

# Haslingden Big Lamp

## Shining Light on Haslingden's Heritage



Invitation for Expression of Interest:

Professional services to undertake annual reviews and a final evaluation of the Haslingden National Lottery Heritage Fund 'Big Lamp' project.



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**1.0 Introduction:** Rossendale Borough Council (RBC) is looking to appoint suitably qualified and experienced individual/organisations, to complete annual evaluations, and one final evaluation of the five-year Haslingden Big Lamp project. The Big Lamp project is funded by The National Lottery Heritage Fund (NLHF), with a contribution from RBC and from private individuals. The project will see £2.8million of investment into Haslingden town centre.

Focused on Higher Deardengate, in the Haslingden Conservation Area the projects aims to:

- Deliver a programme of third party grants to repair and reinstate historical features focusing on shopfronts, roofs, windows, and masonry works, and including 1 internal re-purposing project. Up to 55 properties (11 high priority, 10 medium and 34 reserve) on Upper Deardengate and Lower Deardengate, Haslingden will be in a better condition as a result;
- Deliver public realm improvements along Upper Deardengate in partnership with Lancashire County Council; including creating a pedestrianised area, repairs to the Big Lamp, two green alleyways, soft landscaping and the creation of rain gardens;
- Hold a series of workshops to promote the conservation of the historic environment, including improving local traditional building maintenance skills;
- Hold a series of walks, talks, events and re-enactments researching and sharing the history of the town and its communities;
- Work with partners, schools, and local community groups to reach new and diverse audiences through the delivery of the project;
- Deliver a Community Grant scheme enabling community groups and local businesses to explore their heritage, in accordance with National Lottery Heritage Fund guidance;
- Conserve and enhance the character of the Conservation Area to conservation best practice through proactive management, monitoring and use of statutory enforcement powers;
- Undertake thorough evaluation throughout the project according to National Lottery Heritage Fund guidance.

Building owners will be eligible for a fixed grant of 75% towards the total costs for repair and restoration works to buildings. This will involve a combination of grant towards works to individual buildings with the aim of repairing and restoring them using specialist conservation materials and skills. The grants are available to identified buildings within the project boundary; which have been prioritised subject to the following:

- Condition Status;
- Townscape;
- Significance;
- Potential Impact.



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The project will also engage with owners of one large vacant building within the project boundary and a grant will be available to restore the building to enable it to have a viable commercial or residential use and become an active part of the high street again.

The project has a significant public realm improvement scheme that will create a multi-use events square to the top of Higher Deardengate, creating a place of community activity and socialising. Works to widen the pavements and reduce the carriage way for traffic will be introduced and a one way system will mean that traffic is better controlled and help in improving air quality and pedestrian safety. Planting and trees will also be introduced to increase urban biodiversity.

Other activity includes the delivery of a diverse and exciting range of community engagement events and training opportunities, the establishment of the Haslingden Business Association and the delivery of a community micro grants programme – designed to increase skills and capacity of local community and voluntary organisations.

The Big Lamp project is the first project to begin the delivery of the council's Haslingden 2040 Vision & Masterplan – a 20 year programme of grant funded capital and revenue works, refined through extensive public consultation, to enable Haslingden to become a vibrant, thriving, resilient and sustainable town for its local community, the business and visitors alike.

## **2.0 Services required:**

The Big Lamp project has recently begun its second year of delivery after receiving formal permission to start from the NLHF in late Sept 2021. The council, in partnership with NLHF, would now like to appoint a suitably qualified consultant to undertake an annual review of the project, with annual reviews being undertaken each year in October / November and one final overarching evaluation report upon completion of the project in August 2026.

Specifically the role of the consultant will be required to:

- Review the project programme to identify which elements of the project have been delivered to date and make comparisons against baseline data collected in the grant submission stage of the project;
- Engage with and run consultation sessions/workshops with the projects partners, community groups, voluntary organisations, businesses and stakeholders in order to record their impressions, thoughts and experiences of the project to date;
- Identify external factors that may/may not be affecting the project;
- Prepare a report identifying the projects annual position to the overall proposed outcomes for the project, in relation to the project's approved purposes.
- Undertake a final evaluation of the entire project including findings from annual evaluation reports, achievements of the project, challenges and risks, and lessons learnt.



### 3.0 Annual evaluation(s):

An independent evaluation was undertaken to identify the successes and lessons learnt of the Stage 1 delivery of the project. This evaluation highlights elements that should be explored in the Stage 2 evaluation of the project. Please see Appendix A for further information.

Evaluation criteria includes the following:

- Outputs which have been identified to be measured;
- Sets out the current baseline and future target position;
- The methodology for evaluation;
- The frequency of collection.

These outputs are grouped in consideration of the outcomes the National Lottery Heritage Fund have set out for this current set of grant funded projects:

#### Outcomes for heritage:

- A wider range of people will be involved in heritage;
- Heritage will be in better condition;
- Heritage in the town centre will be enhanced;
- There will be an increase in heritage training qualifications.

#### Outcomes for people:

- People will have developed skills;
- How many participants, volunteers and employees will be upskilled?
- People will have greater well-being;
- This project will engage hard to reach groups;
- This project improves social isolation following the Covid-19 Pandemic;
- This project improves community spirit.

#### Outcomes for Communities:

- The local area will be a better place to live, work or visit
- This project will improve the look/feel of the town centre;
- This project encourages visitors to Haslingden;
- The local economy will be boosted;
- This project will contribute to a higher footfall in the town centre;
- The project will help reduce unemployment in Haslingden.

### 4.0 End of programme evaluation:

A final evaluation will also be undertaken upon completion of the project, which is currently the end of August 2026. The final evaluation will be an objective third person perspective review of the project and will be expected to challenge the actual project outcomes in line with the proposed outcomes at the start of the project and during the annual reviews.



It will also be a platform to discuss the strengths and weaknesses of the project, barriers to the project and how they were overcome or how they could have been overcome better, what the project delivered well and what it achieved and finally how the project's legacy will be the catalyst for the continued growth and development of Haslingden.

Information to be included in the final evaluation can be found in Appendix B.

Currently when the project undertakes events, training opportunities, holds meetings, gathers demographic information, it is collated to ensure that there is an ever developing data base of information which will be invaluable to the review and evaluation processes. After event/training evaluations are also written and kept on file.

## 5.0 Timescales:

The timescales for the appointment of an appropriate consultant is shown below:

Milestone	Indicative Date
Expression of Interest deadline	06/04/2023
Inception meeting with appointed consultant	w/c 10/04/2023
Timetable of annual reviews agreed:	
Dates of which evidence and data is shared	To be agreed
Date of which a draft review is submitted	To be agreed
Final report for that year:	
2021/2022	To be agreed
2022/2023	Mid Nov 2023
2023/2024	Mid Nov 2024
2024/2025	Mid Nov 2025
Start of final evaluation period	Nov/Dec 2025
Draft evaluation submitted for approval	June 2026
Final evaluation submitted for approval	August 2026

These dates may be subject to change at the discretion of the council but as much notice will be given in the event of a timescale change occurring.

## 6.0 Fees:

The tenders will be evaluated according to PRICE and QUALITY as follows:

- Value for Money (40%)
- Methodology statement responses (55%)
- References from previous project evaluations undertaken (5%)



The council requests that interested professional submit their most competitive rates along with supporting evidence demonstrating experience and expertise in this area. The council has a set budget for this brief and it is expected that returns should not exceed £15,000.

The payment schedule is likely to be split between the annual evaluations and the final evaluation and will be subject to the council's approval of submitted reports.

- a) Please use the following table to indicate your day rate and anticipated time requirements (40%):

	Hourly rate	Proposed time required
Annual evaluations for years 1 & 2 -		
Annual evaluation year 3		
Annual evaluation year 4		
Annual evaluation year 5		
Final evaluation		

- b) Please state if expenses (mileage) are included in the above costs – if not please state your required allowance/rate for this.

**Methodology statements (55%):**

- a) Please detail your methodology in approaching each of the reports.
- b) Please provide a timeline of actions for each of the annual reports and for the final report, setting out key phases, milestones and meetings with the project team (Gantt chart format).
- c) Please explain how you will measure the projects progress in line with the approved outcomes, aims and objectives, of the National Lottery Heritage Fund.
- d) Please confirm that all staff members/volunteers working on this commission will all, where appropriate, have DBS (Disclosure and baring Service) check.





Please provide 2 references and details of project evaluations you have undertaken – please limit to a side of A4 each (5%).

### **7.0 Project Team:**

The appointed agent will work closely with the project team, including:

Mhorag Saxon  
Heritage Regeneration Project Manager (main point of contact)  
Economic Development  
Rossendale Borough Council  
Futures Park  
OL13 0BB

01706 252477  
[mhoragsaxon@rossendalebc.gov.uk](mailto:mhoragsaxon@rossendalebc.gov.uk)

or

Laabiyah Iqbal  
Heritage Regeneration Project Officer  
Economic Development  
Rossendale Borough Council  
Futures Park  
OL13 0BB

01706 252483  
[laabiyahiqbal@rossendalebc.gov.uk](mailto:laabiyahiqbal@rossendalebc.gov.uk)

### **8.0 Further Information:**

Any questions concerning this brief should be directed to Mhorag Saxon, in the first instance.





## Appendix A

# Evaluation Overview Report:

## Haslingden's Deardengate Big Lamp Heritage Project - Development of National Lottery Heritage Fund Stage 1 Application Proposals for Stage 2 Bid Submission

**Date: 12 February 2021**





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## 1. Executive Summary

### 1.1 Purpose of Report

IntoPlaces Ltd as independent town centre regeneration and national High Street Task Force experts with over 30 years' experience working to successfully support heritage towns and assets, has been commissioned to provide an independent end of Stage 1 evaluation overview of the development of Haslingden's Deardengate Big Lamp Heritage Project Plan. The document has been prepared in line with National Lottery Heritage Fund guidance on evaluating heritage projects but as an interim evaluation overview report. It is based on available sources of documentary information, the emerging Deardengate Big Lamp Heritage Area Action Plan (subject to minor changes following the Development Review report) as well as discussions with the Project Officer, Economic Development and Property Services Manager and key stakeholders representing different sectors and aspects of the Project (see section 5.2 for main points). It is supplemented by further desk research and national research data relating to town centres (see Appendix 1 for full list of reference documents).

This report will provide the following:

- Establish whether the development stage of the Project's Plan is achieving the three overarching National Lottery Heritage Fund's Heritage Outcomes (for Heritage, for People and for Communities) through its activities and outputs in this Stage 1 period and to continue over a 5 year delivery period, subject to Stage 2 funding
- Research the baseline data, progress reports and external data sources that support the proposals
- Make independent recommendations to enhance the Project's monitoring and delivery to create sustainability and a lasting heritage legacy
- Help to inform a detailed Evaluation Report on completion of the 5 year project

### 1.2 Summary of Key Findings in the Deardengate Big Lamp Heritage Project Development Phase

Despite unforeseen external factors such as CV-19 pandemic and extremely challenging times for town centres impacting on the Project's delivery of Stage 1 objectives, the Project has developed its Area Action Plan to protect and enhance Haslingden's heritage assets, engaging a wide range of local people and communities to identify and get involved in trialling heritage activities and priorities important to them that will have lasting benefits for this underutilised but unique area and the wider town.

The project's main aims are to:

- regenerate Deardengate and its unique heritage assets - a key historic area of the town that had been neglected - through traditional methods of restoration and preservation;
- improve the historical streetscape, pedestrian linkages and community spaces to encourage local people back and attract new visitors;
- create bespoke and inclusive heritage activities that link local people and communities to the area to learn from and celebrate its rich history, discover new skills and promote social wellbeing;
- provide an improved trading environment for new and existing businesses to thrive and boost the local economy.

Supported by National Lottery Heritage Fund Stage 1 funding as well as Council funding and staffing resources, extensive consultations and stakeholder engagement took place (see Section 4.4). This resulted in the development of a collective Vision and detailed Area Action Plan which is the basis of the National Lottery Heritage Fund Stage 2 Application for Haslingden's Deardengate Big Lamp Project.

The proposed Area Action Plan embodies the Haslingden 2040 Vision for the town – which, as its strapline - *Small Town, Big Heart* – indicates, has its people and community at its heart.

With linkages to the surrounding residential area/businesses and the improved connectivity across the whole town further highlighted as well as consideration given to additional funding strategies for post 10 year longer term maintenance of the proposed public realm improvements, the Project Plan can deliver the best possible outcomes for the National Lottery Heritage Fund, the heritage, people and businesses of Haslingden.

In evaluating the Deardengate Big Lamp Heritage Project Plan and in line with our experience and current national thinking regarding town and high street revival, IntoPlaces Ltd feels that the proposals are extremely well developed to ensure that Haslingden retains its historical character and involve its people and communities in celebrating its past whilst creating a sustainable future in line with current national thinking (see page 6 – National Themes and Vision and section 3) regarding town and high street revival.

### **1.3 Good Practice Highlights from Stage 1**

- The range and number of consultees and stakeholder engagements to ensure that the Plan is developed with the views and input from residents and the wider community have been impressive. The innovative ways of adapting consultation methods to the CV-19 pandemic restrictions that have lasted almost throughout the Plan's development phase are to be commended.
- The same applies to the trial Events Programme development which was adapted to incorporate socially distanced and virtual activities that communities and individuals could still participate in and enjoy. Although limited because of restrictions, feedback from the events that could take place showed a high level of satisfaction and a high level of footfall which benefited local businesses too. The trial Programme also demonstrated the need for a dedicated community space, improved linkages and attractive public realm with seating.
- The commitment from the Council in terms of staff and dedicated resources to restore Haslingden's heritage assets and to encourage increased connection and relevance for all its communities to its heritage now and in the future is inspiring.
- Excellent collaborative working as evidenced by the many volunteers from wide ranging sectors has led to additional resources and funding opportunities.
- Some innovative projects are being trialled through the Community Micro-Grants scheme which is a good basis for the Plan's progress in Stage 2.
- The depth of investigation into developing positive environmental impacts and connection to the surrounding natural habitat shows an awareness and understanding of its increasing importance within a town centre context. Stage 2 National Lottery Heritage Funding will enable the proposed environmental projects such as the Nature Alleyways to be realised. This would be an excellent example of working sustainably with the natural environment, encouraging local people and communities to be environmentally aware and sensitively protecting heritage assets within a primary town centre area to showcase for other towns nationally.
- A very recently approved Young People's Micro-Grant Youth Participation project to encourage young business enterprise will develop an impactful scheme for the Stage 2 delivery phase.

## 2. Introduction

### 2.1 Context

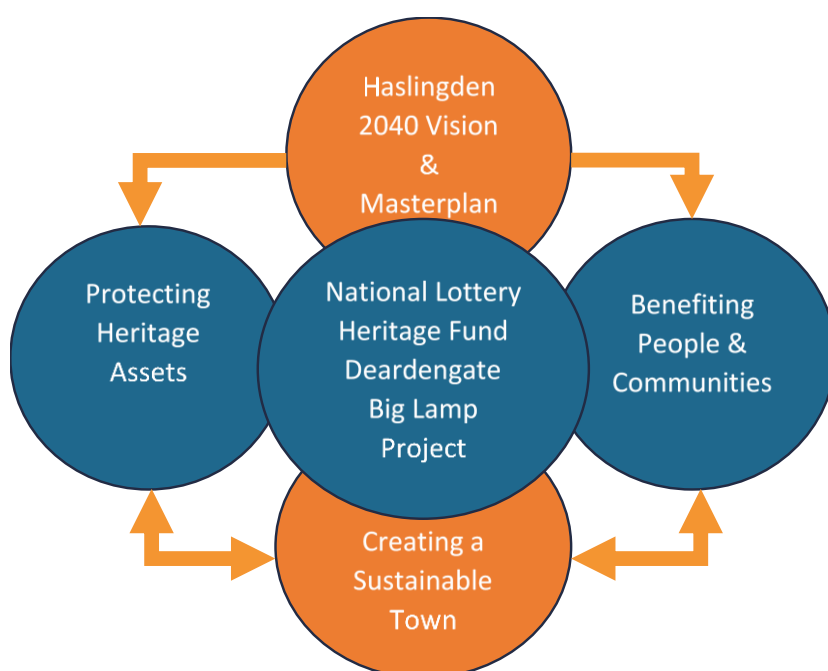
Haslingden is one of three towns within Rossendale. The Council, as part of its Economic Development priorities to establish thriving towns that appeal to residents as well as capturing some of the visitor market potential, has recently adopted the Haslingden 2040 Vision and Masterplan as a supplementary planning document. The Vision is that *"In 2040 Haslingden Town Centre will unlock its potential to be known as a "hidden gem" for nature and countryside explorers. The town centre will be a hub for community activity and heritage renaissance which captures the fusion of cultural and historic experiences it has to offer. With a refreshing stream of investment, Haslingden will be a town centre for everyone."* This strengthens the Council support for the National Lottery Heritage Fund's Deardengate Big Lamp Heritage Project which is a critical component of the Deardengate £3.4 million proposals and the wider town centre's regeneration plans.

Deardengate has been a key focus for the community in Haslingden over many years, representing the different phases of the town's development and with the Market still located here. The project focuses on Upper Deardengate and the nearby early Market area which has seen reduced use despite a concentration of key heritage assets which were linked by the original Big Lamp. The town's heritage has been recognised as in need of protection and the recent Conservation Area status will look to preserve historical buildings within Deardengate and the wider town centre.

The Project's aim is to regenerate Deardengate's historical streetscape through restoration and preservation in line with Haslingden's heritage and setting within the wider Pennines area, using traditional materials. It seeks to engage all sectors of the community with celebrating Haslingden's history whilst creating a sustainable future and improving the public realm in the process.

The proposed project area has some of the most deprived communities in England (within the top 10% on the Index of Multiple Deprivation and the aim is to support these residents and the wider community (also scoring poorly on the Index) through heritage to develop learning, skills, creating a sense of well-being, social cohesion, jobs and a thriving town centre, fit for the future.

The diagram below illustrates the strategic links that will enable Haslingden to revitalise itself through its reconnection to its heritage, focusing on the Deardengate Big Lamp Project.



## 2.2 Evaluation Overview Approach and Methodology

The Project Plan centres around the National Lottery Heritage Fund's three key Heritage outcomes related to Heritage, People and Communities and this Evaluation takes this into account in evaluating the Stage 1 Plan's Development Progress.

Extensive desk research into the baseline data collected both prior to and whilst developing the detailed Stage 2 Plan included researching the following:

### 2.2.1 Links to Strategic Documents:

- **Rossendale Corporate Priorities**

Haslingden's proposed Deardengate Heritage Project Plan links directly to the Rossendale Corporate Priority 2 of 'A connected and successful Rossendale that welcomes sustainable growth' and Corporate Priority 3 - 'A proud, healthy and vibrant Rossendale' which in turn links to Pennine Lancashire's Heritage Investment Strategy to maximise on the growing visitor economy.

- **Economic Development Strategic Priority 1**

The concept for the Deardengate area fits in with the Economic Development Strategic Priority "to establish thriving Town Centres of Rawtenstall, Bacup and Haslingden, each providing its own unique offer and a destination for shoppers and visitors".

- **Rossendale Town Centre, Retail, Leisure and Tourism Study 2017**

The 2017 Study defined Haslingden as a district centre serving a largely local catchment and benefiting from community facilities such as a library and health centre. There was evidence that, although the Deardengate area is starting to cater for a growing appetite for food and drink focussed leisure activities, the town has a relatively high number of takeaways with attendant anti-social behaviour issues and a relatively limited comparison goods offer. This would suggest that people do not perceive it as a place to enjoy spending time in.

The percentage of vacant units in 2016 was only slightly less than the national average, reflecting the need for the town to reinvent itself and develop additional reasons for local people and those from further afield to visit. This would in turn help to increase sustainability by attracting and supporting local businesses, creating additional jobs and helping people to develop new skills. It would also create opportunities for social cohesion and for people to reconnect to the town's heritage.

- **Haslingden Recently Adopted 2040 Vision and Masterplan**

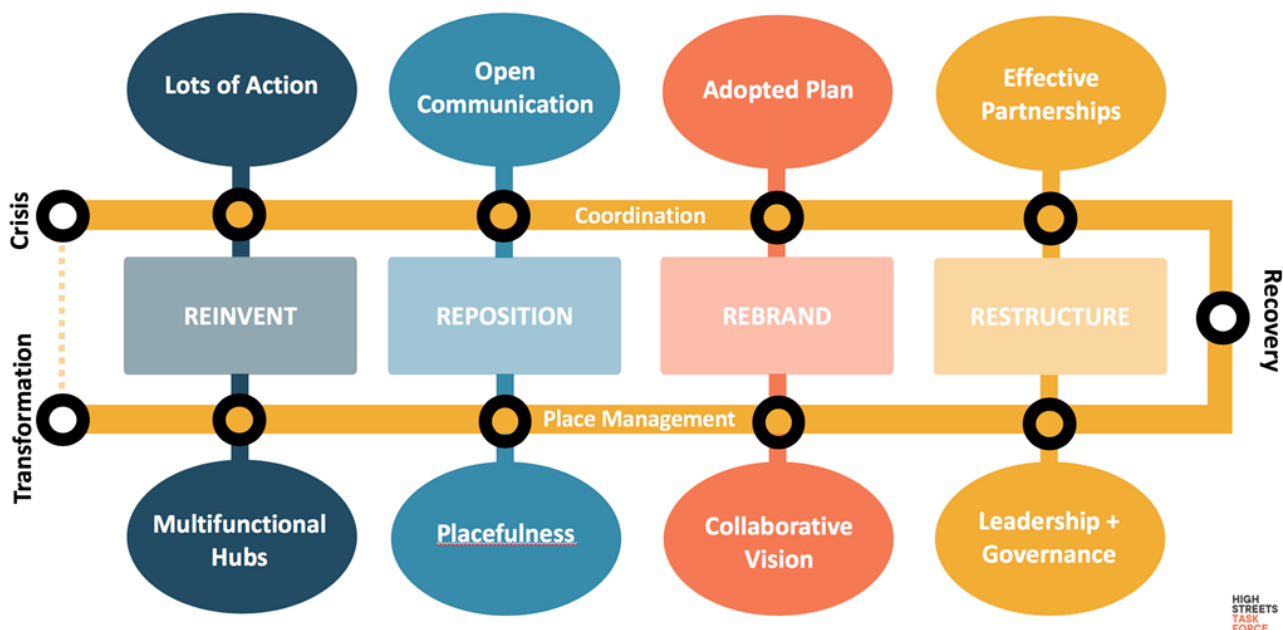
The proposals for Haslingden's Deardengate Big Lamp Heritage Project and the adjoining area link to the recently adopted Haslingden 2040 Vision and Masterplan themes of Investment, Evolution, Revitalisation and People and forms a key part of the regeneration of the town and surrounding area.

- **Bacup Townscape Heritage Initiative (THI) and Rawtenstall Development Projects**

The Haslingden Heritage project complements the completed Bacup THI and Rawtenstall projects and will benefit from the learning, experience and transferable skills development of personnel delivering those.

- **National Themes and Visioning for Places**

The well documented decline of town centres across the country caused by changing shopping habits, online retailing, out of town competition and high overheads has shaped the way town centres are viewed and need to adapt to remain relevant and sustainable in the long term. This has been further hastened and informed by the Coronavirus pandemic and its huge impacts on businesses, communities and town centres. Based on extensive research from the Institute of Place Management/High Streets Task Force into the development of vibrant, sustainable town centres, the following High Streets Task Force diagram summarises the different phases of development from Restructuring to Reinventing as multifunction hubs.



Haslingden and the National Lottery Heritage Fund Big Lamp Project during its Stage 1 development year has demonstrated that the town is progressing to the Reinvent phase. It has successfully linked its historical Big Lamp feature, key heritage buildings and enhanced public realm proposals to create a unique project, reconnecting local people and communities to this previously important and now neglected focal point for the town. A National Lottery Heritage Fund Stage 2 grant will enable the town to continue its transformation and ensure its long term sustainability as a heritage town fit for the future.

Additional information regarding challenges facing town centres nationally is contained in section 3 of this report.

#### 2.2.2 Responding to Consultation and Stakeholder Feedback

An extensive community consultation was held between August and September 2020 on the emerging Haslingden 2040 Vision and Masterplan. This included survey questions specific to the Deardengate Big Lamp Heritage Project. A comprehensive analysis of this consultation was done by the Council and is detailed in the Engaging People and Communities Report – Appendix J as part of the Stage 2 application. Key highlights from the consultation relating to the Deardengate Big Lamp Heritage Project are included in section 4.4 of this Evaluation report.

#### 2.2.3 Summary Activity Progress Reports

Regular detailed Project Update Reports from the start of the Project with timescales were presented at the Town Centre Strategic Board meetings. Feedback and resulting actions were also recorded.

#### 2.2.4 Summary Financial Monitoring

In addition to the Project Update Reports above, Financial Monitoring Reports were also presented to ensure that the Project remained on track and to agree any remedial actions required.

#### 2.2.5 Summary of Telephone Feedback from Stage 1 Key Stakeholder Representatives

As part of this evaluation, IntoPlaces undertook some qualitative telephone research to get feedback from some key stakeholders involved in developing the proposals and some of the projects for the Stage 2 Plan. A summary of these discussions is outlined in Section 5.2.

### **3. External Factors Affecting Plan Development**

#### **3.1 Town Centre Challenges**

##### **Retail**

2020 Centre for Retail Research figures showed that the effect of the coronavirus lockdowns and the various Tier restrictions in England and other parts of the UK have added to the existing problems facing town centres, particularly disadvantaging most non-food retailers, services and the hospitality sectors. Their forecast for the whole of 2021 is that total retail sales (on and offline) will grow by 2.4% against an unprecedented 2020 if the first few months to around Easter are dominated by Lockdown or Tier 4 controls, followed by a gradual dismantling of restrictions, enabling all stores to reopen. Their 2020 actual figure of -12.4% for non-food retail sales in physical stores is forecast to grow +15.1% in 2021 and that online only retail may not retain all their growth. This is based on the assumption that restrictions are eased after Easter and on historical data after the ending of each lockdown during 2020. Restrictions on hospitality may continue into summer and the total retail food sales forecast reflects this. The combination of suppressed demand, levels of savings and a probable ban on foreign travel for much of 2021 should keep retail sales moving but this is also dependent on the wider economic picture and other unknowns.

Office for National Statistics data shows that the year-on-year growth rate in the volume of retail sales in December 2020 increased by 2.9% when compared with December 2019. Non-store retailers reported the largest year-on-year growth at 43.5% while food stores also saw strong annual growth of 4.4%. Food stores, "other stores", household goods stores and department stores all recorded record annual increases in values of internet sales in 2020 when compared with 2019. Total online retailing values increased by 46.1% in 2020 when compared with 2019, the highest annual growth reported since 2008.

Although the growth in online spending has come at the expense of the high street, some businesses have adapted an online presence linked to their physical store which has strengthened their offer and mitigated some of the losses caused by high operating costs and low profitability.

##### **Changing Roles of Towns**

National research by the Institute of Place Management (IPM), the national High Streets Task Force and its partners has indicated that consumers no longer want the traditional model of a predominantly retail focused, large floorplate offer. They want inspiration, uniqueness, experience and social interaction as well as all the things that cannot be bought online whilst still linked to digital connectivity and technology.

The High Streets Task Force, commissioned by the government in 2019 to support the transformation of England's high streets and with lead partner, the Institute of Place Management (IPM), analysed footfall from 154 towns and found that 44% provide a wide range of different types of services to their communities and can be classified as 'multifunctional' and this is set to rise.

The lifting of restrictions at various times since March 2020 also showed that people were willing to return to their local centres for non-food retail, leisure and eating out. In addition, the demand for housing and changes in National Planning Policy will also see more vacant units in towns being developed to meet the need for additional residential accommodation. IPM and High Streets Task Force research and other national organisations involved in revitalising town centres indicate that it is still important to keep ground floor active uses in primary town centre zones to maintain vibrancy, increase footfall, time and money spent in a town. This is evidenced by a number of successful mixed use developments.

There is also a growing trend to incorporate community hubs and spaces with activities which can increase social cohesion and a sense of wellbeing.

An increasing awareness of the environment is also leading to the development of enhanced public realm, pedestrian and cycle routes in towns.



### **3.2 Impacts of the Coronavirus Pandemic on Towns Nationally**

Three lockdowns since March 2020 have resulted in virtually empty high streets during these times. When restrictions were eased, visiting town centre businesses has become less pleasant. Hygiene and social-distancing rules and the frequent closure or restrictions upon hospitality have made a town centre trip out with friends for shopping combined with dining or a drink impossible for a large part of 2020 and is continuing into 2021. However, analysis from the High Streets Task Force suggests that the coronavirus (COVID-19) pandemic has also led many people to rediscover their smaller local neighbourhoods and towns.

## **4. Key Findings**

### **4.1 Council Support**

Rossendale Council has demonstrated its commitment to enhancing its heritage and encouraging local people, communities and visitors to learn more and connect to it within the context of the wider Pennines area. Examples include the £2m Bacup Townscape Heritage Initiative which is a flagship example for the National Lottery Heritage Fund and the sympathetic extension of Rawtenstall's Whitaker Museum and Art Gallery to attract additional visitors and use. The Council also arranged 'Seeing is Believing' tours of nationally recognised best practice towns to learn about their transformation journeys for Council Officers and key stakeholders. The Council Officers involved in the Haslingden Big Lamp Project have a broad range of experience of regenerating other industrial towns.

Specific support to the Haslingden Big Lamp Heritage Project includes the following:

- Council leadership, both political (the Leader of the Council has chaired the Strategic Board - responsible for overseeing the development and management of the project – in its first year) and with key Council Officer input from the Director of Economic Development and the Economic Development and Property Manager
- Council matchfunding for Year 1 and continued contributory funding
- Council acting as the legally accountable body for the National Lottery Heritage Fund grant
- Appointment of a dedicated Project Officer
- The availability of specialist and experienced Council Officer advice from the Economic Development team and support from the Conservation, Highways, Planning and Building Regulations teams
- Inclusion in the adopted Haslingden 2040 Vision and Masterplan
- Support from Lancashire County Council who are represented on the Strategic Town Centre Board

### **4.2 Accessing National Lottery Heritage Fund Support**

The successful Phase 1 National Lottery Heritage Fund application grant has enabled Haslingden's Deardengate Big Lamp Heritage Project during the development phase to:

- Develop the detailed 5 year Plan proposals that will help to regenerate the area
- Initiate some innovative projects and activities to encourage interest and participation in activities that shine a light on the town's heritage, attract people back into the town and support the businesses
- Demonstrate the need for a dedicated community space and seating
- Encourage business and property owner involvement in progressing the Plan
- Start the process to enhance and preserve neglected heritage areas and buildings
- Adopt a unique public realm improvements plan to link heritage assets to the wider town, create greater accessibility and have positive environmental impacts through some innovative projects

### **4.3 Unlocking Additional Resources**

The establishment of the Strategic Town Centre Board brought together a wide range of stakeholders, community and business representatives who had an input into the development of the detailed Deardengate Big Lamp Area Action Plan and who will oversee its management.

The impetus provided by the Council and the Strategic Town Centre Board has led to additional community organisations, groups, businesses and schools becoming involved, giving their time to:

- Contribute to the development of the Project Plan
- Help create trial heritage projects
- Attract additional community grants and funds

#### 4.4 Engagement with Local People, Communities and Key Stakeholders

As part of the development of the Stage 2 Deardengate Big Lamp National Lottery Heritage Fund Plan, there was an extensive consultation with local people and businesses on both the 2040 emerging Haslingden Vision and Master Plan (proposals were previously consulted on with over 1,000 responses) and the Deardengate Big Lamp National Lottery Heritage Fund Project.

This was despite the challenging conditions imposed by the CV-19 pandemic and resulted in an additional 554 survey responses through completed written and online questionnaires. There were two face to face socially distanced consultation events, opportunities to access the proposals at various community bases and through face to face calls to local businesses held during the break in lockdown periods. There was also formal contact with property owners and statutory consultees.

Commendation must go to the Project Officer and team who had to undertake this consultation during a very difficult period, adapting to comply with the restrictions in place and creating a very successful awareness raising campaign, utilising the internet fully via the dedicated website, QR codes and social media channels.

The detailed methodology and findings are contained in the Engaging People and Communities Report – Appendix J of the Deardengate Big Lamp Area Action Plan.

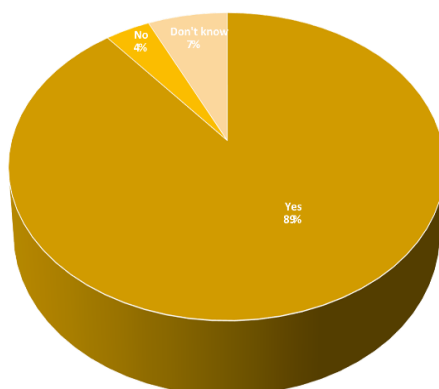
Key highlights from the survey responses relating to the Deardengate proposals are included below.

- **Survey Responses**

Completed surveys were received from a large cross-section of society, with good representation by age, gender, ethnicity and other measures.

Specific questions were included on what was important to people in terms of the town's heritage and what would encourage them to feel more connected to it. Views were also sought on proposed public realm improvements, a shop fronts design scheme and an events and activities programme.

Figure 1 below shows that the majority of respondents (89%) thought that historic buildings within Haslingden Town Centre require improvements and investment. The same number (89%) would like to see more traditional and consistent shop fronts within Haslingden Town Centre whilst 77% felt that public art, updated facilities and signage would improve the town. 57% did not feel connected to Haslingden's heritage.



**Figure 1**

84% thought that connecting Haslingden with nature through the development of pocket parks, improved gardens and the installation of potted plants in various locations would make the town more appealing.

In addition, 79% felt that the proposed new pedestrianised areas in Higher Deardengate and the proposed Cockerill's Square would encourage them to visit more often if regular events and activities took place and 78% thought it would make the area more accessible. Most thought the Deardengate National Lottery Fund Project Plan would also help to increase visitor numbers and benefit local businesses.

#### **4.5 A Catalyst for Wider Economic and Business Benefits**

As part of the Deardengate Heritage Project, a trial micro-grant scheme was developed as well as a complementary Shop Front Enhancement Grant Scheme. The Shop Front Enhancement grant scheme would enable several properties along Upper Deardengate to benefit from investment in their shop fronts, windows and doors. There have been letters of support from 65% of businesses in the target area. Statutory enforcement powers could be utilised if required.

A Property Owners Grant Scheme has been developed with input from property owners and landlords.

A Haslingden Business Association was also recently established which will help to achieve future sustainability and attract additional resources to the Project. The Business Association brings businesses together to share ideas, actively work with the Council to achieve change, get free access to business advice and implement schemes such as events to increase footfall to the town centre and support the existing and new businesses.

#### **4.6 Social and Cultural Impacts**

An artist has been commissioned to co-develop with members of the local community and other stakeholders, a public art installation for the proposed Cockerill Square site. Key community artwork installations will highlight and link the heritage assets, developed in collaboration with the local community. Community workshops with a diverse range of local people and groups have taken place to start the development of this project.

An Events Group has been established led by Haslingden's Happening. Trial events and community activities during the development period have highlighted the interest local people and visitors have in finding out more about the heritage of this area and their willingness to get involved.

#### **4.7 Addressing Environmental Issues**

A detailed Ecology Appraisal and Recommendations Report was undertaken, highlighting potential activities for the Area Action Plan that would have a positive impact on nature and the environment. These include developing **Nature Alleyways** and these have been identified to encourage natural habitats and biodiversity within a town's heritage setting which will in turn increase wellbeing and have positive environmental impacts.

Consultation revealed there is a strong public desire to improve the public realm of the area and this is a key focus within the Area Action Plan as well as involving local people and communities in developing the project's environmental activities.

#### **4.8 Ensuring Equality**

The Deardengate Big Lamp Heritage Project proposals underwent extensive public consultation and engagement with hard to reach groups throughout the development stage including face to face conversations, focus groups and workshops. This is continuing with the trialling of the heritage projects and events activities that involve people from the diverse local communities.

In accordance with Rossendale Borough Council's policy, the Project will ensure that all people in the area, no matter what their background and circumstances, should have equality of opportunity to succeed and gain from the improvements and growth of the economy in the town centre. Any future equality implications will be given consideration in a relevant and proportionate manner.

#### **4.9 Measuring Success**

Regular Activity Update and Financial Monitoring Reports are produced for the Town Centre Strategic Board which provide the authority, either through direct action or delegation to spend project funds, manage the project and make decisions regarding next steps, in accordance with the Board's Terms of Reference and with the Council as the National Lottery Heritage Fund's accountable organisation.

## 5. Stage 1 Deardengate Big Lamp Project Plan Development Progress

### 5.1

This is summarised in Table 1 below and information taken from the Project Update Reports and Strategic Town Centre Board minutes, with links to National Lottery Heritage Fund outcomes highlighted. The first year focused on developing the structures, funding and resources required to progress the Plan's proposals in Stage 2.

**Table 1: Project Plan Development Phase Activity Progress**

Stage 1 Inputs	Completed Stage 1 Outputs	Key Outcome Delivered/Ongoing
<b>Securing Resources</b> <ul style="list-style-type: none"> <li>Council leadership at the highest level</li> <li>Commitment of Council staffing resource and funding</li> <li>National Lottery Heritage Fund Stage 1 Grant funding</li> <li>Inception of Strategic Town Centre Board to oversee development and management of Plan, including a wide representation of stakeholders and groups</li> </ul>	<b>Stage 2 Detailed Proposals</b> <ul style="list-style-type: none"> <li>Dedicated Heritage Project Officer in place to develop and take forward Deardengate Project Plan activities</li> <li>Design Team appointed</li> <li>Haslingden 2040 Vision and Masterplan approved (includes Deardengate Big Lamp Area Action Plan)</li> <li>Development of Stage 2 Funding Application</li> <li>Shopfronts Guide produced</li> <li>Developed a micro grants programme for property owners to restore neglected priority heritage buildings/shopfronts</li> <li>Attracted additional community/organisational resources and people to develop Deardengate heritage proposals and projects</li> <li>Artist appointed to develop artwork/statue for Cockerill Square and heritage links with community input</li> </ul>	<b>Outcomes for Heritage:</b> <b>Heritage will be in better condition</b> <ul style="list-style-type: none"> <li>Provides a co-ordinated approach to achieving the best long-term heritage outcomes, linking to the wider area and its Masterplan.</li> <li>Stage 2 application on track for deadline submission with input from key stakeholders and consultation</li> <li>Creates a recyclable fund from property owner contributions to help fund other heritage related activities</li> <li>A Shopfronts Guide helps to emphasise the town's heritage assets within the wider Pennines area</li> <li>Creates longer term sustainability to develop additional projects, and attract new funding and or resources</li> </ul> <b>Deardengate Heritage Highlighted</b> <ul style="list-style-type: none"> <li>Reconnecting a diverse community to its unique heritage and highlights the importance of maintaining and nurturing it for future generations.</li> </ul>
<b>Engaging People and Communities</b> <ul style="list-style-type: none"> <li>Extensive consultation through targeted events, online questionnaires, posted brochures to residents, business visits and formal contact with property owners</li> <li>Targeted engagement and focus sessions with hard to reach and under-represented</li> </ul>	<b>Proposed Heritage and Masterplan Plans Highlighted and Feedback Given</b> <ul style="list-style-type: none"> <li>Attracted over 500 responses from a wide range of people, communities and stakeholder organisations</li> <li>Comprehensive Consultation Report produced and responses/feedback taken into account in revised Area Action Plan which links to the recently adopted Haslingden 2040 Vision and Masterplan</li> </ul>	<b>Outcomes for People</b> <ul style="list-style-type: none"> <li>Created opportunities for practical involvement to improve the heritage environment and to develop new and update existing skills, attracting additional volunteer time and opportunities for accessing other funding sources</li> <li>Encouraged social inclusion in developing the Plan</li> </ul>





Stage 1 Inputs	Completed Stage 1 Outputs	Key Outcome Delivered/Ongoing
		<ul style="list-style-type: none"> <li>• Raised possibility of Local Enterprise Partnership funding</li> </ul>
<b>Addressing Poor Connectivity Through the Town and Linking the Heritage Assets</b>	<ul style="list-style-type: none"> <li>• Plans developed for enhanced pedestrian and cycling links and signage from other town areas in Stage 2 Plan</li> <li>• Proposals for environmental projects, such as the Nature Alleyways, that can have positive environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a sense of well-being, environmental improvement and a relaxing atmosphere</li> <li>• Encourages footfall from different parts of the town</li> <li>• Makes it easier for local people to reconnect to heritage areas and nature</li> </ul>

## 5.2 Stage 1 Progress Feedback from Key Stakeholders

As part of the evaluation, telephone discussions were held with the Chair of the Strategic Town Centre Board, a community events organiser/business and a recipient of the trial Community Micro-Grant scheme. The purpose was to assess how key stakeholders representing different sectors and aspects of the project viewed its development, the key achievements to date and what they hope it will achieve with National Lottery Heritage Fund Stage 2 funding. The key highlights are outlined below (see Appendix 2 for the full feedback).

### 5.2.1 Challenges in Developing the Stage 2 Proposals

- The impacts of the CV-19 pandemic were very challenging to encourage people and businesses to be actively involved in developing the Plan and initiatives that could be progressed further in Stage 2.
- Overcoming negativity about a town seen as in decline and to be avoided if possible.
- Creating benefits for the Market and surrounding businesses in the short as well as longer term.

### 5.2.2 Key Achievements of the Phase 1 Development Period

- Council commitment of funding and resources to develop the Project and adopt the Masterplan.
- Created an effective partnership, involving a wide range of community, business and public sector representatives to have an input into how the proposals are developed and monitor progress.
- Developing the Stage 2 Plan for Deardengate through consultations, community workshops and projects has strengthened the bonds between the diverse communities that have contributed to the town's historical progress and heritage.
- Using key historical features has highlighted the importance of the town's heritage and encouraged people to find out more, share the stories and help to improve the area.
- The number of people from different communities coming together and volunteering for different activities, is increasing the resources and funding available.
- Turning local people's sense of hopelessness about the area into a feeling of positivity as new activities showed what was possible.
- The number, quality and success of the events showcased the Deardengate area as a vibrant social hub as well as its businesses and the Market. It demonstrated what could be achieved with a dedicated community space and seating to attract people in and benefits for local business.

### 5.2.3 Key Learnings

- That apathy and negativity can be overcome, inspiring people to be a part of changing things for the better.
- Having a forum where people can influence change.
- The need to build on the work done to get more people actively involved.
- Having the courage to organise something that hadn't been done before and not knowing whether it would be successful.

- Making the most of the good access the town has and strengthen its appeal to attract younger people, families and professionals from the local catchment and wider area.

#### **5.2.4 Aspirations for What National Lottery Heritage Fund Stage 2 Funding Could Achieve**

- That it will provide a renewed interest in the neglected Deardengate area and how nurturing and linking its heritage will help revitalise the whole town for everyone.
- That Deardengate will once again become the focal point and heart for the community, making Haslingden a place people want to come to rather than rejecting it in favour of other places.
- That Haslingden will be given a much needed uplift, creating a cohesive community with positive knock on effects for wellbeing and the local economy.
- That creating a vibrant community space with the right facilities will make it easier to have an annual events programme which celebrates the different cultural aspects of the whole community.
- That the proposed infrastructure works, pedestrian links and community activities will help the Market to develop a quality offer to match and exceed expectations.

### **5.3 Phase 1 Project Financial Summaries**

Quarterly Phase 1 Project financial summaries are presented to the Board and are closely monitored by Rossendale Council to ensure that the project remains on track and keeps to budget.

### **5.4 Risk Management**

A robust framework is in place and is closely monitored by Rossendale Council as the legally accountable body and the Haslingden Town Centre Strategic Board to provide alerts to delay or non-delivery of specific project activities and to approve recommendations for remedial actions.

## **6. Recommendations to Help Progressing the Stage 2 Detailed Plan**

The Stage 1 progress and achievements detailed in this report have demonstrated the desire that local people and businesses have to see positive change in Haslingden and how, by linking to its main heritage area and getting involved, they can make it a town to be proud of once more.

If successful, the National Lottery Heritage Fund Deardengate Big Lamp Project Stage 2 application will continue the impetus of the initiatives developed during Phase 1, building on their positive impacts for heritage, people, communities and providing a much needed boost for the local economy.

The Stage 2 Plan will enable the protection of endangered heritage assets, develop community cohesion in a very diverse, deprived area and act as a catalyst for further private and public sector funding and resources to maintain the improvements, enhance shared space and public realm as well as help local communities reconnect to their heritage.

The following observations are made with a view to assisting the Deardengate Big Lamp Heritage Area Action Plan's development in Stage 2:

### **6.1 Protecting Historic Assets/Enhancing Public Realm/Encouraging Cultural and Heritage Activities**

- Heritage funding to improve facades sits well with the Area Action Plan to improve and bring buildings back into use. The Vision is clear about benefits to lifting the area and improving vitality. The National Lottery Heritage Fund grant will help to revitalise landmark heritage assets and leverage additional funding and resources to achieve greater transformation.
- The proposed sympathetic refurbishing of a key heritage site and repurposing it as a long-term creative industries workspace concurs with national best practice uses elsewhere where it has helped to develop skills, create jobs, encourage social cohesion and improve health and wellbeing.
- 7.7.3 of the Area Action Plan talks about pedestrianising Upper Deardengate so businesses 'can spill out'. Whilst the Development Review highlighted that this requires careful management, it can also be an opportunity to be grasped to help support and encourage business and to create a more welcoming environment conducive to attracting people in, increasing dwell time and spend.
- It will also encourage visitors and residents to 'own' these spaces and thus reduce anti-social and crime related activities. It is also using the improved heritage features and realm as an attractive backdrop to be enjoyed and appreciated, thereby widening interest in and recognition of heritage.
- How Deardengate relates to and links to the wider town needs to be clearer. It mentions linkages to the market to the immediate West but little about the surrounding houses and businesses.
- The improved connectivity and transport/access links need to be highlighted more.
- The proposals for public realm improvements need to consider additional funding strategies for post 10 year longer term maintenance. Potentially when the area benefits from positive regeneration, a percentage of the uplift in value/revenue could be recycled into keeping the improved public realm and community spaces well maintained and smart. This could be in addition to developing corporate sponsorship and community environmental projects involving schools and In Bloom schemes.
- The trial Events Programme, Community Workshop/Heritage activities and Community Micro-Grant Food Bazaar, organised in very challenging conditions, were all very successful and demonstrated the need for a central community space and a desire for local people to reconnect with Deardengate with the right environment and activities on offer.

### **6.2 Developing Sustainability**

The recommendations below are based on IntoPlaces' experience of successfully regenerating other towns of varying sizes, demographics and locations:

- Encouraging property owners and associated businesses to collectively meet (this could be virtual) for regular updates, to share information and resources, to generate ideas for increasing vitality and encouraging new businesses/community enterprises
- Investigating additional funding sources/sponsorship and continuing the existing volunteer recruitment to encourage skills and community wealth building. This could build up a revenue stream and additional resources to further develop the events and community programmes
- Increasing the involvement of younger people/local schools in developing new heritage projects
- Encouraging entrepreneurship, eg through themed pop up Student Markets in conjunction with local College/schools with business support initiatives that can link to the nearby Market
- Encouraging part of the repurposed vacant heritage building to become an entrepreneurs' hub to try out a business idea for trial periods with Chamber of Commerce/business mentoring support

### 6.3 Monitoring and Evaluation

The extensive consultation and documented results provide some useful baseline data related to community perspectives on the heritage aspects of the town which can be revisited towards the end of the Stage 2 Plan period.

The outcomes of the Deardengate capital works proposals in terms of delivering the identified high priority refurbished and repurposed heritage assets, improved public realm, a community space with seating, enhanced pedestrian and cycle access will be self-evident.

In addition to monitoring and evaluating community involvement, events, physical regeneration works, other activities and financial monitoring detailed in the Stage 1 application, it is suggested that some additional economic and social performance monitoring targets such as vacancy rates, job creation and skills development and their collection methodology are set for the specific Deardengate area which can be included in the Stage 2 Plan evaluation.

It is also recommended that the qualitative Key Stakeholder Feedback is expanded nearing completion of Stage 2 to assist with key learnings and achievements during the Project and the potential for developing legacy projects.

The assessment of special access and/or offers for National Lottery players will be included in Stage 2 monitoring.

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## **APPENDIX 1**

### **Supporting Evidence Reference Documents**

The following documents were researched to inform this evaluation:

#### **Local**

1. Deardengate Big Lamp Heritage Project Area Action Plan – October 2020 version
2. National Lottery Heritage Fund Stage 1 Application
3. Ecology Report
4. Haslingden Strategic Board Minutes, Membership and Terms of Reference (May-December 2020)
5. Haslingden 2040 website - <https://haslingden2040.co.uk>
6. Deardengate Big Lamp Heritage Project Update Reports (February-December 2020)
7. Deardengate Big Lamp Micro-Grants Report
8. Finance Summary (to November 2020)
9. Development Review Feedback – November 2020
10. Haslingden 2040 Vision & Masterplan
11. Haslingden 2040 Consultation Report
12. Rossendale Shop Front Design Guide - Haslingden Addendum
13. Rossendale Town Centre, Retail, Leisure and Tourism Study 2017
14. Micro-Grants Proposals Briefing Report
15. December 2020 Haslingden 2040 Masterplan and National Lottery Heritage Fund Bid Council Report

#### **National**

1. National High Streets Taskforce Research and Webinar Information - <https://www.highstreetstaskforce.org.uk/>
2. Institute of Place Management Research Papers/Covid 19 Support Webinars - <https://www.placemanagement.org/>
3. Association of Town Centre Management Resources - <https://www.atcm.org/>
4. Centre for Retail Research website – <https://www.retailresearch.org/retail-forecast.html>
5. Office for National Statistics retail information - <https://www.ons.gov.uk/businessindustryandtrade/retailindustry/bulletins/retailsales/december2020>

## **APPENDIX 2**

### **Stage 1 Progress and Developing Stage 2 Proposals - Key Stakeholders Feedback Evaluation**

As part of the evaluation, telephone discussions were held with the Chair of the Strategic Town Centre Board, a community events organiser/business trialling an annual Events Programme and a recipient of the trial Community Micro-Grant scheme (to develop a Grub Food Bazaar event to attract new businesses and people to the Market area).

The purpose of the discussions was to assess how key stakeholders representing different sectors and aspects of the National Lottery Heritage Fund Deardengate Big Lamp Project viewed its development, the key achievements to date and what they hope will be achieved with Stage 2 funding.

This qualitative evaluation also investigated what the key challenges were in delivering the Stage 1 activities and also in developing the Stage 2 detailed Plan.

The completed questionnaires are included on the following pages.

**NATIONAL LOTTERY HERITAGE FUND DEARDENGATE BIG LAMP PROJECT**  
**Telephone Evaluation Questionnaire for Key Strategic Board Stakeholders**

**Leigh Andrew - Haslingden's Happening Events Group Organiser/Deardengate Business – 04/02/21**

**1. What were the key challenges to overcome in developing the proposals (and delivering Stage 1 achievements)?**

**Key Challenges -Developing the Stage 2 Detailed Deardengate Big Lamp Project Plan**

**As a Business:** The impact of CV-19 and how to engage businesses during this challenging time with numerous restrictions and lockdown periods, business apathy and a concentration on their own survival to have an input into developing the proposals.

**As a Community Events Organiser:** Developing trial events and getting people involved because of the restrictions in place which created a general fatigue. Logistically, it was extremely difficult to organise events and planned activities were disrupted or delayed by sudden restriction announcements.

It made developing an annual programme of events and community activities in the longer term very hard when people and businesses are focused on the challenges caused by CV-19.

**2. What do you think are the key achievements to date?**

Actually getting some of the trial events underway and their success, encouraging participation and creating a vibrancy that was missing for a long time.

Local people and businesses were short on hope for the area. Seeing something positive being planned on a big scale and having an input into how it is developed has galvanised the community and made them feel good about the future for Deardengate and Haslingden.

Linking the key historical feature of the Big Lamp - a visual reminder and one constant which has stood the test of time through many difficult periods in the town's history - has highlighted the importance of heritage and focused people on wanting to improve the area

**3. What have you learned along the way/key takeaways?**

A realisation that apathy and negativity about the town/Deardengate can be overcome. Having an open forum where people can genuinely influence what happens. Enthusiasing people to help change things for the better.

**4. What do you hope the NLHF Stage 2 funding will help you (your organisation or sector) achieve?**

- a) **Events Group** – having the opportunity to create a vibrant community space with the right facilities, developed with input from local people/businesses to put on regular events and activities.
- b) **As a Deardengate Business** – Haslingden will get a focal point and heart for the community, making it a destination that local people will want to come to and attract new visitors rather than losing out to other neighbouring areas.
- c) **The Project achieves?**  
A renewed interest in the Deardengate area which was neglected and how links to its heritage will help revitalise the whole town for everyone to enjoy.



**NATIONAL LOTTERY HERITAGE FUND DEARDENGATE BIG LAMP PROJECT**  
**Telephone Evaluation Questionnaire for Key Stakeholders**

**Saiful Islam - Recipient of Community Micro-Grant Scheme/Market Trader – 08/02/21**

**1. What were the key challenges to overcome in developing the Stage 2 Detailed Deardengate Big Lamp Project Plan proposals (and delivering Stage 1 achievements)?**

**As a Market Trader:**

- The Market in Deardengate has been in decline for a while – it was not providing the goods and food and drink offer that local people wanted.
- Haslingden had become known as the takeaway town not just for food but for everything where people rush in and out again because it wasn't a good experience.
- It was difficult to look at the long term future and encourage new businesses/traders that would help attract people back to the Market and Deardengate itself and get involved.
- A lack of some short term gains that could help to showcase the Deardengate area and the Market such as signage, website and improved pedestrian links.

**As a Community Micro-Grant Recipient to develop the Grub Food Bazaar event:**

- Businesses are focusing on their own business because it is very difficult at the moment so getting them involved in developing events and activities was especially hard.
- Sorting out the different aspects of organising the events whilst running my own business was a juggling act.

**2. What do you think are the key achievements to date?**

- The Grub Food Bazaar event, helped by the Community Micro-Grant scheme, was very successful, received a lot of positive media attention and showcased the Market and Deardengate as a social hub. It demonstrated that the demand was there for good authentic and diverse street food within an attractive community space.
- It helped some new businesses to try out pop up stalls and not write off that area of Haslingden.
- The project has helped to put the spotlight on the Market and Deardengate for positive reasons and helped to boost the surrounding businesses in the area.

**3. What have you learned along the way/key takeaways?**

- The idea of putting on the Grub Food Bazaar was an unknown and whether it would be successful and attract enough people. Having the courage to organise it with the back up of the Micro-Grant scheme support as well as Council advice for all the regulatory requirements etc created the incentive to try and do it.
- Organising a food and drink event during the Covid-19 period with all the restrictions in place was difficult but showed that it could be achieved, appeal to so many people and exceed expectation.

**4. What do you hope the NLHF Stage 2 funding will help you (your organisation or sector) achieve?**

- That the Lottery Fund Heritage Plan will help to improve the infrastructure and historical features in Deardengate and have a knock on effect for the Market to develop a quality offer to revitalise it and bring people back.
- Creating an attractive events space and community hub will spread out to the surrounding area and help support the local businesses and Market.
- That the area will become the heart of the community around an annual events calendar that makes it more appealing for everyone.

**NATIONAL LOTTERY HERITAGE FUND DEARDENGATE BIG LAMP PROJECT**  
**Telephone Evaluation Questionnaire for Key Stakeholders**

**Cllr Adrian Lythgoe – Chair of Strategic Town Centre Board – 08/02/21**

**1. What were the key challenges to overcome in developing the proposals (and delivering Stage 1 achievements)?**

**As a Council/for the area's Wards:**

- Developing key elements of the proposals such as the consultations, workshops and trial events during the challenging CV-19 pandemic period
- Getting buy in from businesses and property owners to be proactively involved
- Overcoming the negative feelings about the town and what it can offer – just seen as a place to go to briefly for top up shopping
- Ensuring that the historic Market is linked to the proposed developments with benefits for local people and the economy

**2. What do you think are the key achievements to date?**

- Council cross-party support and a desire to make things happen for Haslingden
- Council commitment of budget and staff to develop the proposals and contribute funding towards the capital works
- The huge amount of effort from the many Council Officers to progress the Plan
- Local people, businesses and the wider community can see positive things starting to happen
- Getting the different communities together for a shared purpose
- Having a broad spectrum of representatives on the Strategic Town Board
- The development of the Stage 2 Plan has strengthened the bonds between the diverse communities that have contributed to the town's historical progress and heritage
- Building the networks that will act as a catalyst to help deliver positive change in Haslingden
- The trial events showcased the area, supported local businesses and demonstrated that people will visit and reconnect to Deardengate if there is a good reason, attractive atmosphere etc

**3. What have you learned along the way/key takeaways?**

- The need to build on the work done to raise public awareness and get more people/groups actively involved rather than just wanting to be updated – involvement should increase once more things start to happen
- The need to make the most of the good access links the town has to the wider area and strengthen what it can offer to attract younger people, professionals and families to the centre

**4. What do you hope the NLHF Stage 2 funding will help to achieve?**

- To give Haslingden a much needed uplift and help it to become a hub for the wider area by focusing on its historical heart.
- That the proposed Plan will provide a more pleasing environment and encourage people to stay longer, interact and be part of a cohesive community with positive knock on effects for wellbeing and the local economy.
- That Deardengate's heritage improvement works and community projects will help to highlight the hub for the community it once was and make it relevant for everyone – the Big Lamp is the symbol of that as it was the link from the centre outward to the rest of the town.
- The actual capital works and different community projects will help everyone to reconnect to their shared heritage and celebrate the different cultural aspects of the whole community.

## **Appendix B National Lottery Heritage Fund - Haslingden Big Lamp – Shining Light on Haslingden’s Heritage – Final Evaluation Brief.**

### **1.0 Introduction**

#### **1.1 Historic Context**

#### **1.2 Pre Haslingden Big Lamp**

#### **1.3 Present Day and a Sustainable Haslingden**

#### **1.4 The Study Area - Haslingden, Rossendale, Lancashire**

##### **1.4.1 The Wards – Worsley & Greenfield**

##### **1.4.2 Social Economics**

##### **1.4.3 Wider Policy Contexts**

###### **1.4.3.1 The Corporate Strategy**

###### **1.4.3.2 The Economic Development Strategy For Rossendale 2018-2033**

###### **1.4.3.3 Haslingden 2040 Vision & Masterplan**

###### **1.4.3.4 Core Strategy Development Plan**

###### **1.4.3.5 Emerging Local Plan 2019-2034**

###### **1.4.3.6 Haslingden & Helmshore Community Partnership**

###### **1.4.3.7 Other Potential Funding Streams**

#### **1.5 Haslingden Conservation Area and Appraisal**

#### **1.6 Buildings at Risk – designation listing / local listing**

### **2.0 Pre Big Lamp Consultation ‘Forming the Bid’**

#### **2.1 Pre Big Lamp Consultation Objectives**

#### **2.2 Pre Big Lamp Consultation Methodologies**

#### **2.3 Pre Big Lamp Consultation Conclusions**

### **3.0 Haslingden Big Lamp Delivery Phase**

#### **3.1 Post Big Lamp Consultation Objectives**

#### **3.2 Post Big Lamp Consultation Methodologies**

### **4.0 Haslingden Big Lamp Completed**

#### **4.1 Post Big Lamp Consultation Objectives**

#### **4.2 Post Big Lamp Methodologies**

#### **4.3 Townscape / Heritage**

### **5.0 Strategic Areas**

#### **5.1 Helmshore Textile Museum**

#### **5.2 Grane Mill**

#### **5.3 The Halo**

#### **5.4 The Town Centre**



## 5.5 Leisure Facilities and Retail

## 6.0 Haslingden NLHF Project Officer /NLHF Monitoring

## 7.0 Lessons Learnt

### 7.1 Social

7.1.1 Community Engagement Events

7.1.2 Training Opportunities

7.1.3 Publicity

### 7.2 Economic

7.2.1 Haslingden Business Association

7.2.2 Town Centre Footfall

7.2.3 Town Centre Investment

### 7.3 Townscape / Heritage

7.3.1 Buildings

7.3.2 Building Delivery Model

7.3.3 Completed Properties

7.3.4 Not Completed Properties

## 8.0 Public Realm

8.1 Design and Consultation

8.2 Public Realm Delivery

## 9.0 Success of the Partnership Board

## 10.0 Grant Rate

## 11.0 Recommendations and Conclusions

## 12.0 Appendices

