

BUSINESS RECOVERY PLAN

Rebuilding Rossendale's
economy together



FOREWORD

from the Leader of Rossendale Borough Council, Alyson Barnes.



Alyson Barnes

The impact of COVID-19 on local areas in 2020/2021 has been significant and authorities like Rossendale have borne the brunt of this impact.

We have been faced with many challenges brought on by this never before seen pandemic and these challenges are going to affect businesses in Rossendale well into 2021 and beyond. As a forward thinking council, we are looking to our recovery phase. Achieving the same levels of growth seen pre-pandemic is our goal and this plan should help us to get there.

We must also keep sight of our vision, where Rossendale will be seen as:

A PLACE WHERE PEOPLE WANT TO INVEST

A PLACE WHERE PEOPLE WANT TO WORK

A PLACE WHERE PEOPLE WANT TO LIVE

A PLACE WHERE PEOPLE WANT TO VISIT

Rossendale is well placed to harness the power of its partnerships and the services that the Council delivers to create the right conditions to grow back our economy. Recovering from COVID-19 will take a multi-faceted approach to help everybody affected but together we will do this.

With input from our business community, we've developed an action plan that will help us all recover from COVID-19, allowing the economy to stabilise and recover from the effects of the pandemic. Our plan covers our identified key themes of people, business, the visitor economy, infrastructure and place with actions assigned to each. We've generated over £18m in funding to support our local business community as part of our initial response to the pandemic. We will use existing funding

as well as working with our partners to leverage additional resources and add more value. This business led action plan is based on sound local knowledge and expertise as well as drawing upon best practice from elsewhere. It's likely to undergo some changes as the full effects of the pandemic emerge and as government guidance is released to benefit local people.

The plan will be overseen and monitored by our Corporate Management Team and the Members of the Council. This team of committed people are determined to deliver the plan and ensure we do all we can to help the economy recover from this unprecedented situation. We hope that if we continue with the hard work we have been doing so far, there will be no reason why Rossendale can't achieve its full potential.

• **In the short term** we will focus on addressing the needs of re-opening the business community. Supporting our town centres, retail offerings and business operations in a way that is compliant with government guidelines and enables footfall to return safely is paramount.

• **In the short to medium term** we will build strong partnerships to lead an approach that will focus on the future of our fantastic Valley. We are setting out measures we intend to take over the next 12 months and beyond to ensure we have a strong springboard to our return to pre-pandemic levels of success.

OUR VISION, OUR AIMS

OUR ROSSENDALE, OPEN FOR BUSINESS

Rossendale Council is keen to ensure that progress is made to the ambitions set out in the Council plan, despite the unclear times that everyone faces. The Council will be there to support local businesses, providing a mechanism which allows everyone to reach their full potential and prosper. Government policy and Lancashire policy highlights ways to respond to those challenges and the Council has been examining best practice and data from other areas to understand how it can adapt to help the business community and so that when opportunities arise, it is well placed to capitalise on them.



OUR VISION, OUR AIMS

OUR ROSSENDALE, OPEN FOR BUSINESS

Growth is at the heart of this ambitious action plan which builds on these five approaches to recovery over the next two years:

Response

Work with partners, nationally and regionally to support local businesses to re-open or rebound to mitigate the economic impact of the crisis, through effective signposting, a dedicated business adviser and tailored business support programmes that adapt to meet demands that the pandemic imposes.

Recovery

Create and implement people centred measures that promote sustainable growth, through our Rossendale Works programme, digital transformation ideas, successful networking groups and evaluating lessons learned from the crisis with our strategic partners. In addition, ensure that local charity groups are accessing funding opportunities.

Restore

Strengthening the Invest in Rossendale brand increasing inward investment in Rossendale by attracting growth sector businesses and giving businesses a

strong local identity. Building productivity and resilience of key sectors of our local economy through direct activities and interventions. Forging ahead with current shovel ready projects to benefit local employment areas.

Resilience

Provide a plethora of business support to local businesses, with relevant seminars, workshops and events that promote resilience through planning and partnerships. Continuing the successful Rossendale Business Leaders, Valley at Work, Bacup Business Association and newly formed Haslingden Business Associations to form strong bonds in the business community and work closely with the East Lancashire Chamber of Commerce and Rawtenstall Chamber of Trade as partners to recovery.

Renewal

Capitally invest in Bacup, Rawtenstall and Haslingden and strategic employment sites to bring about longer term economic transformations. Exploit green technologies and create opportunities and

innovation in advanced manufacturing as well as the building skilled workforces. Complete the actions of the 2020 Visitor Economy Strategy and build on the Rossendale Works employability project, which is already assisting businesses to bolster their workforce ready for recovery.

These five approaches are constant through the plan and help to identify the key actions to grow the five themes of people, business, visitor economy, infrastructure and place ensuring the highest impact and value for money from our targeted activities.

Together, Rossendale's economy will be rebuilt. It will emerge as a place that is OPEN FOR BUSINESS.



OUR VISION...

A PLACE WHERE PEOPLE WANT TO INVEST

A PLACE WHERE PEOPLE WANT TO LIVE

A PLACE WHERE PEOPLE WANT TO WORK

A PLACE WHERE PEOPLE WANT TO VISIT

IMPACT OF COVID-19 ON ROSSENDALE'S ECONOMY

The full impact of the economic challenges ahead are becoming more apparent as data emerges and as evidenced in Rossendale Council's, 'NOVEMBER 2020 THE IMPACT OF A COVID WORLD' report, is that the effect of the COVID-19 pandemic has been, and is going to continue to be significant.

Certain key sectors such as hospitality, leisure, accommodation and retail are the worst affected. For 82% of Rossendale businesses COVID-19 has had a significant effect on their business. Two thirds of businesses have seen at least a 25% reduction in their annual turnover this year. Businesses employing less than 5 staff have been notably affected, streamlining their

already vulnerable staff levels. In terms of recovery, 53% of businesses have moderate confidence in the business environment but need solid financial support to stabilise their business as a base to make a strong recovery. The Government's current financial support schemes have made an impact in stabilising a large number of local businesses.

These small shoots of recovery need to be sustained into long term growth and we need to factor flexibility into the future plan to cope with the end of the national furlough schemes and other interventions offering financial support to businesses, and the possibility in the future of more local and national lockdowns.

For now, we know across Rossendale due to the COVID-19 pandemic:

To date, the 'NOVEMBER 2020 THE IMPACT OF A COVID WORLD' report has found the following in respect of 115 respondents:

- **82%** of businesses said COVID-19 was significantly affecting their business,

- **68%** of businesses are at risk of collapse if sufficient financial support is not sustained until a full recovery is made.

- **77%** of businesses had seen a 25% or greater reduction in their annual turnover this year (and 38% had seen a reduction greater than 50% of turnover) compared to 73% of local businesses experienced up to a 10% growth in their turnover in 2019/20 (the year before the pandemic).



- Businesses employing less than 5 staff have had to streamline their staffing by an average of 1-2 staff members over the last 12 month
- 91% of people are still concerned in some way about the national COVID-19 situation
- A large number of jobs in Rossendale are rated as high risk i.e. not a keyworker position and the job is not suitable for remote working
- We do maintain a high percentage of private-sector jobs, however Rossendale has the smallest number of employee jobs out of the 14 Lancashire local authorities
- People claiming Universal credit is rising due to pressures from COVID-19 and will continue to do so through 2021 and beyond.



- The biggest effects for businesses are significantly reduced customer footfall and financial instability
- At the start of the pandemic there were around 2,710 VAT registered businesses in Rossendale. 90% of these are micro-businesses, employing less than 5 people
- Without intervention, poor growth or contraction of major sectors such as Manufacturing, Hospitality and Wholesale/Retail trades, these business will bear the brunt of the economic impact in Rossendale
- Hospitality, leisure, accommodation and retail sectors are likely to require most intervention, with hospitality and food services expected to be the hardest hit
- 422 business have become insolvent in the first 11 months of financial year - a 24% increase on the same period last year.



- Workers employed in the hospitality, non-food retail, arts, leisure and entertainment sectors, currently 816, are more likely to lose their job compared to employees in other sectors of the economy
- Overall, 38% of businesses in Rossendale had seen a reduction greater than 50% of turnover
- We are working hard to improve the visitor economy with developments for Bacup, Haslingden and Rawtenstall being created and implemented. COVID-19 will affect these projects but we must ensure that we safeguard the jobs that are going to be created from these enterprises
- Local Lockdown restrictions have seen our hospitality, leisure and accommodation sectors contract, including Rossendale's Leisure Trust who have not been eligible for Government financial support during the Summer of 2020.



- Rossendale has a legacy of historic under-investment in business, road and rail infrastructure. This requires multi-million investments in each of our road, possible rail, bus, and digital networks, establishing new growth corridors across the borough. This will support our residents to work, earn and live healthy lives as well as supporting more than 2,800 local businesses to grow and do business
- Transport for the North (TfN) is producing a Strategy that is expected to deliver major enhancements to the region's transport infrastructure with £27billion allocated for strategic transformational projects. Within the identified corridors, Rossendale falls under both the Central Pennine and Lancashire/Manchester/Sheffield corridors. The Central Pennine and, in particular the East Lancashire to Manchester sub corridor study, is at a more advanced stage
- We have a distinct need for improvements to our access routes into the borough and then provision of suitable accommodation for our tourism and business visitors when they arrive.



- Almost every part of Rossendale's local economy will see more contraction than the national average.
- Contraction of our local high streets in the context of increasing online retail and declining foot fall reduces engagement with key town centres in Bacup, Haslingden and Rawtenstall.
- Evidence continues to demonstrate underfunding to East Lancashire in comparison to other UK areas. Building a strong, resilient borough Post-Covid that attracts local, national and international investment into Rossendale has never been more vital.
- We are in a prime position to take advantage of the growth being seen in nearby Manchester, but without further financial assistance this will not be possible.



OUR STRENGTHS AND OPPORTUNITIES

Businesses have used the pandemic to create opportunities like changing their service and offering online activity, entering new markets and varying their business model, introducing new technology and diversifying to support recovery.

Entrepreneurs have emerged in Rossendale, such as the “goats on zoom” phenomenon that has gained international coverage and we recognise that it will be creativity like this and entrepreneurship that takes a forward role as the markets adjust to the new environment post COVID-19. Rossendale Council’s approach will take account of many local economic factors that make parts of Rossendale vulnerable to different effects of the crisis.

Town Centres

Our three distinct town centres form the backbone of our Borough. Rawtenstall has benefitted from a surge in popularity and growth in recent years and we want to hold this up as a template for the rest of the borough but we know we can’t be complacent, Rawtenstall didn’t grow overnight, it took investment in the town, regeneration project and work to build up its reputation to attract unique businesses to get there.

Bacup

The council has secured £1.08m of funding to renew essential parts of the high street and attract more visitors to its centre. The Bacup Heritage Action Zone (HAZ) project is currently ongoing and the council submitted a substantial Future High Streets fund bid for £11m. Even though this funding bid was unsuccessful, we are looking fervently at other avenues to realise the potential of Bacup, which was outlined in the Bacup 2040 Vision and Masterplan.

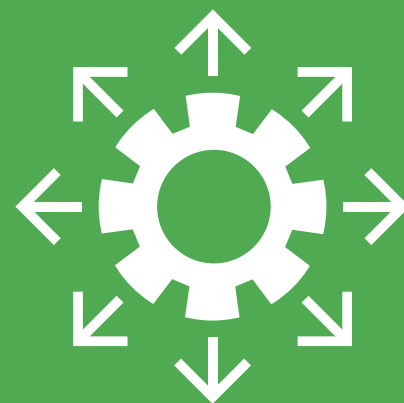
Haslingden

The Council has committed resources to a NLHF fund bid which is pending approval for circa £2m. This vision and masterplan that has been produced focuses on trying to diversify our high streets for resilience in the future, including using food, music, events opportunities and close proximity to the countryside to bolster the direct retail available presently.

Rawtenstall

With its growing popularity and improved offerings, the Council will build on the town’s successes experienced pre-pandemic.

A new management company will build on the momentum of Rawtenstall Market as visitor destination and the work at the new bus station and town square.



Rossendale’s Position

Rossendale occupies a strategic location, repeatedly described as the ‘bridge’ in to Lancashire from Greater Manchester leading through to West Yorkshire. Rossendale benefits from good road communications astride the M66/A56, linking the M60/M62 with the M65 motorway. There are still improvements to be made but the road network and the proximity to Manchester make Rossendale accessible and able to play an important role within the sub-region and the Government’s levelling up agenda. Investment has taken place along the A56 corridor, and the west of the borough is proving attractive with recent developments drawing in advanced manufacturing businesses. Looking forward, a future supply of employment land in appropriate locations is essential to achieve our planned economic growth and prosperity driven by the Invest in Rossendale brand.

Infrastructure planning remains a top priority for the long term growth of our economy to both attract business investment along our Rossendale Valley Growth Corridor, and support access for workers and visitors alike. Improvements to our strategic infrastructure are paramount. This includes developing a Strategic Outline Business Case for



a commuter rail link from Rawtenstall to Manchester, relieving congestion on the Rawtenstall Gyratory, as well as continuing to lobby for improvements to the A56/M66.

Rossendale also benefits from a spectacular natural landscape and within our visitor economy strategy we will look to realise the untapped potential of our surroundings.

Our Current Businesses

In 2017 there were 2,590 businesses, including award winning companies Linemark UK Ltd, JJO plc, Beta Group Ltd, Interfloor Ltd and Slingco Ltd. Rossendale’s industrial sector strengths measured by employee jobs are, in joint first place, ‘manufacturing’ and ‘wholesale and retail trade’, and in joint second place, ‘administrative and support’ and ‘human health and social work’. Unlike other districts in Lancashire, the borough has a relatively high number of private sector jobs, which is considered a positive trait in times of public sector contraction. Given Pennine Lancashire’s strong advanced manufacturing base and Enterprise Zone status for the BAE sites at Samlesbury and Warton, there is an opportunity to innovate and grow associated supply chain companies in this recognised growth sector.



We are looking to place an emphasis on our sector strengths and give our advanced manufacturing and health and social care businesses the support and tools to thrive following the pandemic.





A place where people want to live

Rossendale hosts three distinctive market towns; Rawtenstall, referenced by the Sunday Times in its feature on Best Places to Live 2018, provides individual specialist shops with a high end offer, Bacup reputedly the best preserved cotton town in England, and Haslingden which 'punches above its weight' for food and drink in the evening. All have attracted recent investment; Spinning Point at Rawtenstall, Townscape Heritage Initiative in Bacup and the Haslingden Task Force area. The Council has ambitious plans to continue to grow and develop all three town centres.

A great place to enjoy yourself

Rossendale's visitor, cultural and leisure offer is significant, with an untapped potential for growth. Rossendale is home to the famous East Lancashire Railway. The natural beauty of the Rossendale Valley set amongst open moorland supports a backdrop for 'adrenaline' outdoor active pursuits; with The Hill, Lee Quarry Mountain Bike Trails, the 'Grip and Go' climbing facility and Whitworth Water Ski Academy to name a few. A comprehensive Visitor Economy Strategy and action plan has been drawn up and put in place to realise this growth.

A great place to start and grow a business

Under the banner of our 'Invest in Rossendale' brand, with our recently appointed Business Adviser and a dedicated team, Rossendale is here to support and attract business. We have already run numerous business guidance seminars during the COVID-19 pandemic and are planning further workshops to assist businesses as we move to the recovery phase. Free 1-1 sessions are available to all businesses within the borough where the business adviser will offer assistance. We aim to continue this support system for new and existing businesses throughout the COVID-19 pandemic and will look to expand this offer in the future. We have also expanded the offer available from our Rossendale Works project to include specifically 18-25 years olds ensuring employers within Rossendale will have a robust source of staffing as their businesses start to grow again.



THE NATIONAL AND SUB-REGIONAL RESPONSE

Government Support Programmes

The Government is providing financial security and support for those who can't work and a scheme for businesses to protect people's jobs. The Coronavirus Job Retention Scheme has been introduced to prevent employers having to lay off staff and the Self-Employment Income Support Scheme to support eligible sole traders and partnerships.

This is in addition to support for businesses, including:

- VAT deferrals until the end of June that provide a direct cash injection of over £30bn, Self-Assessment tax deferrals from July to next January, providing a cash flow benefit of £13bn and more than 64,000 tailored Time to Pay arrangements agreed with businesses and individuals

- The Government's business grant financial support has helped over 1,599 local businesses in Rossendale.
- Direct cash grants worth £10,000 or £25,000 have already been to businesses including in the retail, hospitality or leisure sectors, worth over £12bn in total.
- Discretionary funding
- A package of government-backed and guaranteed loans, which make available approximately £330bn of guarantee



REOPENING OF THE ROSSENDALE ECONOMY FOLLOWING NATIONAL LOCKDOWN

Rossendale has seen long periods of government imposed restrictions to control the spread of COVID-19 and its businesses have been among the worst affected.

The government has published “COVID-19 Secure” guidelines for employers to help protect their workforce and customers from coronavirus that must be met as a condition for reopening. The 14 guides cover a range of different types of work.

- 5 steps to working safely
- Close contact services
- Construction and other outdoor work
- Factories, plants and warehouses
- Heritage locations
- Hotels and other guest accommodation
- Labs and research facilities
- Offices and contact centres
- Other people's homes
- Performing arts
- Providers of grassroots sport and gym/leisure facilities

- Restaurants, pubs, bars and takeaway services
- Shops and branches
- Vehicles
- The visitor economy

Go to www.gov.uk/coronavirus for guidance.

The sub regional approach led by Lancashire County Council has been essential in ensuring the survival of the business community. This plan will look to align with the objectives of their recently produced 'Redefining Lancashire: Our Approach to Recovery' report which can be found here:

www.lancashire.gov.uk/media/917897/redefining-lancashire-our-approach-to-recovery-25-june-2020.pdf

In brief the objectives are:

- Support businesses to re-open
- Support the re-functioning of the economy in the short term
- Support local supply chain development
- Respond to pipeline shocks in the economy resulting from current shutdown
- Set the trajectory for the Greater Lancashire Plan and commence a pipeline of investment in major strategic projects.
- Benefit Lancashire's workforce in the short-term and prepare for significant unemployment growth post-furlough.

The ending and phasing out of temporary support packages could have an effect on Rossendale businesses, as part of the recovery approach the impact of this will be determined.



WHAT ROSSENDALE COUNCIL HAS DONE SO FAR

Supporting businesses with the right mix of talent with new skills for a new business climate and investing in people to future-proof the economy

We want every business to get back on track because they are an essential part of our communities. This means access to the latest information, advice and support to help businesses adapt and survive.



- We have established a task force with partners in and around the borough to meet weekly for an assessment of the current business and general COVID-19 situation.
- Council appointed a COVID-19 Business Adviser who has already supported over 150 businesses with advice, support and funding signposting.
- The Rossendale Connected Hub has supported over 2,000 local people since the start of the pandemic, galvanising over 60 community groups to co-ordinate support.
- Council and police enforcement on non-compliant businesses and residents to stop the spread of the virus.
- Extensive local communications activity across print, radio and social media
- We continued to maximise the positive impact of investments and projects in Rossendale despite the impact of COVID-19 on timetables and new project development. The Whitaker, Bacup Heritage Action Zone, a large employability project at Futures Park are a few examples of projects that have progressed despite the difficulties brought about by COVID-19.
- We commissioned a business and communities Survey. This gathered invaluable information on the issues and needs that small and medium sized businesses face in Rossendale. This presented an opportunity for employers to communicate directly with us to help to shape the future of the business community across the area.
- We delivered a programme of workshops on how to access funding during the COVID-19 pandemic.
- Council supporting the tracing approach with 70% effectiveness in tracing difficult to trace cases. By bringing cases down across the borough this will help businesses in the borough.
- A range of smaller grant funding used to support hardship issues.
- Focused and directional learning following the pandemic teaching us lessons on how to improve in the future
- By our involvement with the Local Resilience Forum, we have strove to implement the Government's package of emergency support to our business community quickly and efficiently.
- We have allocated resources to give businesses support with Council functions by pulling relevant departments together to work in partnership to address key areas of concern raised by business during the pandemic.
- Given out £18.3million in business grants to over 2000 business – a massive logistical task undertaken without prior notice and limited resources
- The Economic Development Team has spoken to over 300 businesses about COVID-19 related issues and offered support
- Attracted £63,000 in funding toward reopening the high streets, which has been used to create a marketing campaign and street cleaning. We have also looked to obtain funding for some alterations to make our town centres a Covid-safe environment.

THIS IS WHAT THE COUNCIL WILL DO NEXT

Rossendale is unique, the local business community has highlighted that through its resilience and response to the pandemic. This resilience is an essential ingredient in achieving a sustainable recovery from the pandemic. Those businesses that are currently experiencing high growth will be targeted to drive employment opportunities and Gross Value Added for Rossendale. Value for money will be a key driver in the activities and influences that can be controlled to focus on helping Rossendale realise and exceed its potential.



ROSSENDALE IS OPEN FOR BUSINESS

£18m of funding has already been generated for the local community. This action plan identifies ways to use this existing funding along with leveraging other resources to boost economic growth across existing and new business sectors.



PEOPLE



Our next steps in the short term are to:

1. Enhance our Rossendale Works and Rossendale Youth Works programmes to protect jobs and assist employers following the phasing out of the job retention scheme

- Focus our efforts on the hardest-hit sectors to enable firms to maintain and expand employment in areas such as the manufacturing and administration. This will spur job creation and help meet the challenges of an ageing population.
- Explore training initiatives using the business adviser support network to give people the skills for the future workforce.
- Become a Kickstart Gateway, harnessing the relationship with the local job centre to secure 6 month work placements for 18-24 year olds.

2. Develop a programme of events and workshops whereby local residents can explore the possibility of starting their own business or improving their skills

- Running further New Business Workshops to feed entrepreneurship plans.
- Increased take-up of apprenticeships to give everyone the chance to start and develop their career, as well as supporting businesses to develop and grow a skilled workforce that meets their needs
- Increased numbers of people helped to re-skill and move into new careers through employability fairs and careers events
- Strengthened engagement between schools and employers.

In the medium term, we will:

3. Create an integrated employment and skills environment that benefits everyone

- Establish a local employability and skills group, encouraging collaboration with key partners delivering employability projects in Rossendale and identify any gaps in provision.
- Work with the local schools to improve career prospects of leavers and links with local businesses. Provide schools with the opportunity to input into the local careers fair.

What does this mean?

- ✓ Young people equipped for life- intervention at a younger age has a tangible effect on lowering unemployment at a later age
- ✓ Increased take-up of our Rossendale Works and Rossendale Youth Works programme to give everyone the chance to start and develop their career
- ✓ Supporting our businesses to develop and grow a skilled workforce that meets their needs
- ✓ Increased numbers of people helped to re-skill and move into new careers
- ✓ Strengthened engagement between schools and employer and employer

BUSINESS



Our next steps in the short terms are to:

4. Market Rossendale as a place to invest

- Continue to work quickly to identify and support business needs with our partners: Boost Lancashire, the LEP, Valley at Work, BBA, HBA, the East Lancashire Chamber of Commerce, the Federation of Small Businesses and our Councils' community teams who are at the front line in providing comprehensive support across our communities
- Implement our "Invest in Rossendale Inward Investment" action plan to stimulate the growth of existing businesses and encourage more firms to Rossendale.
- Promote the dedicated support and advice service made available through the business adviser and partners
- Encourage and further promote the NNDR relief scheme that offers business rates discounts based on job creation and rateable value to encourage businesses to come to Rossendale
- Take advantage of low carbon/climate change/green economy initiatives that will help Rossendale stand out as an environmentally conscious business community that values the future.
- Offer support and advice as we deal with Brexit and the implications to the export led businesses in our borough.

In the medium term we will:

5. Look to improve business productivity through digital connectivity

- Continue to support Rossendale businesses to innovate through its business networks, the Boost Mentor programme and the development of other partner programmes.
- Explore opportunities to improve broadband connectivity within Rossendale including 5G.

What does this mean?

- ✓ A single reference point for the most up-to-date information, guidance and support for businesses across our borough- the economic development team
- ✓ Closer partnerships are forged with business who want to invest in Rossendale in order to show we are 'open for business and investment'
- ✓ Businesses across Rossendale enabled and encouraged to adopt new technologies and helped to innovate and grow, or diversify into other sectors
- ✓ Start up and early stage businesses helped to discover and develop products with access to expert advice signposted by the economic development team

VISITOR ECONOMY



Our next steps in the short term are to:

6. Promote Rossendale's "COVID SAFE" attractions and deliver the actions in the 'Visitor Economy Strategy for the whole of Rossendale 2020-2030'.

- Continue to support through business planning and advice, funding applications and tailored support, all those assets within the visitor economy.
- Support creativity through an exciting and diverse programme of arts and culture in our borough through our already established network of arts venues.
- Provide temporary open spaces for restaurants and cafés to operate from.
- Market Rossendale's excellent walking routes.

In the medium term, we will:

7. Develop our assets to improve experiences and increase capital expenditure opportunities

- Strengthen relationships with Lancashire County Council to build on the local cycling infrastructure, such as the Valley of Stone Greenway and NC6.
- Work with partners and investors to bring forward a visitor and cycle hub at strategic locations.
- Provide funding for those wanting to develop events within the area
- Develop and deliver heritage-led regeneration projects throughout the borough.

What does this mean?

- ✓ Putting Rossendale on the map as a place for people to visit and stay
- ✓ Attracting even more families and visitors to Rossendale, bringing benefits to local businesses and our economy
- ✓ An exciting programme of events that are "COVID Safe"
- ✓ Marketing Rossendale as a place for unique outdoor experiences
- ✓ Increasing the numbers employed in the sector and its GVA

INFRASTRUCTURE



In the short term, we will:

8. Provide an outdoor setting for existing businesses to operate from

- Create a multi-functional open space on Rawtenstall Town Square that allows cafes and restaurants to operate from that don't have capacity for outdoor seating at their existing premises.

In the medium term we will:

9. Explore road, rail, cycle and walking infrastructure improvements in Rossendale

- Continue to work with partners as we look to restore the Valley-City Link, exploring funding opportunities to develop the Strategic Outline Business Case.
- Develop plans to enhance the M66/A56 growth corridor
- Advance our plans to improve the Rawtenstall Gyratory system, including the efficiency and effectiveness of St Mary's Way which is a congestion hotspot.
- Link with our Visitor economy strategy goal of developing a network of local cycling routes to link Rossendale's visitor attractions including the Valley of Stone pathway.

What does this mean?

- ✓ Advancing our Rossendale Valley Growth Corridor and key infrastructure projects
- ✓ Our new industrial development sites are resilient, enabling home working and built in places which are well located in relation to existing road and public transport networks
- ✓ Adoption of new construction

PLACE



Our next steps in the short term are to:

10. Improve and enhance the town centres and natural spaces

- Realise the opportunities following submission of funding bids for Bacup and Haslingden. Support Rawtenstall, Bacup and Haslingden to be known regionally for their unique offers and be strong destinations for shoppers and visitors.
- Use our strategic position to build strong and sustainable growth, with improved connectivity as a 'bridge' in to Lancashire from Greater Manchester and West Yorkshire.
- Support Rossendale to be known in the sub-region and beyond for its outdoor offer and cultural experiences. Residents will have improved life chances and achieve greater economic success through the provision of enhanced employment, skills and educational opportunities.

In the medium term, we will:

11. Look to complete the Futures Park Employment Village site:

- Giving new and existing businesses the opportunity to expand into newly built bespoke designed industrial premises.
- Safeguard over 100 jobs in the Bacup area by businesses offering new job opportunities.

12. Progress the New Hall Hey Gateway project:

- Situated on the periphery of Rawtenstall Town Centre, New Hall Hey has established as a premier location offering retail and industrial businesses a rare opportunity to occupy a location that is perfect for edge of town shopping as well as those looking for a larger footprint.
- This scheme will improve the public realm and access along this major gateway in to Rawtenstall.

What does this mean?

- ✓ Revitalising and reopening the town centres safely
- ✓ Improved health, quality of life and the environment
- ✓ More visitors to Rossendale

PERFORMANCE MONITORING AND MEASUREMENT

COVID-19 Business Survey Report

- The results are based on primary research undertaken through two online surveys. The business survey received responses from 115 Rossendale businesses. The resident survey received 935 responses. Both surveys were undertaken between 16 October and 6 November 2020.

- The research was intended to better understand the impact of COVID-19 and how support should be best targeted to help businesses recover. It also aimed to understand current public attitudes to the COVID-19 restrictions in order to better interpret actions which are likely to have a strong positive impact on containing and then reducing the number of cases.

- Other ad-hoc surveys commissioned by Rossendale Borough Council.

- The research is complemented by publicly available statistics from Public Health England on the number of cases and the Office for National Statistics on business registrations and insolvencies

- 'Our Approach to Recovery' plan produced by Lancashire County Council



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