on the Council working collaboratively to meet the various needs of customers and improving the cost effectiveness of services; a clean and green Rossendale, providing a better environment for all, focusing on clean streets and well managed open spaces.

**How many people does your organisation employ?**

170

**1e The legal status of your organisation****Please select one of the following:**

Local authority

**If your organisation is any of the following, please provide the details shown:****Company - give registration number****Registered Charity in England, Scotland or Wales - give registration number****Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number****1f Has your organisation undertaken a similar project in size and scope in the last 5 years?**

Yes



**Please provide brief details**

In 2014, Rossendale Borough Council was successful in achieving funding from Heritage Lottery Fund for the Bacup Townscape Heritage Initiative. The project is in the final stages of delivery and expected to complete in 2019, but already has seen the transformation of many significant buildings in the town centre. Changes include reinstatement of architectural features, works to improve the shop frontages, essential building repairs, and bringing vacant floor space back into use. In addition, the local community is benefitting from a comprehensive training and activity engagement plan, with a key focus on the town's heritage. Enhancements to the public realm will commence early in 2018 and the final delivery of some building works is under way.

**1g Will your project be delivered by a partnership?**

Yes

**Who are your partners? Please provide a named contact from each organisation**

- Haslingden Task Force, chaired by leader of the council which represents the community, businesses, landowners, heritage groups and Rossendale Council. This will be reformed to become the TH project board.

It is planned to establish a traders group as part of the project.

**1h Are you VAT registered?**

Yes

**Please provide your VAT number**

149405559

## Section two: The heritage

**In this section tell us about the heritage your project focuses on and why it is valued.**

### 2a What is the heritage your project focuses upon?

Haslingden is a characterful former mill town in Pennine Lancashire within Rossendale, a district Council which is within the Lancashire County Council area. The target area is within the Worsley ward, which contains some of the most deprived communities in England with one area (LSOA Rossendale 002E) being ranked in the top 10% of the most deprived areas and two areas (LSOA Rossendale 002F and 002G) ranked in the top 30% of the most deprived areas.

The Haslingden Conservation Area is in the process of being designated and will be fully in place early in 2018.

This area has been chosen following work undertaken over the last few years by the Haslingden Taskforce and Rossendale Borough Council, which have brought about the dual recognition of the special character of the area and that it is an area which is struggling. Following an assessment of the wider Conservation Area, the commercial core of Haslingden, along Deardengate, is considered to be the most important in heritage terms and also the area most likely to catalyse wider regeneration across the Town.

Haslingden has had a market since at least 1555, with the earliest market held at Town Gate, close to the Parish Church. As the town expanded, the market moved south into New Market Place, at the north of Deardengate. The market centred around the Big Lamp, and listed Georgian houses The Lindens, would have formed the southern boundary. However, an increased population and more prolific commercial activity in the mid-19th century shifted the centre further south. As a result, Deardengate, and the crossroads of Blackburn Road and Manchester Road became the focus of life in Haslingden. Residential areas grew around the nucleus of Deardengate. The project therefore focuses on Deardengate, a part of Haslingden that centres and represents multiple phases of the town's development, particularly as a direct response to enhanced industrial activity in the area. In the draft Haslingden Conservation Area appraisal, the project boundary falls within "Character Area 1: Commercial Core."

The buildings that define this area have lots of character, though many have been worn down through inappropriate alterations, vacancy and neglect. Deardengate has a variety of building types, with mixed uses, representing both the small-scale 2 storey commercial terraces, the large and classical municipal buildings, and richly detailed private and public properties. Poor-quality and inappropriate shopfronts are the most common detracting feature in this area, though richly detailed capitals and restrained fascia dentilling can be found hidden amongst modern additions.

The four principal buildings around the Deardengate crossroads have great potential for the future of Haslingden. These are: 55 Deardengate, 2-4 Manchester Road, The Commercial Hotel and The Black Bull Hotel. All four buildings sit on corner plots and respond to the curvilinear topography of the area, contributing to a rich and varied townscape. 55 Deardengate is one of the most richly decorated buildings in the whole of Haslingden. 2-4 Manchester Road has been extensively altered, but it is possible to identify its original configuration through comparison with historic photographs. The Commercial Hotel and the Black Bull Hotel are modest structures built in the 1830s, book-ending the southern view of Deardengate. The early market place at the top of Deardengate is a relatively open space in relation to the dense nearby development, meaning that this historic area has a reduced level of activity, despite the quality of buildings in this area generally being very good. The current lamp post is a replacement for the original Big Lamp, but still serves as a focal point for the area, and a visual reminder of the area's history.

The Town is a focus for the local community, providing all the key services that its 16000 plus population need. It is also increasingly important to visitors, as Rossendale's visitor economy grows and businesses respond to this by creating complimentary offer within Rossendale's Town Centres. Haslingden in particular has developed this offer, with businesses like the Dearden Tea Rooms being a destination for the wider community.

The community of Haslingden is very active and illustrates the value it places on its Town through the activities of Love Haslingden, Haslingden Civic Pride and the Haslingden Taskforce amongst others. These groups are actively tackling issues such as litter, whilst also taking positive steps to improve the local environment through planting and caring for flowers across the Town.

The importance of the area has only recently been recognised in terms of Conservation Area status, making it regionally important in heritage terms. It contains a number of Listed Buildings, including the 'at risk' and Grade II Listed St. James' Church, with Listed monuments in its churchyard, the Grade II Listed The Lindens, a row of cottages converted to a care home and the Grade II Listed 4 – 14 Coal Hey. Immediately outside the Conservation Area is the 'at risk' and Grade II \* Listed Grane Mill and a little further away are the buildings comprising the Helmshore Textile Museum. The project will serve to improve the economic and community context around these important heritage assets.

As part of the development of the project, a range of consultation has taken place. This is described in detail in 3e. In summary, a small shopfront improvement scheme was implemented by the Haslingden Taskforce with the support of Rossendale Borough Council. There was limited take up, with the low level of grant and low intervention rate cited as key issues. Alongside this, consultation sessions have been held in Haslingden Library and by speaking directly to traders within the target area, with positive feedback on the proposed scheme.

**2b Is your heritage considered to be at risk?**

Yes

**Please provide information on why your heritage is considered to be at risk and in what way.**

Haslingden is in the process of being designated as a Conservation Area and it is understood from discussion with Historic England that it will be placed on the 'at risk' register at its next review.

Two of the most significant local buildings, outside of the project area, are designated At Risk by Historic England: the grade II Church of St James and the II\* Grane Mill, which was until recently a Scheduled Monument. Though these assets are not dealt with directly by the proposed project, it is believed that a centralised enhancement effort can help to revitalise the forgotten heritage of the area.

Rossendale Borough Council, in partnership with CAST and Valley Heritage, are developing a Local List. Valley Heritage, as part of their role in this, are focusing on locally significant buildings which are 'at risk,' and have identified a number in the immediate area, including the Cave Adullam Particular Baptist Chapel, which is likely to come up for sale soon and has no statutory protection. Helping the area to value its heritage and regard it as a positive driver for regeneration will support the retention of such important local heritage assets

**2c Does your project involve work to physical heritage, such as buildings, collections, landscapes or habitats?**

Yes

**Tell us the name of the building(s), collections, landscape or habitat area**

Please see outline scheme plan

**Does your organisation have the freehold of the building or land, or own outright the heritage items that your project focuses on?**

No

**Does your organisation have a lease of the building or land that your project focuses on?**

No

**Does a project partner have the freehold of the building or land, or own outright the heritage items that your project focuses on?**

Yes

**Please give the name of the partner organisation:**

Private sector landowners and public sector partners.

**Are there any legal conditions, restrictions or covenants associated with the heritage asset which may affect your project?**

No

**Has a condition survey been undertaken for the heritage asset in the last five years?**

Yes

**Does your organisation have, or are you planning to take out, a mortgage or other loans secured on the building or land, or heritage items?**

No

**Does a project partner have, or are planning to take out, a mortgage or other loans secured on the building or land, or heritage items?**

Yes

**Please give the name of the partner organisation.**

Private sector landowners

**Please give details of the lender and the amount of the mortgage or loan.**

Various, this will alter per landowner

**For landscape projects, please provide an Ordnance Survey grid reference for your landscape.**

**2d Does your project involve the acquisition of a building, land or heritage items?**

No

**Please tick any of the following that apply to your heritage:**

**Accredited Museum, Gallery  
or Archive**

**Designated or Significant  
(Scotland) Collection**

**DCMS funded Museum,  
Library, Gallery or Archive**

**World Heritage Site**

**Grade I or Grade A listed  
building**

**Grade II\* or Grade B listed  
building**

**Grade II, Grade C or Grade  
C(S) listed building**

**How many buildings of this type are included in your project?**

4

**Local list**

**How many buildings of this type are included in your project?**

TBC - Local List is emerging at the present time.

**Scheduled Ancient  
Monument**

**Registered historic ship**

**Conservation Area**



**Registered Battlefield**

**Area of Outstanding Natural  
Beauty (AONB) or National  
Scenic Area (NSA)**

**National Park**

**National Nature Reserve**

**Ramsar site**

**Regionally Important  
Geological and  
Geomorphological Site  
(RIGS)**

**Special Area of Conservation  
(SAC) or e-SAC**

**Special Protection Areas  
(SPA)**

**Registered Park or Garden**

## Section three: Your project

**In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.**

### 3a Describe what your project will do.

The Haslingden Townscape Heritage project will protect and revitalise the heritage within the unique market town and Conservation Area. It will provide a catalyst for wider regeneration, including the regeneration of heritage assets beyond Deardengate and the Conservation Area. The project will raise awareness amongst owners, residents and users, of the heritage value of their environment and building, and provide a wealth of inspiration for generations of Haslingden residents to come.

That inspiration will be used through a series of activities, learning opportunities and training which support the community and its visitors in engaging with the local heritage.

This will include:

- Research with local schools on the blue plaques dotted around the Town.
- Developing the blue plaques to include further information through digital media.
- Activities targeting the BAME communities within and around Haslingden.
- A heritage crime walk, which has proven successful in Bacup.
- Local history talks
- Local history walking tours
- Photography project with the local camera club
- Guided tours of physical works projects
- Young Entrepreneurs market stall for local schools
- Oral history project, with young people recording oral histories from older people
- Traditional skills training events (with filming by young people, shared through social media / TH website)
- Traditional building maintenance training events (with filming by young people, shared through social media / TH website)
- Arts projects

These ideas will be refined during the development stage into a full activity and training plan.

The Outline Scheme Plan (appended) describes in further detail the physical works proposed. In summary, this is a combination of works to buildings which will ensure that they are in good condition, that lost historic details are restored and that the townscape is improved. Vacant floor space will be brought back into use as a mixture of commercial and residential space, as appropriate to the property. This will be defined carefully during the development phase. Alongside this, works to the public realm will be undertaken. In part this will be targeted at extending the use of more appropriate natural materials as well as making improvements which will facilitate the relocation of the existing market offer onto the upper part of Deardengate. Alongside the physical improvements, there will be a range of project outputs:

- Circa 35 properties will be improved
- The Public Realm will be improved
- A Conservation Area Management Plan will have been produced
- A Haslingden specific Shop Front Design Guide will have been produced
- A traders group will have been established
- The Haslingden Taskforce will have gained new skills and developed as an organisation to take on a Town Centre management role
- A project specific website will be developed
- 10 blue plaques will have QR code links added to allow access to digital content
- School children will be engaged in researching and producing digital content for the blue plaque scheme
- Oral histories will be recorded and published via the website
- Training events on lime pointing, lime plastering, sash window repair, stone masonry and building maintenance will have been held
- Consideration of a pop up street market for specific events near the big lamp with temporary road closure gates, recreating the historic Haslingden street license market.  
A market stall will have been operated by school children

These outputs will be refined during the development stage.

### **3b Explain what need and opportunity your project will address**

The heritage of Haslingden is at a critical stage. It is one of the many Lancashire towns that was left behind in the post-industrial decline, and its heritage forgotten, resulting in part of the target area being amongst the 10% most deprived in England within a Local Authority area that is overall within the 40% most deprived, where deprivation is focused on the urban parts of the District. This has resulted in a steady erosion of its individual character, especially as its special qualities have not been recognised with Conservation Area status until recently and Historic England have advised that it will be put straight on to the 'at risk' register. There is significant pressure on the historic fabric; suffering a series of poor interventions and loss of character. It is in danger of losing its special interest entirely, unless there is significant and urgent intervention.

The lack of Conservation Area status has resulted in interventions which would not normally be permitted within a Conservation Area; there are few original shop fronts and windows remaining. Whole roofs have been replaced with inappropriate materials. Satellite dishes proliferate.

Statutory powers will now have little effect, unless there is sufficient investment to improve the baseline condition. Then tools like Conservation Area Management Plans, Article 4 Direction, removal of Permitted Development Rights for signage and improved enforcement can gain traction and manage the quality of the area in the future.

Therefore, the need and the opportunity are intertwined. A boost to the local economy through grant aiding physical works provides an opportunity to use the heritage assets of the area as a unique selling point, to businesses, residents and visitors alike, kick-starting further ripple-effects of heritage-led regeneration. However, as development and finances in the area are fragile, and enforcement guidance alone will not be sufficient to undo harm already done, investment from the HLF will support the restoration of Haslingden's distinct character. Future management of the Conservation Area will then be operating from a more solid baseline.

Alongside the physical and economic need and opportunity, the local community can be supported to appreciate and maintain their heritage in a tangible manner with long term benefits. Haslingden has many important stories to tell. These stories will form the basis of activities designed to tell them, and enable them to form part of the physical environment. Stories will also help people to engage with their heritage, subsequently supporting communities to develop wide range of new skills, including practical skills to meet the needs of their own property; or simply to gain a better understanding of their shared heritage, and what makes Haslingden special.

There is also a supportive strategic context. Pennine Lancashire's Heritage Investment Strategy, whilst not mentioning Haslingden specifically, describes the importance of Pennine Mill Town's and their character as intrinsic to the area, something which must be maintained as part of a growing visitor economy. Rossendale Borough Council's policies describe Haslingden as an important District Centre, a focus for retail activity and noting the importance of the historic shopping street of Deardengate.

At a more local level, there is a community infrastructure in place to take the project forwards. The Haslingden Taskforce is ready and able to become the steering group for the TH project, taking on board lessons from the successful Bacup THI Partnership Board.

### **3c Why is it essential for the project to go ahead now?**

Haslingden is on the brink of losing its historic character, as demonstrated by Historic England's advice that it will go straight on to the 'at risk' register.

This is manifesting itself through a near terminal loss of historic features, historic buildings with elements in poor condition a proliferation on inappropriate interventions and materials. Alongside this, the local economy is not supporting full use of the buildings with vacant floor space, particularly to upper floors, increasingly prevalent and important local services, such as fruit and veg shops, disappearing from Deardengate.



Rossendale Borough Council can make £200, 000 available over the next 5 years to support the project. This funding is under pressure in the current economic climate, with declining budgets for Local Authorities and it is unlikely that this commitment will be able to remain if this application fails.

From a positive perspective, there are a number of factors which would support the project if it could go ahead now. This includes:

- Rossendale Borough Council and their partners have developed transferable skills through the Bacup THI.
- The Haslingden Taskforce is ready and able to act as the steering group for the project.
- There is demonstrable demand for the scheme.
- Lessons have been learned from the shopfront improvement scheme, which has effectively acted as a pilot to a full TH project.
- There is an infrastructure of local voluntary organisations willing and able to support the project, which would put them in a strong position to maintain project outcomes beyond its life.

### **3d Why do you need Lottery funding?**

Haslingden Taskforce, a group established in 2014 to address regeneration and town-centre economy, offered funding of up to 50% and up to £2000 to local shopkeepers to make improvements to their properties by engaging in a sympathetic shop front improvement scheme. Over 50 businesses were approached to take part, with over 60% expressing an interest to participate. This highlights both the demand for a shopfront improvement scheme, and the willingness to participate from local businesses. However, due to the lack of dedicated resource to fully realise the scheme, and the level of subsidy available, only three properties have fully engaged. The grant rate offered through a Townscape Heritage project would be much more appealing and attractive as an overall package for the owners.

There are no alternative sources of funding available for area based and heritage led regeneration projects across the UK.

Funding will be sourced from Rossendale Borough Council, HLF and third party grantees.

The property market in Haslingden is not in good shape, but has not failed to the extent of places like Bacup. Whilst this should be advantageous, it has had the opposite effect of leading 'developers' to believe that profitable projects exist, only to find that values are not as strong as they believed and that only through reducing quality can they maintain profit. This has accelerated the erosion of heritage features in some notable buildings across the target area, particularly to Lower Deardengate. Conservation Deficit therefore plays a role in the challenges faced in Haslingden.

Without HLF support, the project will not proceed and it is unlikely that Rossendale Borough Council will be in a position to support a future application with the funding currently allocated.

### **3e What work and/or consultation have you undertaken to prepare for this project and why?**

A number of options have been considered before deciding to apply to the Heritage Lottery Fund for grant support. These include:

- Do nothing: This option has been dismissed as it will lead to a slow decline within the Town and a loss of special character which would leave it permanently on the 'at risk' register. Dismissal of the option has led to the more proactive actions noted below.
- A small shopfront improvement scheme: This has been tried and proved of limited success in tackling the need or seizing the opportunities, as outlined elsewhere.
- Use of Conservation Area Management Plan, development controls and enforcement: These measures were considered to only slow the rate of decay and will not reverse the issues. This would approach would not incentivise improvement, nor would it aid the local community in better valuing their heritage, rather it will likely do the opposite.

Without significant funding, these are the only alternative options available, none of which will address the needs or deliver on the opportunities.

With this in mind, a range of consultation and work has been undertaken in preparation for this application.

Initially, this has involved engagement with the Haslingden Taskforce and other local groups to gauge their views. Groups like Love Haslingden and Haslingden Civic Pride have formed relatively recently, organising events and improving the appearance of the town. Engagement with them has made it clear that there is an existing strong and passionate collection of people ready and willing to support projects that in turn support their community.

In 2016, Rossendale Borough Council ran a Shopfront Improvement Scheme offering grants of up to 50% and up to £2000 for sympathetic improvements to business premises along Deardengate, Manchester Road and Blackburn Road, as described in question 3d. This scheme has provided valuable insights into the challenges business owners face locally. There was a desire to draw down on the funding, as evidenced by 60% of those asked expressing interest in the scheme. However, the take up was very poor, with only three grants being given out. Many of the property owners wished to undertake wider works, which were outside the scope of the project, such as general repairs. Others found that a £2000 contribution to their project, such as replacing their shop front with a more sympathetic design, was simply insufficient with costs of around £8000 - £10000. In discussion, property owners cited several reasons for lack of take up:

- Narrow focus of the scheme
- Grant rate too low
- Grant amount too low
- 'Red tape,' particularly in terms of the planning process
- Heritage focus – there was a lack of understanding of the benefits of reinstating historic detailing

This has demonstrated that there is an appetite in the local community for this type of scheme and valuable feedback on how it might be taken forwards.

Following on from this, our engagement has included a drop-in session at the local library, which was advertised with a press release in the local paper, and on the Council's website. People of all ages were invited to provide their feedback and suggestions for improving the town. Additionally, traders have received face-to-face visits, and initial business surveys have been conducted to understand a more commercial perspective on improving Haslingden, and suggestions to boost footfall. Furthermore, the Deardengate Townscape Heritage proposal has been presented to members of various community interest group and local Councillors have been involved since the project's inception, acting as a reliable and visible conduit for information.

We have also undertaken outline condition surveys of each of the properties within the target area which, alongside the Conservation Area Appraisal, has provided valuable information to define the outline scheme plan. It has demonstrated that property owners are unable to maintain their properties adequately, that the character of the area has been eroded to a tipping point, but that with focused intervention, the situation can be reversed and a platform for wider regeneration created.

Vacancy to upper floors has also been found to be a key issue, with building owners missing out on a valuable income stream to support the maintenance and development of their property, whilst the Town Centre missed out on the vitality which a Town Centre population offers. This appears to be an affordability issue, owners simply can't afford to refurbish the space and make it accessible and usable.

The strategic context has also been understood. Pennine Lancashire's Heritage Investment Strategy, whilst not mentioning Haslingden specifically, describes the importance of Pennine Mill Town's and their character as intrinsic to the area, something which must be maintained as part of a growing visitor economy. Rossendale Borough Council's policies describe Haslingden as an important District Centre, a focus for retail activity and noting the importance of the historic shopping street of Deardengate, along with the Council's Conservation Strategy, which explains the importance of Haslingden amongst the area's Conservation Areas. Rossendale Borough Council's draft Economic Development Strategy also describes the importance of Haslingden and its Town Centre to the regeneration of the wider Town and Borough.

The three major conurbations of Rawtenstall, Bacup and Haslingden are the focus for regeneration activity across Rossendale. Rawtenstall is currently undergoing works at the Spinning Point project, which will result in new transport infrastructure, commercial, leisure and residential opportunities and will be a major driver for the regeneration of the Town and support regeneration across Rossendale. Bacup is in the final stages of the Bacup THI and it is already acting as a catalyst for wider regeneration, with long vacant buildings being

adapted and reused whilst more challenging sites have become a key focus for Rossendale Borough Council and partner organisations like Valley Heritage. Haslingden has not seen anything like this level of investment to date and it is therefore of strategic importance to Rossendale as a whole that Haslingden is similarly invested in.

**3f How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?**

The Lottery logo will be featured on all published documents, signboards, etc, to ensure all people involved in the project implementation, or viewing it afterwards, are aware of the provenance of the funding. When engaging with any business owners, we will ensure that they are aware that Heritage Lottery Funding comes from lottery players.

We will encourage local businesses or attractions to participate in any future Thank You initiatives, such as the one in December 2017.

## Section four: Project outcomes

**In this section, tell us about the difference that your project will make for heritage, people and communities.**

### 4a What difference will your project make for heritage?

Heritage will be better managed:

Haslingden currently has no active Town Centre management, lacks a Conservation Area Management Plan or any development controls.

The project will establish these, with Town Centre management, an Article 4 Direction, removal of permitted development rights for signage, and a Conservation Area Management Plan. A Haslingden focused Shop Front Design Guide will be prepared. The project area will become a focus for enforcement going forwards. The project will ensure that this information is disseminated widely to make the local community aware of the proactive management approach being undertaken to the area's heritage.

Importantly, the Project Board, which will be developed from the existing Haslingden Taskforce, will continue to operate beyond the project and will act as a Town Centre steering group. They will look after Town Centre management, and have representation from the local community and traders. A traders group is currently being formed, and the Townscape Heritage project will provide a catalyst for this to be happen quickly to take an active role in the project.

There will also be an interaction with the HLF funded Local Listing project, with significant buildings and sites identified for Haslingden, supporting the wider impacts of the project. We will be able to identify locally important buildings within the wider townscape, especially those that require focussed effort for redevelopment. We can focus on these properties, and through discussion with owners, enforcement action, and action planning, plan to move forward. This is like the approach taken in Bacup, which is currently gaining traction and delivering success.

Management will also be improved on an individual property level, through the training and activities programme which will help people to better value their heritage and also to better maintain it.

Heritage will be in better condition:

Buildings within Haslingden Town Centre will be repaired, lost historic features reinstated, and works to the public realm undertaken to improve its condition.

This will be a tangible improvement which will be noted by the local community.

It is expected that investment in those buildings which are not part of the project will be encouraged, providing for a general improvement to the condition of the Town, particularly as investment is planned to be focused into a compact area and into logical clusters of properties, maximising the visible improvement to the Town Centre.

Haslingden has the oldest street market license in England and its recreation will be considered near the big lamp to support special events.

### 4b What difference will your project make for people?

People will have developed skills:

One of the strengths of the Bacup THI was in its Project Board, a public, private and voluntary sector partnership, where many of its participants have developed skills and learnt about heritage. This approach will be repeated and refined for Haslingden, taking advantage of existing established groups where possible, but also seeking new participants, particularly from the business community. These opportunities will be extended through the sub-group structure, with community engagement and physical works sub-groups likely.

Alongside opportunities to sit on the Project Board, there will be a range of other volunteer and training opportunities.

Training will be specific to Haslingden and its challenges, which include poor maintenance and loss of historic features. Building maintenance training, including in traditional skills, will be a core focus for the project activity plan.

People will have learnt about heritage:

Training opportunities will extend to learning about heritage. This will focus on the heritage of the Town and the features which make it special, such as the configuration of historic routes, its topography and key buildings. It will also look at developing an appreciation for heritage features, such as shop fronts, to support efforts through proactive conservation area management to prevent further losses in the long term.

Research will form part of this, with training around historic research and findings from such research then informing further training opportunities. One idea we would like to take forward is to develop and extend a local 'blue plaque' scheme instigated in the late 1990's as part of an SRB funded project. 10 of these plaques, highlighting the stories of local people, were placed around the town, but in the intervening 20 years, knowledge of them has dissipated. We would like to work with young people to investigate these stories, develop content and look at replacing / adding to the plaques to include QR codes which will give access to digital content, adding more depth to the stories. We hope to find new stories to extend the scheme.

Haslingden High School / All Saints School are already being engaged and have expressed an interest in being involved in the project. This will include providing a market stall for local schools, assisting in enterprise aspects of the curriculum, but in an historic context.

A vibrant events and activities programme will be planned as part of the project which will include the ideas noted in Q3a.

The activities to engage people will be developed and led by the Community Engagement sub-group with the support of the TH Project Officer and supporting structure.

#### **4c What difference will your project make for communities?**

Negative environmental impacts will be reduced:

At present, there is little management within the Town Centre and wider townscape. This will be enhanced through the project, partly through development controls such as Article 4 Direction, but also through proactive Town Centre management under the direction of the Haslingden Taskforce. The project will enable groups like Love Haslingden and Haslingden Civic Pride to extend their reach and support better care and maintenance of the Town Centre.

Improvements to buildings will be made in a manner which reduces energy consumption, so where significant roof repair is undertaken, insulation will be added, carefully detailed double glazing will be added to new sash windows and original sash windows will be retrofitted with carefully detailed draught proofing.

The focus on Haslingden will be across stakeholders, so issues such as anti-social behaviour will be tackled through design, such as the inclusion of sympathetic security measures, and proactive work by the Police and other stakeholders.

Alongside this, physical improvements to the public realm and to buildings, including repairs, will reduce negative environmental impacts. Materials will be robust and have a very long life cycle.

More and wider range of people engaged with heritage:

Haslingden has one of the most diverse communities in Rossendale, which is a significant strength. Recent projects such as Apna have helped to create a shared heritage across the community and it is planned that the Townscape Heritage project can extend these positive impacts further.

Activities and training will support this. Training will be targeted at helping the community to understand the heritage of Haslingden and why it is important and then develop to offer practical advice and training on how

they can maintain their properties. This will target both property owners and those who undertake repair and maintenance work, focusing on traditional skills and use of appropriate traditional materials, building on learning from undertaking a similar series of activities in Bacup.

Activity will focus on Haslingden's many stories. One story is of Robert Scott, who earned a Victoria Cross during the Boer War and was born and lived in Haslingden, being 87 when he died. He is commemorated with a blue plaque, but it has now been discovered that the plaque has been placed on the wrong building! Finding out more about such individuals, showing that they are positive examples of Haslingden's community, particularly when engaging with young people, is a key aim of the project.

We will work during the development stage to better understand our diverse community so that we can broaden the audience engaging with heritage and measure this from a well understood baseline.

Better place to live, work, visit:

The project will make Haslingden a better place to live, work and visit. Haslingden has many amazing independent traders, who currently struggle and need strategic investment to help them to improve their offer. The variety and quality of the offer will then be improved, more people will visit, which will in turn create an economic environment capable of creating jobs and making Haslingden a better place to live. This is particularly important to the deprived community locally, who are in desperate need of more opportunities, which this project can offer.

A key part of this is the strategic work being undertaken to revitalise the markets offer across Rossendale. Rossendale Borough Council has been looking at its markets offer and finding that the fixed market in Haslingden is not working. It is detached from the Town Centre and away from the traditional location for the market. Conversely, the annual Haslingden Street Fair, essentially a recreation of the historic market along Deardengate, is very successful and draws significant footfall. As part of the project, it is intended to make improvements to the public realm at the upper end of Deardengate, the traditional location of the market, including providing heritage inspired gates adjacent the lamp, which will permit the road to be closed off and allow a 'pop up' market to take place regularly in this historic location. This will add to the growing visitor economy in Rossendale as the market will be in a more visible location, cross-fertilising the retail offer of the Town Centre and focusing economic activity into a better location.

Your local economy will be boosted:

The physical improvements to the area, along with events and activities, will generate additional footfall, increased spend and increased economic activity. The new market offer will further add to the critical mass of trading activity on a regular basis.

The project will act as a catalyst for the formation of a Traders group, who will be supported by Rossendale Borough Council and Haslingden Taskforce to tackle common problems and work together for collective benefit.

The Haslingden Townscape Heritage project will be linked to wider 'Invest in Rossendale' activities, encouraging those from outside the Borough to consider Haslingden as the home for their business, reducing the duration for which properties remain empty.

We will encourage local contractors to engage with the project and offer training to support their skills to ensure they can engage. Where larger contractors are used, we will encourage them through our approach to procurement to engage with the local supply chain and work hard to ensure that the expenditure remains, as far as is possible, within the local economy.

**4d What are the main groups of people that will benefit from your project?**

The project will offer benefits to the local community, which will include owners, operators and users of local businesses.

Business owners and operators will gain support for physical improvements to their properties, investment which will in turn benefit anyone who lives, works and visits the area.

Local contractors will have gained new skills and business opportunities.

Local schools and young people will have learnt new skills and developed a new appreciation for their heritage.

Visitors to the area will have benefitted from the improved environment.

Members of the local BAME community will have engaged with the heritage of their local area and learned new skills.

**4e Does your project involve heritage that attracts visitors?**

No

**4f How many people will be trained as part of your project, if applicable?**

850

**4g How many volunteers do you expect will contribute personally to your project?**

50

**4h How many full-time equivalent posts will you create to deliver your project?**

1.

**Section five: Project management**

**In this section, tell us how you will develop and deliver your project.**

## Development phase

### 5a What work will you do during the development phase of your project?

During the Development Phase, we will:

- Appoint a TH Project Officer, responsible for public engagement, developing the Activity Statement and any development stage activities, developing the Stage 2 application, appointing and managing consultants, general project management and HLF draw down.
- Appoint Design Team
- Establish traders group
- Develop Project Board
- Develop a Conservation Area Management Plan and Shop Front Design Guide
- Develop the Detailed Scheme Plan
- Develop designs for the Public Realm including street market and potential artist commission for gates / railings
- Develop detailed plans for interpretation and the digital elements of the project (blue plaque scheme)
- Develop a detailed timetable for the project
- Develop the project management structure and delivery strategy for the project
- Develop the approach to third party grants
- Develop the project outcomes and how these will be measured
- Develop the exit strategy for the scheme and how the outcomes will be maintained

### 5b Who are the main people responsible for the work during the development phase of your project?

The person responsible for the scheme during the Development Phase will be Guy Darragh, Economic Development Manager. He will be supported (and reported to) by a dedicated TH Project Officer, to be appointed as part of the scheme as well as the Rossendale Borough Council team, particularly those within the Economic Development Directorate, which includes Planning, Conservation and Asset Management. This group will meet monthly.

The TH Project Officer will be recruited through Rossendale Borough Council's normal recruitment approach and policy. It has however been noted that recruitment to the TH Project Officer role can be challenging and the salary level has been set to make the post attractive and sufficient funding has been allowed to ensure that if successful at Stage 2, the same person can remain in post.

A Project Board will be established, expected to be the Haslingden Taskforce with renewed governance and membership, echoing the successful Bacup THI Partnership Board approach. The Project Board will meet quarterly and will provide the strategic steer to the project. The Project Board will be chaired by the portfolio holder for regeneration, currently Cllr. Andy McNae, who has successfully chaired the Bacup THI Partnership Board.

A consultant team including a suitably qualified Architect and Quantity Surveyor with support from structural engineer and services consultant will be appointed. This will be undertaken in line with Rossendale Borough Council's procurement policy, taking a 'best value' approach with cost and quality criteria applied. Certain specialist surveys and investigations will be included within the scope of the consultant team's work, as will the preparation of the Conservation Area Management Plan and Shop Front Design Guide. The consultant team will report to the TH Project Officer and will provide progress updates on a monthly basis.

All other goods and services required will be procured in line with Rossendale Borough Council's procurement policy.

### 5c Complete a detailed timetable for the development phase of your project. Use the 'add activity' button to enter additional rows.



<b>Development activities</b>					
<b>Task</b>	<b>Start month</b>	<b>Start year</b>	<b>End month</b>	<b>End year</b>	<b>Who will lead this task</b>
Activity Plan	September	2018	February	2019	TH Project Officer
Conservation Area Management Plan	July	2018	November	2018	TH Project Officer / Conservation Officer
Detailed Scheme Plan Development	September	2018	April	2019	Design Team
Public Realm Design	November	2018	March	2019	Design Team
Community Engagement	September	2018	March	2019	TH Project Officer
Appoint TH Project Officer	July	2018	September	2018	Rossendale Borough Council
HLF Stage 2 Submission	April	2019	April	2019	Rossendale Borough Council
<b>Development risks</b>					
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>		<b>Who will lead this</b>
Lack of engagement	Medium	Medium	Stong community network and links already exist and consultation events to date have been well supported.		Rossendale Borough Council
Poor response to proposed activities	Medium	Medium	Community Engagement and Activity Plan.		Rossendale Borough Council
Unable to make consultant appointments within required timescales	Low	Medium	TH Project Officer is to be appointed as early as possible. Design Team appointment to be made independantly of TH Project Officer.		Rossendale Borough Council
Consultants are not appropriate to the project	Low	Medium	Project brief defines the scope, disciplines and type of consultant and a price / quality assessment.		Rossendale Borough Council
Key personnel are no longer available to the project.	Medium	Medium	Reporting and communication processes are robust. Information is captured.		Rossendale Borough Council / TH Project Officer
Progress delayed	Low	Medium	Project programme defines timescales. TH Project Officer to be appointed to monitor and manage programme.		TH Project Officer
Poor response to third party grant scheme	Medium	Medium	Early engagement with property owners based on robust information.		Undermines impact of the project, potential for underspend in the delivery phase.
Unable to gain consent for proposed scheme	Low	Medium	Shopfront Design Guide and Shopfront improvement scheme have established parameters. Early discussion with Conservation Officer.		Design Team
Surveys and Investigations find significant unknowns	Medium	Medium	Condition Survey undertaken. Plans in place for further surveys and investigations.		Design Team
Poor response to training programme	Medium	Medium	Utilise learning from the Bacup THI. Market events widely and effectively.		TH Project Officer

## Delivery phase

### 5e Who are the main people responsible for the work during the delivery phase of your project?

The person responsible for the scheme during the Delivery Phase will be Guy Darragh, Economic Development Manager. He will be supported (and reported to) by a dedicated TH Project Officer, as well as the Rossendale Borough Council team, particularly those within the Economic Development Directorate, which includes Planning, Conservation and Asset Management. This group will meet monthly.

The TH Project Officer is expected to be the same individual as led the Development Phase.

A Project Board will be established, expected to be the Haslingden Taskforce with renewed governance and membership, echoing the successful Bacup THI Partnership Board approach. The Project Board will meet quarterly and will provide the strategic steer to the project. The Project Board will be chaired by the portfolio holder for regeneration, currently Cllr. Andy McNae.

A consultant team including a suitably qualified Architect and Quantity Surveyor with support from structural engineer and services consultant will be appointed. This will be undertaken in line with Rossendale Borough Council's procurement policy, taking a 'best value' approach with cost and quality criteria applied. Certain specialist surveys and investigations will be included within the scope of the consultant team's work, as will the preparation of the Conservation Area Management Plan and Shop Front Design Guide. The consultant team will report to the TH Project Officer and will provide progress updates on a monthly basis.

Learning the lessons from Bacup, every effort will be made to undertake the works to groups of properties and a single contractor procured in line with Rossendale Borough Council's procurement policy for each of these groups. The procurement approach will ensure that contractors are encouraged to utilise a local supply chain to undertake the works, with support in terms of skills training offered where necessary.

All other goods and services required will be procured in line with Rossendale Borough Council's procurement policy.

### 5f Complete a summary timetable for the delivery phase of your project. Use the 'add activity' button to enter additional rows.

## Delivery activities

Task	Start month	Start year	End month	End year	Who will lead this task
Activity, Training & Events Programme	October	2019	September	2023	TH Project Officer
Develop High Priority Projects	September	2019	August	2020	TH Project Officer / Design Team
Deliver High Priority Projects	August	2020	July	2021	TH Project Officer
Develop Medium Priority Projects	August	2020	July	2021	TH Project Officer
Deliver Medium Priority Projects	July	2021	May	2023	TH Project Officer
Public Realm Design	July	2021	February	2022	TH Project Officer / Design Team
Deliver Public Realm	February	2022	September	2022	TH Project Officer

### 5g Tell us about the risks to the delivery phase of your project and how they will be managed. Use the 'add risk' button to enter additional rows.

<b>Delivery risks</b>				
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Who will lead this</b>
HLF Approval not achieved	High	High	Ensure HLF Stage 2 application is as robust as possible. Maintain dialogue with HLF throughout process. Monitor progress against agreed outcomes.	Rossendale Borough Council
Lack of engagement	Medium	Medium	Strong community network and links already exist and consultation events to date have been well supported.	TH Project Officer
High / Medium Priority projects do not come forward	Medium	High	Engagement during development phase. Consider altering intervention rate. Consider using Reserve projects.	TH Project Officer
Key personnel are no longer available to the project.	Medium	Medium	Reporting and communication processes are robust. Information is captured.	TH Project Officer
Change in scope of works post contract	Low	Medium	Design sign off process, technical review by design team.	TH Project Officer
Discovery of unknowns	Medium	Low	Non-intrusive surveys undertaken in development stage.	Design Team
Delays to planning process	Low	Medium	Submit applications as early as possible. Monitor process.	TH Project Officer
Errors and omissions by the Design Team	Low	Medium	Design sign off process, technical review by design team.	Design Team
Challenges with Building Regulations approval	Low	Medium	Building Control to be appointed to undertake scheme review pre-contract and plans approval targeted for pre-commencement.	Design Team
Procurement - Process takes longer than programmed	Low	Medium	EOI/PQQ documentation to include pass/fail criteria to exclude wholly inappropriate contractors. Process to be managed with regular communication with contractors. Tender list to include 5/6 contractors to allow for drop outs	Design Team
Procurement - Challenge to Process	Low	Medium	Follow accepted procurement routes and adhere to all standing orders, Ensure RBC sign off of process and steps	Rossendale Borough Council
Provisional Sums - Inadequate budgets allowed	Low	Medium	Minimise provisional sums within the tender package by designing all elements as far as practical	Design Team
Completion delayed	Low	High	Allow adequate time for the works, including programme contingency. Carefully monitor progress. Allow soft launch period.	TH Project Officer
Quality of end product insufficient	Low	Medium	Monitor quality of works closely on site. 'Snag' the works. Include quality control parameters in procurement process.	Design Team
Recruitment proves difficult	Medium	Medium	Ensure posts are competitively remunerated and advertised in appropriate and wide ranging locations.	Rossendale Borough Council

### 5h When do you expect the delivery phase of your project to start and finish?

#### Project start date

**Month** September | **Year** 2019

#### Project finish date

**Month** September | **Year** 2023

**5i Are there any fixed deadlines or key milestones that will restrict your project's timetable?**

No

**Section six: After the project ends**

In this section, tell us about what will happen once your project has been completed.

**6a How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?**

Outcomes will be sustained through the new Town Centre management structure introduced during the project through the Haslingden Taskforce. This, along with improved enforcement and development controls will maintain the physical improvements made.

The Haslingden Taskforce will also continue to run heritage focused activities and events intended to maintain the outcomes for people and communities noted. This approach will be developed further during the development phase.

It is not expected that there will be any additional running costs.

Financial sustainable will be driven by the wider economic regeneration of the Town that this scheme will catalyse.

**6b Tell us about the main risks facing the project after it has been completed and how they will be managed.****After project risks**

Risk	Likelihood	Impact	Mitigation	Risk Owner
Activities not well attended	Medium	Medium	Review activity programme and evaluation from activities. Alter approach, including activities themselves.	Rossendale Borough Council
Events not well attended	Medium	Medium	Review events programme and evaluation from events. Alter approach, including events themselves.	Rossendale Borough Council
Latent defects become apparent	Low	Medium	Revert to Design Team and Contractor to make good.	Design Team
Wider impacts not achieved	Medium	Medium	Begin action planning for wider impacts in the development phase.	Rossendale Borough Council
Recurrence of poor quality interventions	Low	Medium	CAMP, Article 4 Direction, removal of signage PD rights, Shop Front Design Guide, contractual arrangement with owners including clawback.	Rossendale Borough Council

**6c How will you evaluate the success of your project from the beginning and share the learning?**

During the development phase, we will undertake research to provide a baseline against each of the eight outcomes.

We will then undertake evaluation throughout the delivery phase against the baseline information and use this information on an ongoing basis to refine the approach to physical works, activities, training and events.

We will share this information on a regular basis, particularly with other similar projects, to ensure that our experience can benefit others.

## Section seven: Project costs

In this section, tell us how much it will cost to develop and deliver your project.

There is a limit of 20 words per 'description' section when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. Please see Section nine: Supporting documents within the programme application guidance for further information.

### 7a Development-phase costs

#### Development costs

Cost heading	Description	Cost	VAT	Total
Professional Fees	Design Team including Landscape Architect	71127		71127
New staff costs	TH Project Officer for 15 months	47500		47500
Recruitment	Cost of advertising / recruitment	1000		1000
Other costs (development-phase)	Surveys, investigations and activity	65975		65975
Full Cost Recovery				
Contingency		9280		9280
Non-cash contributions				
Volunteer time				
Total		194882		194882

#### Development income

Source of funding	Description	Secured?	Value
Local Authority	Rossendale Borough Council contribution	Yes	30082
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - corporate			
Commercial/business			
Own reserves			
Other fundraising			
Loan/Finance			
Non-cash contributions			
Volunteer time			
HLF grant request			164800
Total			194882

Total development costs	194882
Total development income	30082
HLF development grant request	164800
HLF development grant %	85

## Section seven: Project costs

### 7d Delivery-phase capital costs

Cost Heading	Description	Cost	VAT	Total
Purchase price of items or property				
Repair and conservation work	Works to High & Medium Priority properties	1278329		1278329
New building work	Works to the Public Realm	194063		194063
Other capital work				
Digital outputs				
Equipment and materials (capital)				
Other costs (capital)	Building Regulations & Planning fees	25000		25000
Professional fees relating to any of the above (capital)	Design Team incl. Landscape Architect	165964		165964
Total		1663356		1663356

## Section seven: Project costs

### 7e Delivery-phase activity costs

Cost Heading	Description	Cost	VAT	Total
New staff costs	TH Project Officer	152000		152000
Training for staff		5000		5000
Paid training placements		10000		10000
Training for volunteers		5000		5000
Travel for staff		2500		2500
Travel and expenses for volunteers		2500		2500
Equipment and materials (activity)		10000		10000
Other costs (activity)				
Professional fees relating to any of the above (activity)				
Total		187000		187000

### 7f Delivery-phase - other costs

Cost Heading	Description	Cost	VAT	Total
Recruitment	Budget for recruitment activity	2500		2500
Publicity and promotion		15000		15000
Evaluation		15000		15000
Other costs	Surveys & Investigations, Legal Costs, Ecological advice	42425		42425
Full Cost Recovery				
Contingency		290441		290441
Inflation		225781		225781
Increased management and maintenance costs (maximum five years)				
Non-cash contributions				
Volunteer time				
Total		591147		591147

## Section seven: Project costs

### 7g Delivery Phase income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Delivery-phase income exactly matches the total of your Delivery-phase costs or the system will not allow you to proceed.

Source of funding	Description	Secured?	Value
Local authority	Rossendale Borough Council contribution	Yes	170006
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - corporate			
Commercial/business	Contribution to third-party grants from property owners	No	470297
Own reserves			
Other fundraising			
Loan/Finance			
Increased management and maintenance Costs (maximum five years)			
Non-cash contributions			
Volunteer time			
HLF grant request			1801200
Total			2441503

### 7h Delivery-phase financial summary

Total delivery costs	2441503
Total delivery income	640303
HLF delivery grant request	1801200
HLF delivery grant %	74

### 7i If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

Contributions from other sources which are not yet secured are the contributions from property owners to the costs of the work.

These will be secured during the delivery phase, although it is expected that engagement with owners will ensure a level of commitment at HLF Stage 2 submission.

### 7j If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

Not applicable.

## Section eight: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.

If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

- ✓ If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.





## **Declaration**

### **a) Terms of Grant**

**You must read the standard terms of grant for this programme on our website.**

**By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.**

### **b) Freedom of Information and Data Protection**

**We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.**

**When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2, 3 and 4 of the application form to anyone who asks to see them once your application has completed the assessment process. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:**

Haslingden consultation - contains names of businesses and their responses - data protection issue.

Although some documents have been attached to the HLF portal, a drop box with all of the documents has been created. A link to this will be sent to northwest@hlf.org.uk

**We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first. The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.**

**When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:**

- To decide whether to give you a grant.
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.
- To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- To hold in a database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.
- If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.

**We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund**

Tick this box if you do not wish to be kept informed of our work

**I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.**

**I confirm that the activity in the application falls within the purposes and legal powers of the organisation.**

**I confirm that the organisation has the power to accept and pay back the grant.**

**I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.**

**I confirm that, as far as I know, the information in this application is true and correct.**

**I confirm that I agree with the**  **above statements.**

<b>Name</b>	Guy Darragh
<b>Organisation</b>	Rosendale BC
<b>Position</b>	Economic Development Manager
<b>Date</b>	05/12/2017

**Are you applying on behalf of a partnership?**  
No

## Section nine: Supporting documents

Please provide all of the documents listed at each round, unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.

In addition to numbers 1-8 below, you may also be required to submit further supporting documents that are specific to the programme that you are applying under. For further guidance, please refer to the application guidance Part four: Application form help notes. We will not be able to assess your application if we do not receive all the required information.

### First round

**1. Copy of your organisation's constitution (formal rules), unless you are a public organisation. If your application is on behalf of a partnership or consortium, please refer to the programme application guidance for more information on what you need to provide.**

If you have sent a copy of your constitution with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.

N/A

**2. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed (if applicable);**

Electronic

**3. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations;**

Not applicable

**4. Spreadsheet detailing the cost breakdown in Section seven: project costs;**

Electronic

**5. Calculation of Full Cost Recovery included in your development phases costs (if applicable);**

Not applicable

**6. Briefs for development work for internal and externally commissioned work;**

Electronic

**7. Job descriptions for new posts to be filled during the development phase;**

Electronic

**8. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision-makers.**

Electronic

**If applicable, please attach any additional documents as required for the programme that you are applying under. Use the box below to confirm in what format the additional documentation will be submitted.**

Electronic

**Please now attach any supporting documents.**

**When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.**

## **TERMS OF REFERENCE: HASLINGDEN TOWNSCAPE HERITAGE: PARTNERSHIP BOARD: TH Project Delivery**

### **1. AIMS AND OBJECTIVES**

The aims of the Partnership Board are:

- To guide the management and delivery of the Haslingden Townscape Heritage (TH)
- To provide additional skills, expertise and capacity to the project team where possible in order to ensure the delivery of the project.

### **2. FUNCTIONS AND RESPONSIBILITIES**

The key functions and responsibilities of the Partnership Board are:

- To advise on, manage and monitor performance and delivery against the Haslingden TH project plan;
- To ensure that links are established and maintained with other relevant community activity;
- To regularly feedback and inform Board Members' individual organisations of the delivery of the TH scheme and identify areas where their organisations may add to the capacity of the TH programme team.
- To ensure that systems are in place for monitoring the progress of the TH programme;
- To review the TH Project Plan on a regular basis in the light of progress, and to advise on updates as necessary;
- To oversee the delivery of a marketing, promotion and publicity programme;
- To oversee the delivery of the activity strategy agreed and submitted as part of the Round 2 bid and within the context of the TH Project Plan;

### **3. GRANT AID APPLICATIONS**

- To agree limits for delegated applications for grant aid eligible works under the TH scheme for determination by the Director of Business within the approved budgets, in accordance with the criteria set
- To determine non-delegated applications for grant aid eligible works under the TH scheme within the approved budgets, in accordance with the criteria set
- To undertake regular reviews of the Partnership Board's management and delivery processes (including the membership of the Board) in the interest of optimising progress against the TH Project Plan;

### 3. MEMBERSHIP

**Haslindgen TF will become the Haslingden TH Board subject to HLF round one approval**

The following organisations/sectors shall provide a named voting representative to sit on the Partnership Board and a named deputy:

<b>Board Themes</b>	<b>Votes</b>
<b>Chair Leader of Council</b>	<b>1 Vote</b>
<b>MP for Haslingden and Hyndburn</b>	<b>1 Vote</b>
<b>RBC Ward Councillor – Worsley (x 2)</b>	<b>2 Votes</b>
<b>RBC Ward Councillor – Greenfield (x 2)</b>	<b>2 Votes</b>
<b>LCC County Councillor</b>	<b>1 Vote</b>
<b>Credit Union Representative</b>	<b>1 Vote</b>
<b>RBC Economic Development Director</b>	<b>1 Vote</b>
<b>RBC Economic Development Manager</b>	<b>1 Vote</b>
<b>Events and Tourism Representative</b>	<b>1 Vote</b>
<b>Haslingden Traders Representative</b>	<b>1 Vote</b>
<b>Haslingden Traders Representative</b>	<b>1 Vote</b>
<b>Community Groups Representative</b>	<b>1 Vote</b>
<b>Interested Groups Representative</b>	<b>1 Vote</b>
<b>Heritage Groups Representative</b>	<b>1 Vote</b>
<b>REAL Representative</b>	<b>1 Vote</b>
<b>Small Business Representative</b>	<b>1 Vote</b>
<b>Large Business Representative</b>	<b>1 Vote</b>
<b><i>Local Resident Representative</i></b>	<b><i>1 Vote</i></b>
<b><i>Local Resident Representative</i></b>	<b><i>1 Vote</i></b>
<b><i>LCC Highways</i></b>	<b><i>No Vote</i></b>
<b><i>TH Project Officer/ Economic Development Officer</i></b>	<b><i>No Vote</i></b>

Where individuals are representing an organisation or are elected, a periodic check will be done to establish the correct representation.

Should an elected representative be deselected or fail to be re-elected, then they will be expected to tender resignation with immediate effect. They will be replaced by the newly elected member.

Where representatives are no longer endorsed by their organisation then they must disclose this and tender their resignation without delay. The organisation may then select a replacement representative.

### 4. ADVISORS

The Partnership Board may, at its discretion, invite other relevant organisations to appoint a representative to serve on the Board (with or without voting rights) or to attend as an observer.

## **5. RESPONSIBILITIES OF INDIVIDUAL BOARD MEMBERS**

Board members will be responsible for securing any necessary approvals from their individual organisations, both to the continuing commitment to the Partnership Board and, when required, in respect of specific projects within the TH Action Plan that they have agreed to help take forward.

All members of the Partnership Board will have a duty to respect the confidentiality of information received in their capacity as a Member of the Partnership Board.

Conduct within meetings should always be professional. Board members shall conduct themselves in a fit and proper manner and speak only when directed to by the Chair.

Board members must attend meetings regularly with tendered apologies sent in a timely manner. Missing 3 or more meetings will result in the Board contacting the represented organisation.

## **6. QUORUM**

No business shall be undertaken at any meeting unless there are a minimum of **five** voting members present.

## **7. AGENDAS**

Agendas and accompanying reports shall be provided at least 5 days in advance of each meeting and will be circulated to all members of the Board and – subject to any requirements of confidentiality, to invited advisors. Minutes will be circulated within 2 weeks of the previous meeting for reference purposes and to inform actions.

## **8. DECLARATIONS OF INTEREST**

It is the responsibility of the Partnership Board to ensure that its business is conducted in an open and transparent manner. Board members must therefore declare any personal or business interest in any item for discussion. Once such an interest is declared, members may speak on the item by invitation of the Chair and with the agreement of the Board, but must not vote on it. The Chair may ask Board members who have declared an interest to absent themselves in the case of any item of business where their presence might inhibit discussion.

A register of interests shall be established and completed by all Board members; this register shall be available to the Chair at all meetings. Members do not have an interest by virtue of employment by, or membership of, a body which is represented on the Board. The following interests of a Board member, his/her spouse or any family member must be entered into the register, and must be declared each time a relevant item comes up for discussion:

- Ownership of, or any other interest in, any property which is the subject of, or is likely to be materially affected by, a TH grant request; or is the subject of a planning application awaiting decision;
- Directorship of, ownership of or employment by any company or partnership owning or occupying any property which is the subject of, or is likely to be materially affected by, a TH grant; or is the subject of a planning application awaiting decision.

## **9. VOTING**

Decisions will be made by consensus. In the event of a disagreement it will be for the Chair to seek to resolve the differences and if this fails a vote will be taken. Voting on any matter shall take the form of a show of hands and will be determined by a simple majority. In the case of an equality of votes, the Chair shall have a second or casting vote. Where appropriate, urgent matters may be dealt with by written procedure.

## **10. APPOINTMENT OF OFFICERS**

The Partnership Board shall appoint a Chair and up to two joint Vice Chairs from amongst its membership. The vice chairs will be proposed and seconded by the Board members and in the event of multiple nominations, there will be a general vote with the Chair having the casting vote. Preferably, the three appointments will be representative of the public sector, private sector and voluntary sector. In the absence of the Chair for any meeting, one of the joint Vice Chairs will be elected Chair of that meeting.

Rossendale Borough Council will carry out the role of Accountable Body and provide secretarial support to the Board.

The Partnership Board shall operate at all times in accordance with Rossendale Borough Council's Standing Orders and Financial Regulations.

## **11. SUB GROUPS**

The Partnership Board may establish Sub-Groups to undertake work on any subject area that falls within its overall remit and may, subject to the financial, legal and other requirements of the Accountable Body, delegate decision-making powers to them. Decisions taken by Sub-Groups must be consistent with the same statutory, financial and other frameworks (particularly those relating to Rossendale Borough Council's Accountable Body responsibilities) as those taken by the full Board.

No Sub-Group may undertake any business unless and until the Partnership Board has agreed Terms of Reference and the limits of delegated authority. Sub-Groups may, with the agreement of the Partnership Board, contain members who are not members of the Partnership Board. Any Sub-Group must contain a minimum of **two** Board members, and may only make decisions if at least **both** board members are present.



Decisions made by Sub-Groups must be reported in writing to the next meeting of the Partnership Board.

## **12. THEMATIC CHAMPIONS**

In order to inform and enliven Partnership Board discussion, Board members will be nominated to act as thematic champions.

Their role and responsibilities are to:

- Investigate and identify issues and opportunities relating to their thematic area;
- Liaise between stakeholders, external experts, the Project team and Partnership Board to ensure that their thematic area is being effectively delivered; and
- Provide support, awareness and scrutiny on activities pertaining to their thematic area.

## **13. CHANGES TO THE TERMS OF REFERENCE**

The Partnership Board may amend the Terms of Reference of the Partnership Board, subject to a majority vote. A 7 days' consideration period must be provided for an amended Terms of Reference.

## JOB DESCRIPTION

Rossendale Borough Council is actively pursuing equality of opportunities. Applicants to job share are encouraged in respect of full-time posts.

Job Title	<b>TH Project Officer</b>
Ref No	<b>TBA</b>
Service	<b>Business Directorate</b>
Unit	<b>Regeneration</b>
Team	<b>Economic Development</b>
Grade	<b>Grade 6 (scp 28-32)</b>
Responsible to	<b>Economic Development Manager</b>
Responsible for	<b>none</b>
Other	<b>Are in accordance with the National Joint Council for Local Government Services.</b>

### *Job Purpose*

To be the principal lead for the TH and work in partnership with a multi- disciplinary team of Council advisors (TH Steering Group and Partnership Board). This is a key ambassadorial role for the TH Programme, as it moves into its delivery phase, requiring the post holder to have high level interpersonal, project management and communication skills and the ability to build relationships with the local business community, voluntary groups, landlords, tenants, elected members, other County Council and Council departments, and the Council’s Joint Venture Partner

### *Core Values*

This section of the job description sets out the specific responsibilities of the individual post holder and the services for which they are responsible. There is an expectation that those responsibilities are delivered in accordance with the Council’s core values:

**Customers Matter** – Recognising the diversity of customers and developing services which recognise individual needs.

**Listening and Communicating** – Listening and communicating in a number of different ways.

**Loyalty** – Building trust and confidence.

**Management of Performance** – Remaining focused and delivering identified and measured outcomes.

**Celebration of success** – Evaluating, learning and recognising what we have done well.

## ***Core Management Responsibilities***

- To contribute to the effective management of the Service in achieving the Directorate's vision and strategies through the development and implementation of corporate and service-specific initiatives.
- To contribute and engage with the LSP, Pennine Lancashire and wider Lancashire Agenda
- To take a lead or to actively co-operate with colleagues on cross-cutting corporate projects, initiatives or areas of activity on behalf of the Council as a whole.
- To contribute to developments in policy and to contribute to the effective implementation within service areas of corporately agreed policies and procedures.
- Be aware of current and pending Government legislation and react positively to contribute to its implementation.
- Foster a 'partnership' between all levels of management and staff to embrace continuity and change in all aspects of organisational development.
- To contribute to the operation and application of the Council's Equal Opportunities Policy.
- To contribute to the communication of and implementation of the Council's customer care standards.
- Represent the Council at a local level, the local community, the private sector, academic institutions and any other appropriate organisations.
- To contribute to the implementation and monitoring of systems to manage, develop, monitor, evaluate and review performance at all levels and deliver agreed targets, service standards and budgets.
- To contribute to the corporate mechanisms designed to lead, motivate and develop the performance of staff in order to enable the Council to attract and retain a high calibre of expertise and professionalism within the workforce.
- To actively co-operate with colleagues on cross-cutting corporate projects, initiatives or areas of activity on behalf of the Council as a whole.
- To consult and engage with appropriate stakeholders to influence developments in policy and to contribute to the effective implementation within service areas of corporately agreed policies and procedures.
- To contribute to ensuring that the service complies with both the requirements of the Council's constitution, contractual procedures and the reporting requirements of the Performance Management Framework, including in relation to the quality of data, and the statutory officers (the Chief Finance Officer and Monitoring Officer)

- To positively promote the Council and its priorities at all times and to all audiences both internal and external to the Council.
- To attend organisational development activities as identified as essential to the post or through the personal development review process.
- To provide a positive role model for staff throughout the organisation, and promote the Council's corporate standards and values.
- To establish a positive and productive working relationship with all elected members.
- To secure the health safety and wellbeing of all staff employed in the Directorate in line with corporate policies.
- To attend special events and to work out of hours as and when required. Such out of hours work and cover will be provided on the basis of scheduled time off in lieu.

### ***Main Duties and Responsibilities***

1. To be the principal lead for the TH and work in partnership with a multi- disciplinary team of Council advisors (TH Steering Group and Partnership Board).
2. To co-ordinate and liaise with colleagues, consultants and the Council's Joint Venture Partner ensuring that the programme is delivered in accordance with the objectives of the TH, partner organisations and existing Council strategies, regeneration objectives and procedures.
3. To have responsibility for the day to day management and effective implementation of the delivery of a programme of TH grant eligible projects within the Haslingden Town Centre and to provide reliable advice and information to stakeholders. Effective communication with applicants and prospective applicants will be key, particularly in marketing the scheme and helping applicants to sign up to the scheme through our Joint Venture Partner.
4. To manage and be accountable for the delivery of grant funded projects. This will include promotion of the scheme to potential applicants and other stakeholders, responsibility for the overall and day to day financial administration, control and accountability of all aspects of the project.
5. The Postholder will lead on the assessment of the appropriateness of schemes for repair, refurbishment or reuse in liaison with the Joint Venture partner and on behalf of clients The postholder will tender for and manage consultants to ensure that the relevant expertise is included in the specification and implementation of the scheme
6. The postholder will lead contractual negotiations with JV Partner in respect of the scheme and individual property owners in liaison with the Council's legal department and other external experts where necessary

7. The postholder will lead on securing planning and other consents for the scheme through production of planning material management of architects and other consultants where necessary, and liaison with building owners and the Council's planning department.
8. The postholder will lead on the client- side responsibilities from the Construction Design and Management Regulations perspective ensuring that the Council complies with its responsibilities and manage consultants to facilitate this work.
9. The postholder will lead on the specifying works on behalf of the client in liaison with the appointed architect and Joint Venture partner, to ensure that the appropriate heritage quality is achieved within the available budget.
10. In conjunction with the Economic Development Manager to be responsible for monitoring of on-site works and direct liaison with professional agents, contractors, funding partners and stakeholders in ensuring compliance with grant conditions, ensuring the use of suitable methods for executing works to historic buildings and the implementation of the work to appropriately high standards, prior to the processing of claims for payment as required to meet all financial, audit and other requirements of all funders including the Council.
11. To organise and facilitate historic skills training courses and other awareness raising events in connection with the TH and monitor and evaluate their effectiveness in line with the established TH training and community engagement plans.
12. In conjunction with the Economic Development Manager to prepare submissions for appropriate funding programmes as required to complement the Common Fund. This will include engagement with funders, securing of funding and monitoring of implementation and expenditure.
13. To lead on the development and organisation of consultation events with the local community and business community. This will include developing relationships with local community groups to engage and empower their involvement in the project and liaison with the Council's Communities Team on supporting these events.
14. To undertake the formulation and review implementation of the TH Annual Action Plans through the production of monthly reports, quarterly returns and revised Action Plans, in liaison with the HLF, in forecasting future financial commitments and progressing the grant programme to draw down funds in accordance with contractual obligations with funding partners.
15. To be the Borough Council's lead in liaison with the County Council to co-ordinate delivery of a Public Realm Programme based on a preferred option following a display and exhibition consultation event in Haslingden. To be responsible for management of the landscape design consultants in respect of the public realm scheme, and to seek additional funding to complement the TH proposals.
16. To regularly report on progress to the Economic Development Manager, the TH Working Group and the TH Partnership Board

17. To develop and write reports, undertake presentations and write and develop promotional material in respect of the development of the TH Programme as required. This includes presenting reports to the Partnership Board, Working Group, Rossendale Borough Council Cabinet, Overview & Scrutiny and Full Council meetings, RBC Management Team and Programme Board, community and business groups and other groups.
18. To manage a TH website, promotional literature, press releases and other media outlets as required such as facebook, twitter etc
19. Establish and maintain appropriate project management systems in compliance with the Council's project management protocols
20. To comply with the Council's policies including Health and Safety and Equal Opportunities guidance, the requirements of the Data Protection Act, the Council's Financial Management Regulations and other relevant Council and Government Regulations and Directives.
21. Participate in a performance review and development discussion and where necessary, undertake a plan of training.

### **General Statement**

The information contained in this job description is furnished to assist employees joining the council to understand and appreciate the work content of their post and the role they play in the organisation. However, the following points should be noted:

- Whilst every endeavour has been made to outline all the duties and responsibilities of the post, a document such as this does not permit every item to be specified in detail. Broad headings, therefore, may have been used, in which case all the usual associated routines are naturally included in the job description.

### **Health and Safety at Work**

The Health and Safety at Work Act stipulates that it is the responsibility of every employee to observe all rules governing health and safety and such safety equipment as provided must be used.

### **Equal Opportunities**

The Council is an Equal Opportunities Employer and has equal opportunities policies with which you are expected to comply at all times. The Council condemns all forms of harassment and is actively seeking to promote a workplace where employees are treated with dignity, respect and without bias.

### **Community Safety**

Section 17 of the Crime and Disorder Act requires local authorities to consider the community safety implications of all their activities. Officers of the Council should have an awareness of community safety and consider any community safety implications within their own area of responsibility.

## **Disability Discrimination Act 1995**

Where appropriate the duties may be reviewed where an applicant is a disabled person, or an existing employee becomes unable to carry out the full range of duties due to a disability.

## **Absence**

Applicants are asked to note that Rossendale Borough Council has a Management of Absence Policy and there is an expectation that employees attend work on a regular basis or with reasonable adjustments where applicable.

**NOTE:** This Job Description summarises the major responsibilities of the post. It is not intended to exclude other activities, nor future changes from the post holder's responsibilities.

**FULL EQUALITY IMPACT ASSESSMENT**

<b>Name of Policy, Decision, Strategy, Service or Function, Other: (please indicate)</b>	Haslingden- external funding bid	
<b>Lead Officer Name(s) &amp; Job Title(s) :</b>	Guy Darragh, Economic Development Manager Megan Eastwood, Economic Development Officer	
<b>Department/Service Area:</b>	Economic Development	
<b>Telephone &amp; E-mail Contact:</b>	01706252568 <a href="mailto:guydarragh@rossendalebc.gov.uk">guydarragh@rossendalebc.gov.uk</a> 01706252480 meganeastwood@rossendalebc.gov.uk	
<b>Date Assessment:</b>	<b>Commenced:</b> 08/02/18	<b>Completed:</b> 07/03/18

**We carry out Equality Impact Assessments (EIA) to analyse the effects of our decisions, policies or practices. The EIA should be undertaken/started at the beginning of the policy development process – before any decisions are made.**

**1. OVERVIEW**

<b>The main aims/objectives of this policy<sup>1</sup> are:</b>
To bring about economic regeneration of Haslingden Town Centre through the Haslingden TH project. The £2m heritage investment will see improvements to the public realm. Completing shop front replacements and building repairs sympathetic to the local area and its history. It will also bring the community together through engagement events. The project will last for around 5 years and phases of the project will be carefully considered at various Haslingden TH board meetings.

(Refer to "**EIA Guidance**" for details)

Is the policy or decision under review (please tick)

New/proposed

Modified/adapted

Existing

<b>The main intended people or groups that will be most affected by this policy are:</b>
The project will improve the economic sustainability of Haslingden Town Centre and therefore it is intended that all aspects of the community will benefit from the investment. There will be grants available for building owners in the town centre and they will be a direct beneficiary of the project. The specific grants will bring vacant units back into use and update current retail units keeping in mind their original, traditional features. Community initiatives form part of the project, through a series of events and activities as well as training in heritage skills and techniques, the community will be brought together,

<sup>1</sup> Policy refers to any policy, strategy, project, procedure, function, decision or delivery of service.

<b>Responsible Section/Team</b>		<b>Version</b>	
<b>Responsible Author</b>		<b>Due for review</b>	
<b>Date last amended</b>		<b>Page 1 of 8</b>	



adding value to their knowledge of historical buildings and architecture as well as creating a townscape that they can be proud of. The whole community will also benefit through enhancements to the public realm, areas will receive an upgrade through an uplift in materials creating an attractive open community area.

(Refer to "**EIA Guidance**" for details)

## 2. FINDINGS / EVIDENCE

<b>FINDINGS/EVIDENCE: The following information/data has been considered in developing this policy/decision (including any consultation or engagement):</b>	
<b>Information/data obtained and/or Consultation/engagement carried out (please state who with)</b>	<b>What does this tell us? / What does it say?</b>
YES	<p>Business owners and were surveyed as part of the application for the stage one submission. All of the businesses surveyed supported the application for funding to regenerate the town whilst maintaining the heritage.</p> <p>A drop in session was also arranged at the local library for residents to come forward with their thoughts and feelings toward a potential regeneration of Haslingden Town Centre. There were no negative comments in relation to this.</p>

Add more/delete rows as required - See **EIA Guidance**

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### 3. EQUALITY IMPACT

Using the table below please indicate whether the policy/strategy/decision has a positive, negative or no impact from an equalities perspective on any of the protected equality groups listed below. **Please also give consideration to wider equality of opportunity and community cohesion impacts within and between the groups identified.** See EIA Guidance

Equality		Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts <u>or</u> reasons why it will be of positive benefit or contribution)	No Impact
Age	Older people	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of age. Effort will be made to include all age groups as part of the community initiatives and engagement aspect of the project. The scheme will be marketed online, through community drop in sessions, leaflets and posters. These will be made available in various formats to include all aspects of the community.	X
	Younger people and children	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of age. Effort will be made to include all age groups as part of the community initiatives and engagement aspect of the project. The project will be marketed online, through community drop in sessions, leaflets and posters. These will be made available in various formats to include all aspects of the community.	X
Disability	Physical/learning/mental health	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of disability. There will be an effort to include all members of the community and as such, activities will be arranged to accommodate members of the community with disabilities. In addition, careful planning and consideration will take place whilst public realm enhancements take place in line with the Council's Equality Duty.	X

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Equality		Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts or reasons why it will be of positive benefit or contribution)	No Impact
<b>Gender Reassignment</b>	Transsexual people	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of gender.	X
<b>Pregnancy and Maternity</b>		<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of pregnancy.	X
<b>Race (Ethnicity or Nationality)</b>	Asian or Asian British people	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of race.	X
	Black or black British people	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of race.	X
	Irish people	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of race.	X
	White British	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of race.	X
	Chinese people	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of race.	X
	Gypsies & Travellers	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of race.	X
	Other minority communities not listed above (please state)	<input type="checkbox"/>	<input type="checkbox"/>	The project does not directly address issues of race.	X
<b>Belief or Religion</b>		<input type="checkbox"/>	<input type="checkbox"/>	There will be no positive or negative impact on belief or religion	X
<b>Sex</b>	Women	<input type="checkbox"/>	<input type="checkbox"/>	There will be no positive or negative impact on sex	X
	Men	<input type="checkbox"/>	<input type="checkbox"/>	There will be no positive or negative impact on sex	X
<b>Sexual Orientation</b>	gay men, gay women / lesbians, and bisexual people	<input type="checkbox"/>	<input type="checkbox"/>	There will be no positive or negative impact on sexual orientation	X
<b>Marriage and Civil Partnership (employment only)</b>		<input type="checkbox"/>	<input type="checkbox"/>	There will be no positive or negative impact on marriage and civil partnership	X
<b>Contribution to equality of opportunity</b>		X	<input type="checkbox"/>	Equality of opportunity will be an underlying principle of the project. The promotion of the project will be through a variety of mechanisms such as	<input type="checkbox"/>

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Equality	Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts or reasons why it will be of positive benefit or contribution)	No Impact
			newsletters, leaflets, websites, drop in sessions, social media and press releases. The community initiative programme will encourage all to be involved.	
Contribution to fostering good relations between different groups (people getting on well together – valuing one another, respect and understanding)	X	<input type="checkbox"/>	The project will bring various groups together through community training and initiatives, meetings and activities. Through consultation with businesses and local residents, it is clear that everyone would like to see the regeneration of Haslingden Town Centre. The Haslingden Taskforce group which is chaired by the Leader of the Council demonstrates that the regeneration of Haslingden is important to Rossendale Council.	<input type="checkbox"/>
Human Rights <a href="http://intranet/site/scripts/documents_info.php?categoryID=86&amp;documentID=251">http://intranet/site/scripts/documents_info.php?categoryID=86&amp;documentID=251</a>	<input type="checkbox"/>	<input type="checkbox"/>	There will be no positive or negative impact on human rights	X

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#### 4. OUTCOME OF EIA – COURSE OF ACTION TO BE TAKEN

What course of action does this EIA suggest you take? More than one of the following may apply	Please indicate
<b>Outcome 1: No major change required.</b> The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken.	X
<b>Outcome 2: Adjust the policy</b> to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? If there is a negative impact identified, you must consider (and evidence/record) what mitigating actions you have or will put in place to reduce the negative impact where/if possible, and to enhance the positive impact. This might include any partnership discussions/working that needs to be undertaken. Complete EIA Action Plan as appropriate.	<input type="checkbox"/>
<b>Outcome 3: Continue the policy despite potential for negative impact</b> or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact. This might include any partnership discussions/working that needs to be undertaken. Complete EIA Action Plan as appropriate.	<input type="checkbox"/>
<b>Outcome 4: Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination or significant negative impact that can not be justified or mitigated against. <u>You must speak to the People and Policy Team immediately.</u>	<input type="checkbox"/>

**If a negative impact as been identified and there are no sufficient mitigating actions in place or planned. Please see the guidance and you must speak to/ see advice from your Head of Service or the People and Policy Team.**

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## 5 . EIA ACTION PLAN & REVIEW

**Based on the impact assessment, findings/evidence and outcomes identified above, please complete the Action Plan below – these should be actions arising as a result of undertaking the EIA.**

The Action Plan should address (not exhaustively):-

- Any gaps in findings/evidence research including any consultation or engagement regarding the policy and its actual/potential affects.
- How you will address any gaps.
- What practical changes/action will help reduce any negative impacts that you have identified.
- What practical changes/action will help enhance any positive contributions to equality.

**Further Actions Required:** Yes  No

### EIA Action Plan

Issue	Action required	Lead officer	Timescale

Please add more rows if required.

***Actions arising from the Impact assessment should form part of the business planning process for service areas.***

### Monitoring & Reviewing the Effect of the Policy

Please state how you will monitor the impact and effect of this policy and where this will be reported:

N/A

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**INTERNAL ONLY**

**MANAGEMENT ACTION REQUIRED (to be completed by the relevant Head of Service following Management Team / Programme Board review)**

- Outcome of EIA agreed/approved by Management Team / Programme Board :  
Yes  No
- Referred back to Assessor/Author for amendment : (date)
- Published/made publicly available on: (date)

Signed:..... (Head of Service / Director) Date:

Date of Review<sup>2</sup>:

**[To be completed by the lead officer]**

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<sup>2</sup> This date will be set on an annual basis as default for review unless otherwise specified by you.

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