

An aerial photograph of a town and surrounding countryside. The town is densely packed with buildings, mostly in shades of grey and brown. The surrounding area consists of rolling green hills and fields, some with stone walls. The sky is clear and blue. The text 'Rossendale Borough Council' is overlaid in the center of the image in a large, white, sans-serif font. Below it, the text 'CORPORATE STRATEGY 2017-2021' is overlaid in a smaller, white, sans-serif font.

# Rossendale Borough Council

CORPORATE STRATEGY 2017-2021



Introduction from Leader of Rossendale Council, Councillor Alyson Barnes and Chief Executive Stuart Sugarman

Our Corporate Strategy is a Council wide document which all staff and Councillors support and are committed to help the Council work towards. It pulls together wider Council plans and strategies so that our Councillors, staff, residents, businesses and partners can be assured we are working to a vision and priorities that will benefit them and Rossendale as a whole

This new and ambitious Corporate Strategy underlines our commitment to gain investment and ensure sustainable growth in Rossendale, as well as maintaining high quality, value for money services.

Community feedback has helped shape this plan. Our communities know best what they want to see their local borough Council focus on. We strive to work successfully with residents and partners to get the best for Rossendale. We have also engaged with our staff and Councillors to ensure that the plan captures everyone's ideas.

Now, more than ever, there is a need for us to be creative and more commercial in our organisation, management and service delivery. We will need to become more innovative than ever before as collaboration with others and new ways of working are more critical than ever before. We have developed an ambitious but achievable vision and strategy which will deliver better outcomes for Rossendale and its communities.

Although we face many challenges it is important not to lose sight of the fact that there are also many exciting and new opportunities for us.

Performance management against key actions, performance measures and risks represents an essential part of our assurance and accountability process to our residents and our partners. Reporting on the delivery of this Corporate Strategy ensures that our tax payer's money is spent prudently. Underpinning our Corporate Strategy are robust business plans for each of our service areas. These detail how we will deliver the strategy, our vision and priorities. They also detail how we will continue to deliver services to our residents and meet our financial challenges.

Underpinning everything we do is our commitment to equality, diversity, transparency, inclusion, sustainability and value for money.

# ROSSENDALE BOROUGH COUNCIL

- WASTE AND RECYCLING COLLECTIONS
- STREET CLEANING
- CEMETERIES
- PARKS, OPEN SPACES AND PLAYGROUNDS
- LAND CHARGES
- BUILDING CONTROL
- PLANNING
- ENVIRONMENTAL HEALTH
- HOMELESSNESS ADVICE
- LICENSING
- COUNCIL TAX SUPPORT
- HOUSING BENEFIT & INVESTIGATIONS
- ELECTIONS
- SUPPORT TO COMMUNITIES AND PARTNERS
- LEISURE FACILITIES

Rossendale  
BOROUGH COUNCIL

# LANCASHIRE COUNTY COUNCIL

- HIGHWAYS
- GRITTING
- ROAD REPAIRS
- STREET LIGHTING
- EDUCATION & SCHOOLS
- SOCIAL SERVICES
- SOCIAL CARE
- LIBRARIES
- FLOODING
- CHILDREN'S CENTRES
- SUSTAINABLE TRAVEL
- AUDIT
- HOUSEHOLD WASTE DISPOSAL SITES

Lancashire  
County Council



## Our Partners Provide:

[Capita](#) provide our revenues, benefits and customer services.

[Civic Pride](#) groups support the borough by providing a gardening and litter clearance service, building upon the work done by the council's workforce.

[Calico](#) manages the Pennine Lancashire empty homes project.

[Together Housing](#) manages social housing in the Borough.

[Rossendale Leisure Trust](#) provides the sports facilities provision in the Borough, with [Community Leisure Association Whitworth](#) providing it in Whitworth.

The NHS and [East Lancashire Clinical Commissioning Group](#) are the health providers for Rossendale. Main hospital services are provided by [East Lancashire Hospitals NHS Trust](#). Some other facilities are run by the [Lancashire Care NHS Foundation Trust](#).

[Lancashire Constabulary](#) is the local police force.

[Lancashire Fire and Rescue](#) provide our fire service.

Voluntary Community Sector organisations work with us on a range of initiatives, a comprehensive list can be found on the [REAL Directory](#).

[Lancashire County Council](#) - upper tier responsibilities (see page 3)

Rossendale is a proud valley area with rich industrial heritage, filled with friendly and welcoming communities in a number of vibrant market towns and villages. Rossendale is a distinctive part of East Lancashire with its dramatic scenery, rich heritage and characterful features.

Sitting within Lancashire but bordering Greater Manchester and West Yorkshire means Rossendale is a well-connected area.

# ROSSENDALE HEALTH PROFILE



- 13%**  
Feel isolated
- 68%**  
Feel their health is good/very good
- 23%**  
Smoke
- 77.7 YEARS**  
Male life expectancy
- 82.4 YEARS**  
Female life expectancy
- 52%**  
Of adults are active



## RECYCLING

33.6% of waste is currently sent for recycling, reuse or composting



**52.9%**



Percentage of pupils who achieve 5 or more GCSE's A\* - C.



**Over 2600**  
Active enterprises in  
Rossendale



Number of Dwellings = 31,600,  
with 85% being owner occupied  
or private rented  
Highest proportion of housing  
stock is in Council Tax Band 'A'



POPULATION

**69,487**



**1372 vacant properties**

## WORKFORCE

40% of workers living in Rossendale work here, with commuters travelling out to Rochdale, Bury and Manchester. People living in Bury and Hyndburn commute into Rossendale for work.



## ECONOMIC IMPACT

Weekly average earnings  
for those living in  
Rossendale is £346.10



Our Vision: Rossendale, a place where people want to live, visit, work and invest.

**Rossendale Leisure Trust's Grip and Go at the Adrenaline Centre in Haslingden**

**Our Values:**

Customers Matter  
Listening and Communicating  
Loyalty  
Management of Performance  
Celebrating Success



Visit by the Duke of Lancaster's Regiment in July to Haslingden for the Freedom Parade



**Priority 1:**  
**A clean and green Rossendale**

A site cleaned by Civic Pride – and working together with Rossendale Council.

An aerial photograph of a large, rectangular building with a light-colored metal roof. The roof is covered with numerous dark blue solar panels arranged in a grid pattern. The building has a blue facade. In front of the building is a paved parking lot with several cars parked. Some of the cars are red, blue, and white. There are also some yellow markings on the pavement, including wheelchair symbols. The surrounding area includes some greenery and a road in the background.

Rossendale boasts stunning views and breathtaking open spaces. Our priority is to keep Rossendale clean and green for all of Rossendale's residents and visitors, and to take available opportunities to recycle and use energy from renewable sources more efficiently.

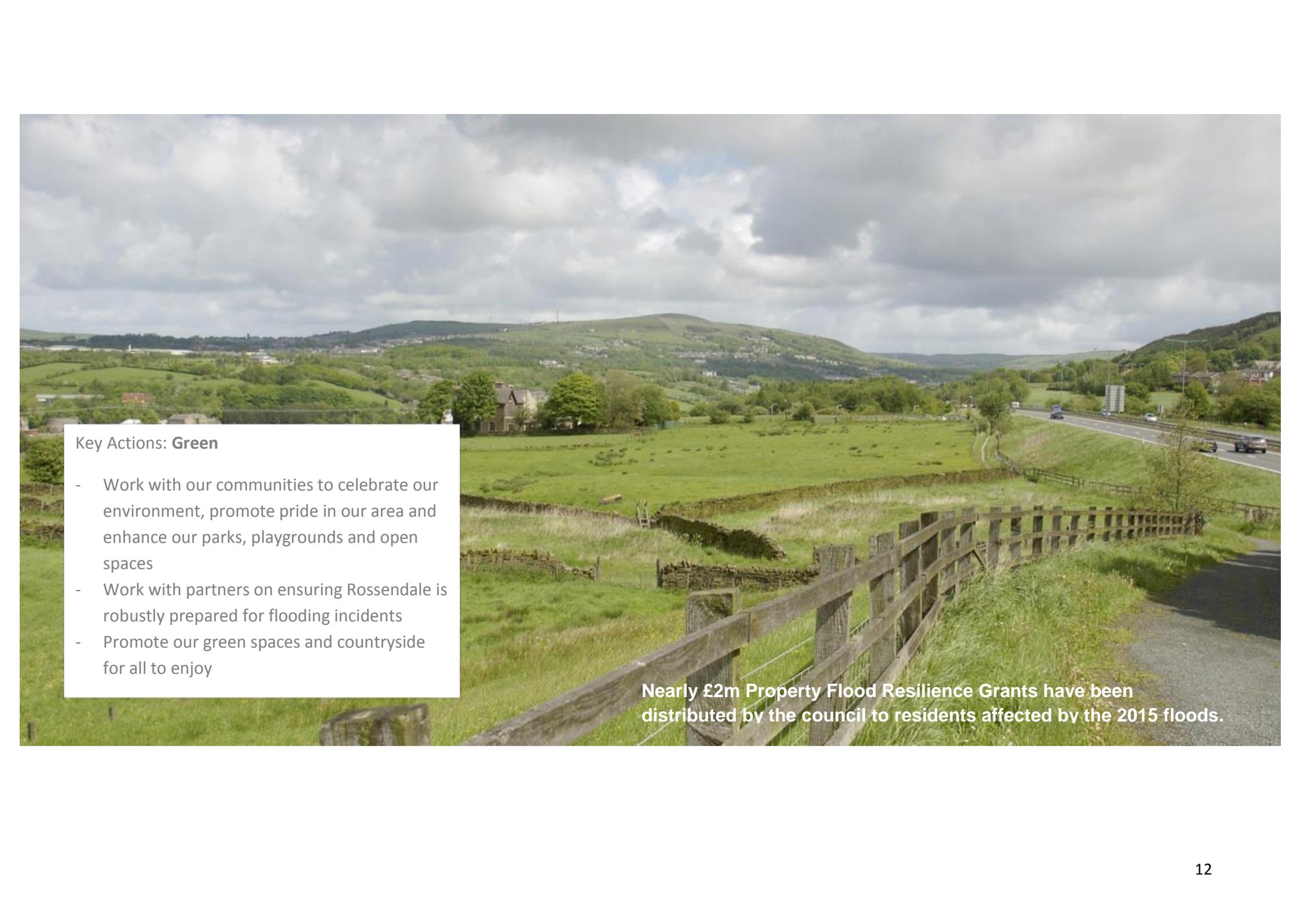
Solar panels installed on the Council offices 4 years ago have already produced over 305,205 kwh of electricity.



**Key Actions: Clean**

- Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more enforcement
- Deliver a waste and recycling awareness and engagement campaign to support us in keeping our streets clean and reducing litter
- Reduce waste costs and increase recycling rates in the Borough
- Continue to work proactively with our partners to improve the quality of roads in the Borough

**This year the council removed over 900 fly tipping incidents.**



Key Actions: **Green**

- Work with our communities to celebrate our environment, promote pride in our area and enhance our parks, playgrounds and open spaces
- Work with partners on ensuring Rossendale is robustly prepared for flooding incidents
- Promote our green spaces and countryside for all to enjoy

Nearly £2m Property Flood Resilience Grants have been distributed by the council to residents affected by the 2015 floods.



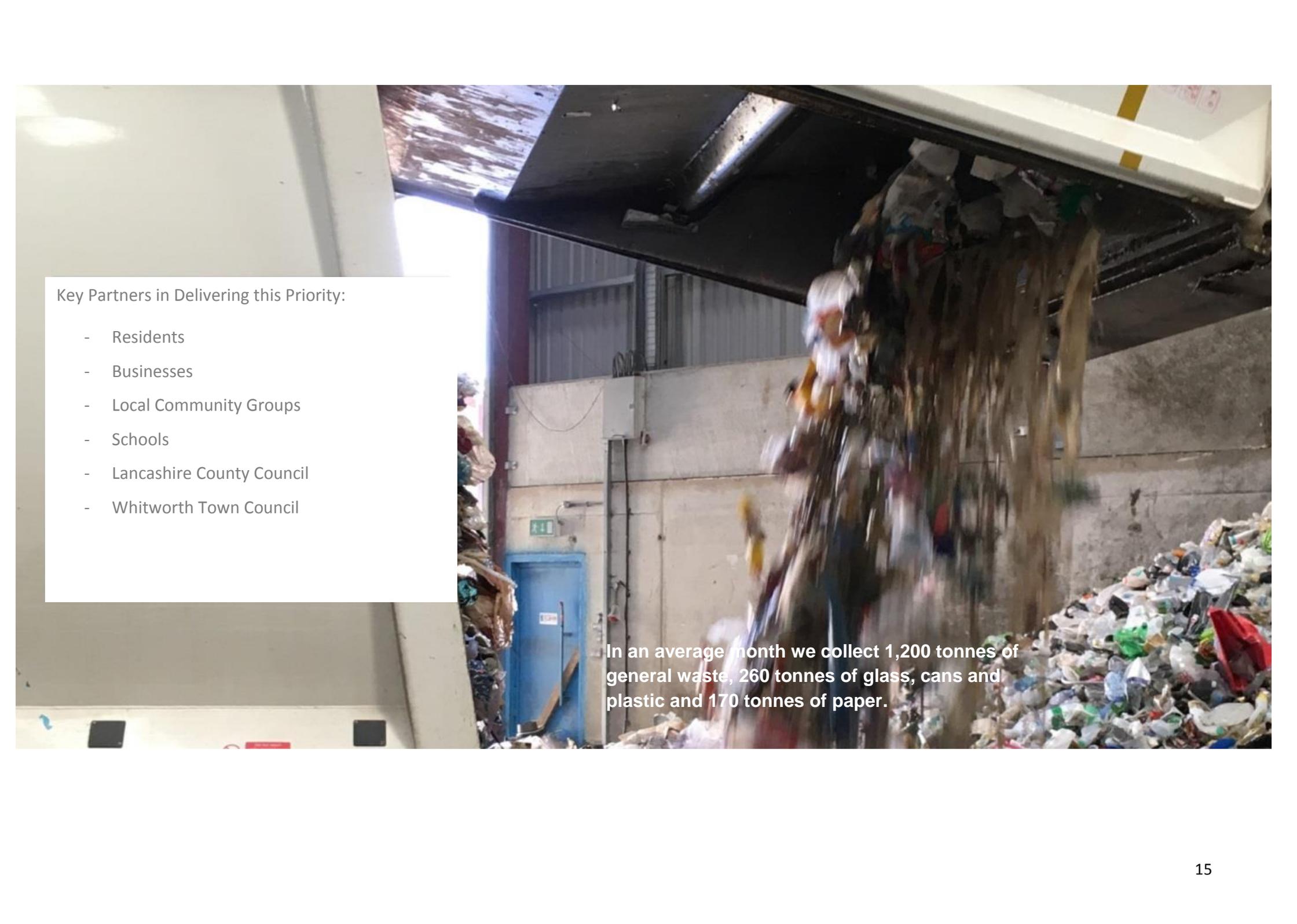
Key measures of success:

- Rossendale will be a brighter, cleaner Borough for residents and visitors, evidenced by the proportion of residents satisfied with the cleanliness of the Borough
- More residents will be satisfied with our parks and open spaces
- More residents will recycle more of their waste
- More energy will be generated from renewable energy sources

The council works with Civic Pride to keep the Borough clean.

Other Relevant Strategies/ Policies:

- Open Space and Playing Pitch Strategy



Key Partners in Delivering this Priority:

- Residents
- Businesses
- Local Community Groups
- Schools
- Lancashire County Council
- Whitworth Town Council

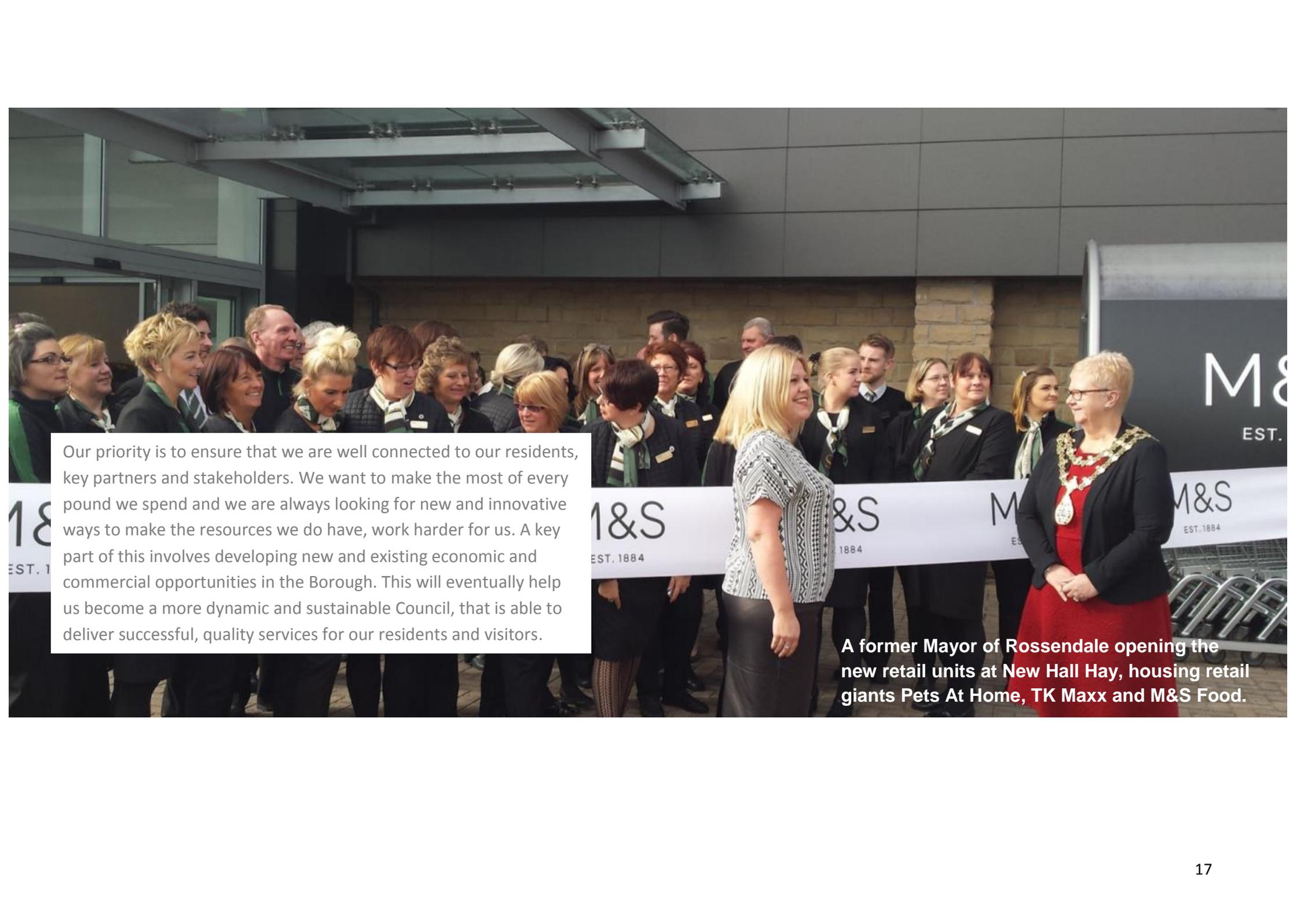
In an average month we collect 1,200 tonnes of general waste, 260 tonnes of glass, cans and plastic and 170 tonnes of paper.



**Priority 2:**

**A connected and successful Rossendale that welcomes sustainable growth**

Heron Place in Rawtenstall is a project developed by RTB, the Council's joint venture regeneration partner, which was shortlisted for the Housing Excellence Awards 2017.



Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us. A key part of this involves developing new and existing economic and commercial opportunities in the Borough. This will eventually help us become a more dynamic and sustainable Council, that is able to deliver successful, quality services for our residents and visitors.

**A former Mayor of Rossendale opening the new retail units at New Hall Hay, housing retail giants Pets At Home, TK Maxx and M&S Food.**



Key Actions: **Connected**

- Make it easier for customers to interact with the Council online when it suits them, by making more of our services digital
- Continue to work with partners and other agencies on better transport links in Rossendale and with our neighbours
- Make sure we get the best outcomes for Rossendale by working with public sector and other partners to make sure every pound gets the best results
- Make the most of our location; bordering Greater Manchester and West Yorkshire but also being committed to being part of a strong, confident Lancashire County
- Working with public transport providers to deliver the best public transport for Rossendale

Working alongside Lancashire County Council, local bus providers and the Lancashire Enterprise Partnership, the RTB Partnership, have successfully won £1.9m for the LEP's Growth Fund to add to County's £3.5 million funding for our Spinning Point regeneration project.



Key Actions: **Growing**

- Identify development sites to enable inclusive and sustainable growth (overnight visitor accommodation, housing, businesses, jobs and tourist destinations)
- Develop plans to ensure we have strong town centres and communities
- Invest in our staff to champion our more commercial and digital approach

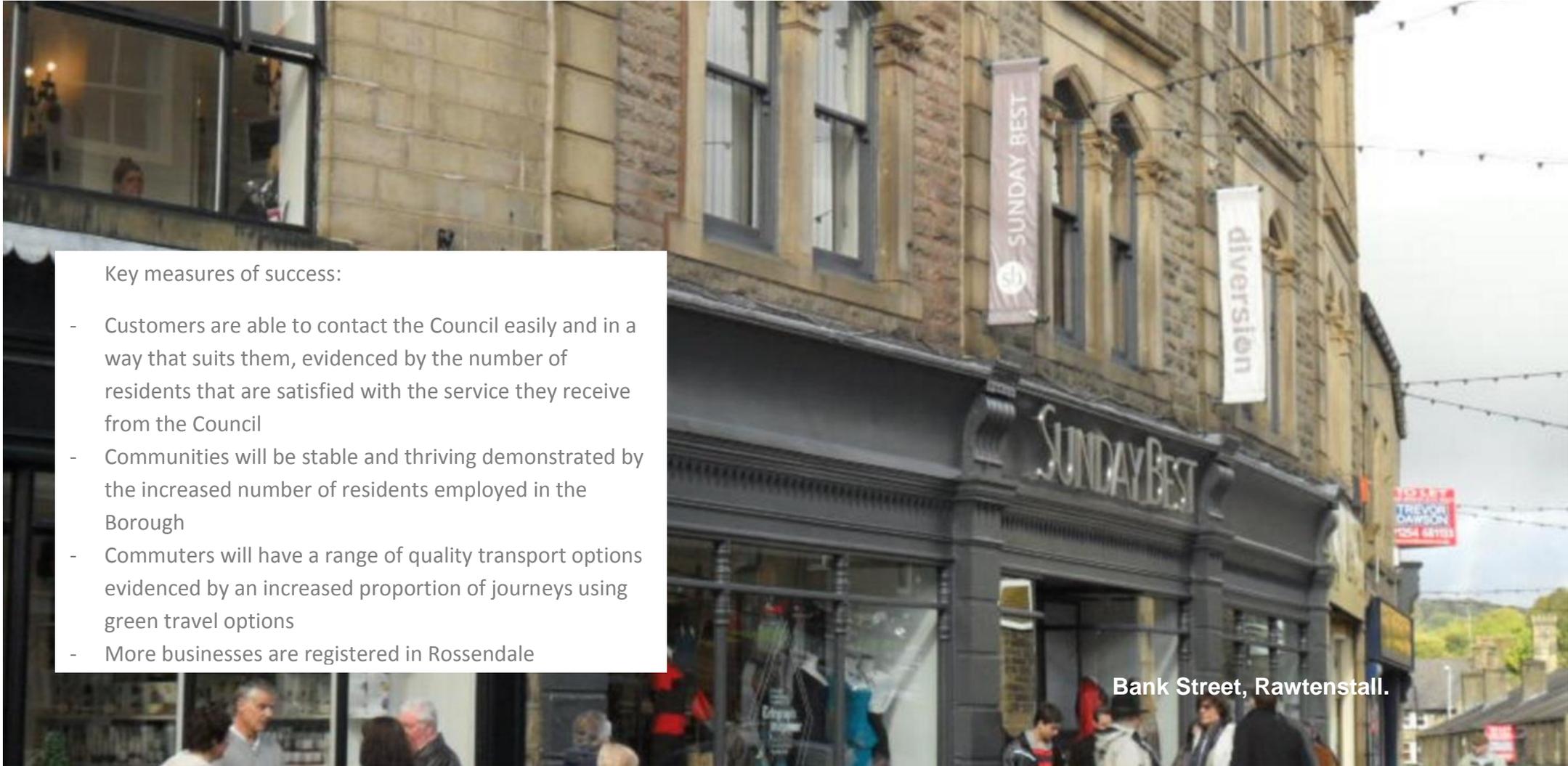
A site visit by Councillor Alyson Barnes to the New Hall Hey development site.



Key Actions: **Successful**

- Continue to celebrate and grow our sport, leisure and culture offer through Rossendale Leisure Trust, Whitaker Museum, Community Leisure Association Whitworth and other organisations
- Develop new relationships in the community, and strengthen existing ones
- Focus on tourism, particularly around our adrenaline offer, bringing people, business and attractions to Rossendale

The Whitaker – Rossendale’s museum and art gallery.



Key measures of success:

- Customers are able to contact the Council easily and in a way that suits them, evidenced by the number of residents that are satisfied with the service they receive from the Council
- Communities will be stable and thriving demonstrated by the increased number of residents employed in the Borough
- Commuters will have a range of quality transport options evidenced by an increased proportion of journeys using green travel options
- More businesses are registered in Rossendale

Bank Street, Rawtenstall.

A steam train, number 13065, is pulling a passenger carriage through a lush green landscape. The train is emitting a large plume of white steam. In the background, there is a stone station building with a tiled roof. The scene is set in a rural area with rolling hills and green fields.

### Other Relevant Strategies/Policies

- Affordable Housing Planning Policy
- 5 Year Development Plan
- Local Plan
- Employment Land Review
- Town Centre Strategies/Masterplan
- Car Parking Strategy
- Digital Strategy
- Organisational Development Strategy

The East Lancashire Railway in Rossendale.



Key Partners in Delivering this Priority:

- RTB Partnership
- Lancashire Shadow Combined Authority
- Pennine Lancashire Councils
- Greater Manchester Combined Authority
- The Northern Powerhouse
- East Lancashire Chamber of Commerce
- The Lancashire Enterprise Partnership (LEP)
- Schools
- The Business Community
- Lancashire County Council

**Rosso, our private bus company, is wholly owned by Rossendale Borough Council.**



**Priority 3:**  
**A proud, healthy and vibrant**  
**Rossendale**

Freedom Parade by the Duke of Lancaster's Regiment.



Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit. We celebrate the health, vitality and enterprise of the people who live in, do business in, and visit Rossendale. We are proud of our Borough and the success that happens here.

Board members from RTB visiting the new over-55 apartments on Burnley Road, Rawtenstall, that it developed.

Key Actions: **Proud**

- Celebrating Rossendale, the success of our residents, business and the Council's work through publicity and awards, raising awareness of the great things they do
- Work with local schools to support career pathways and make sure that our children and young people flourish
- Building strong, resilient communities with volunteers and active citizens, creating neighbourhoods where people feel proud and safe to live
- Work closely with residents, communities and the police to maintain low crime levels and reduce Anti-Social Behaviour

Olympian Tom Hamer visiting Grip and Go in Haslingden.

Key Actions: **Healthy**

- Work to prevent homelessness, loneliness and domestic abuse
- Ensure a legacy from the pilot Living Well, Living Better Project by supporting resilient communities through preventing crisis, intervening early to reduce risk and establishing good neighbour awards and volunteers
- Work with partners to improve the health and wellbeing of our residents, particularly through sport, leisure and our well used parks and open spaces
- Protect the most vulnerable in our communities

PLEASE REFER TO THE INSTRUCTION PLATE ON EACH PIECE OF EQUIPMENT  
Rossendale  
BOROUGH COUNCIL

1  
Single  
Pull-Down  
Exerciser

3  
Cycle  
Bike

5  
Step Box  
Multi-Gym

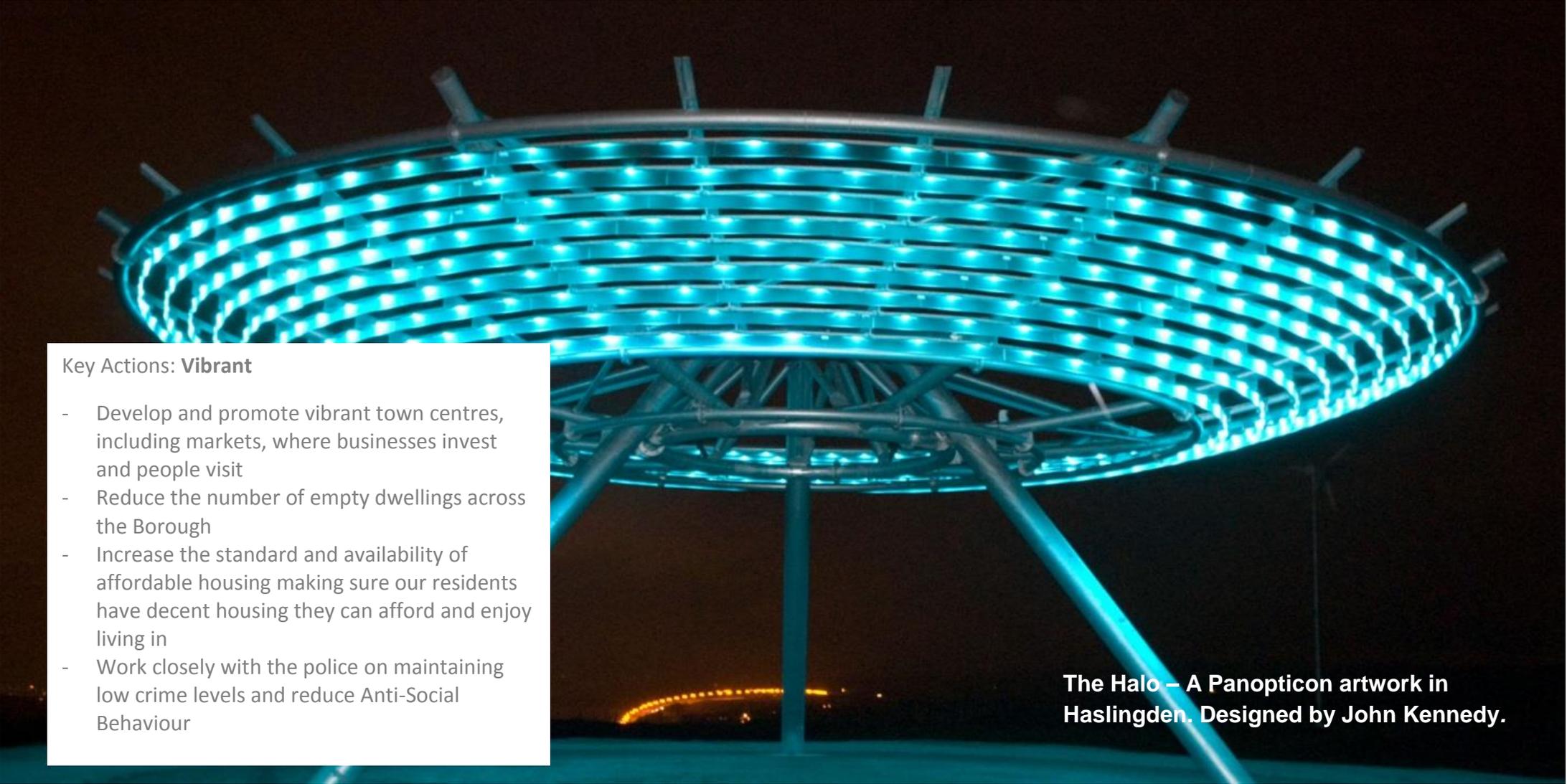
4  
Rower

You  
Are  
Here!

**WARNING:**

MAKING PHYSICAL EXERCISE ALWAYS CONSULT  
INSTRUCTOR BEFOREHAND

Scan the QR Code  
using your smart phone  
to access videos on how to  
use each item from our  
Fitness Legacy Range



Key Actions: **Vibrant**

- Develop and promote vibrant town centres, including markets, where businesses invest and people visit
- Reduce the number of empty dwellings across the Borough
- Increase the standard and availability of affordable housing making sure our residents have decent housing they can afford and enjoy living in
- Work closely with the police on maintaining low crime levels and reduce Anti-Social Behaviour

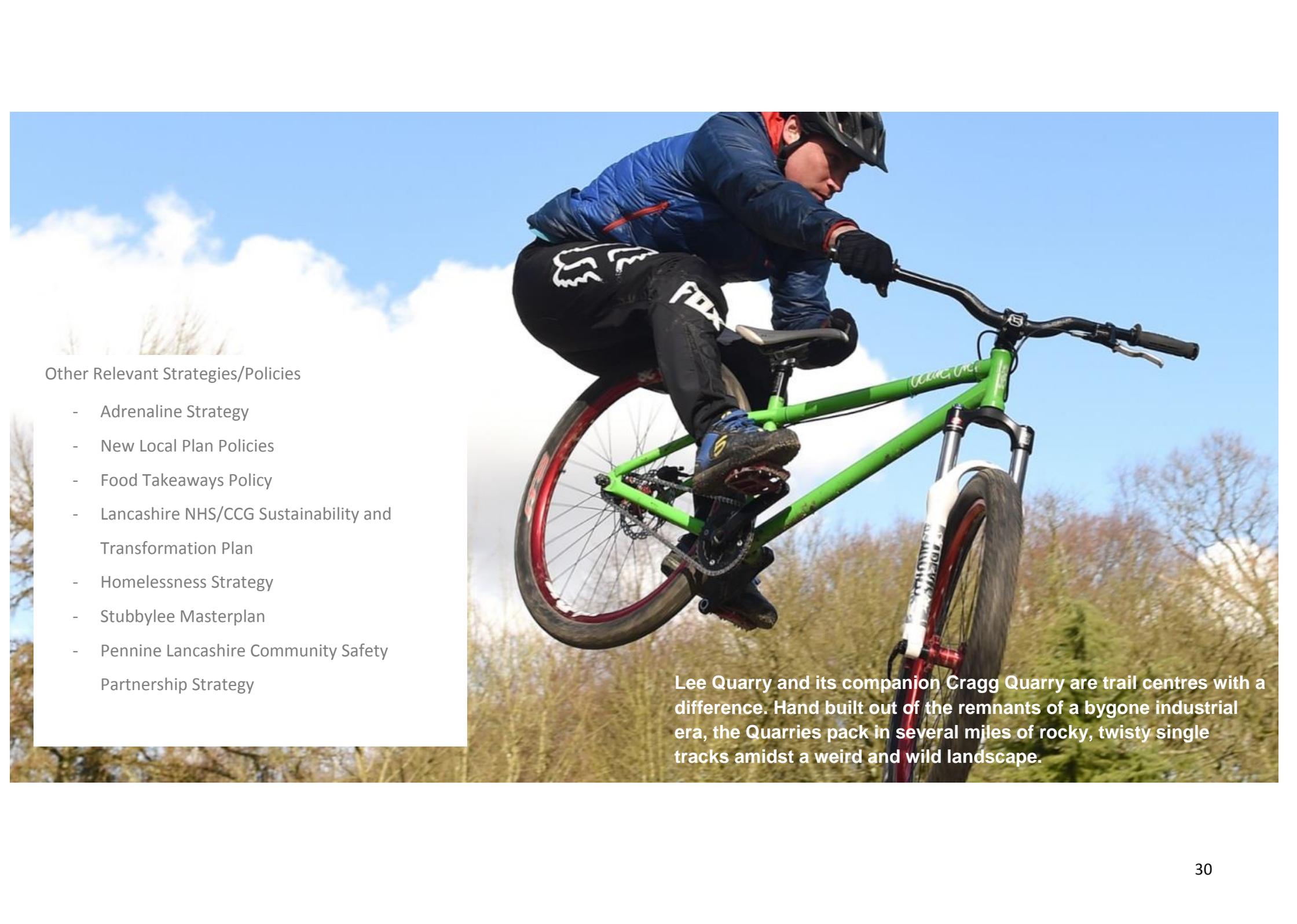
**The Halo – A Panopticon artwork in Haslingden. Designed by John Kennedy.**

A close-up photograph of the green steam locomotive 'The Flying Scotsman'. The locomotive is emitting a thick plume of white steam from its chimney. The name 'FLYING SCOTSMAN' is visible on a curved metal plate on the front. The background shows green trees and a clear sky.

### Key measures of success

- Communities feel safer, more secure and confident evidenced by the proportion of residents who feel safe in their local area during the day and after dark
- Rossendale is seen as a destination of choice by increasing the number of key visitor events and attractions
- Residents are encouraged to follow healthy lifestyles by working with partners to increase participation rates
- Residents are satisfied with where they live

The Flying Scotsman visiting Rossendale in 2016.



Other Relevant Strategies/Policies

- Adrenaline Strategy
- New Local Plan Policies
- Food Takeaways Policy
- Lancashire NHS/CCG Sustainability and Transformation Plan
- Homelessness Strategy
- Stubblelee Masterplan
- Pennine Lancashire Community Safety Partnership Strategy

Lee Quarry and its companion Cragg Quarry are trail centres with a difference. Hand built out of the remnants of a bygone industrial era, the Quarries pack in several miles of rocky, twisty single tracks amidst a weird and wild landscape.

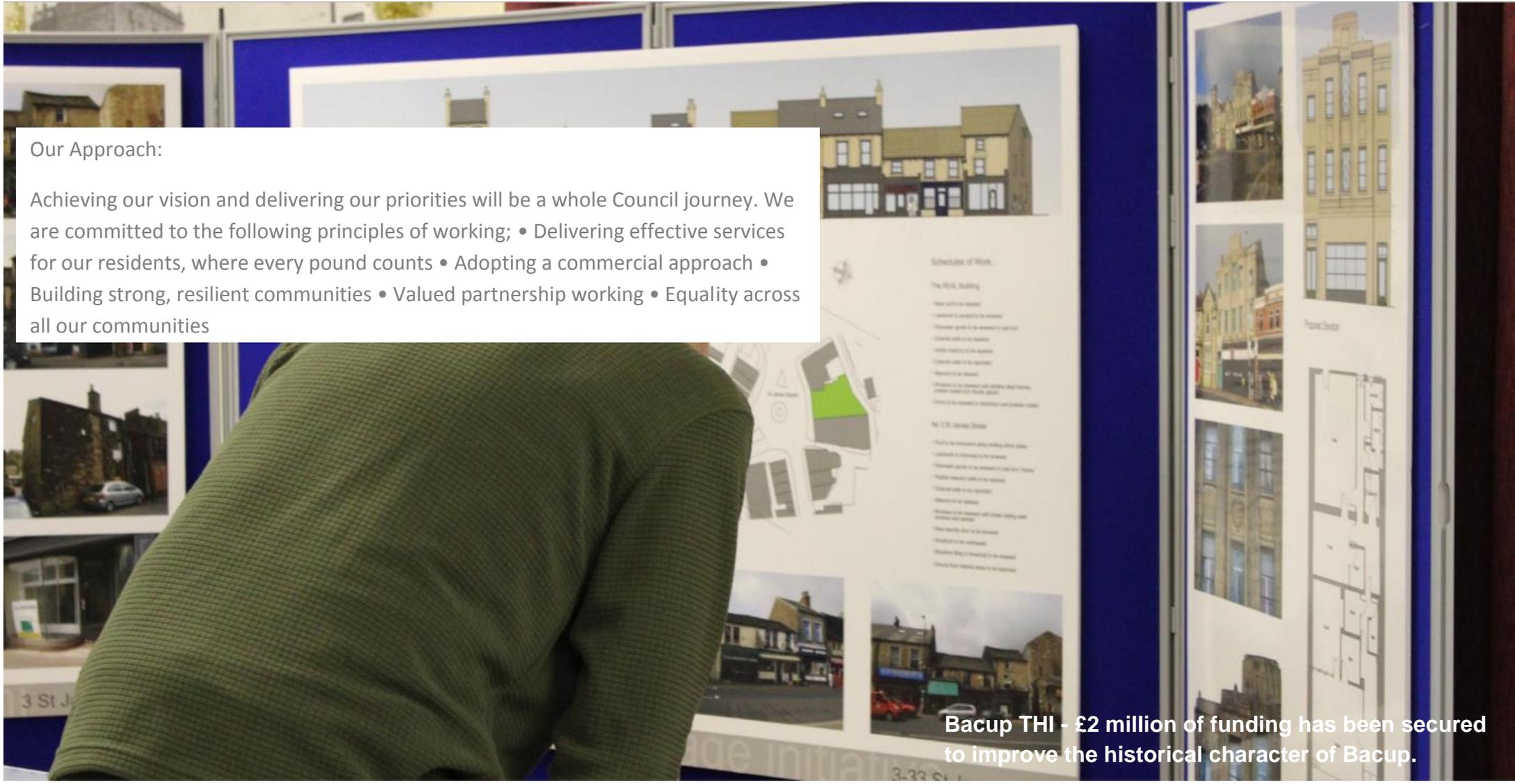
### Key Partners in Delivering this Priority

- NHS and East Lancashire CCG
- Rosso
- Rossendale Leisure Trust
- Community Leisure Association Whitworth
- The Whitaker Museum
- Police
- Whitworth Town Council
- The business community
- East Lancashire Chamber of Commerce
- Pennine Lancashire Community Safety Partnership
- Residents
- Voluntary and community sector
- Lancashire County Council



Lee Quarry Mountain Bike Trail in Bacup.

Our Approach:  
Achieving our vision and delivering our priorities will be a whole Council journey. We are committed to the following principles of working; • Delivering effective services for our residents, where every pound counts • Adopting a commercial approach • Building strong, resilient communities • Valued partnership working • Equality across all our communities



Bacup THI - £2 million of funding has been secured to improve the historical character of Bacup.



# Rossendale

BOROUGH COUNCIL