



# OUR PLACE, OUR PLAN



## CORPORATE PLAN 2021-2025

Rossendale  
BOROUGH COUNCIL

OUR PLACE  
OUR PLAN

# OUR VISION

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To have a thriving economy, built around our changing town centres, creating a quality environment for all and improving the life chances of all those living and working in our borough.

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Rossendale  
BOROUGH COUNCIL

# ROSSENDALE IS A UNIQUE PLACE

Built on two hundred years of industrial heritage and facing a bright future. As a council we are working hard to improve the Valley. Our Place, Our Plan sets out a shared ambition for our borough and the people we represent.

This four-year plan is set in the context of a long-term vision for our borough which is supported by four key strategic priorities to deliver this ambition.

**Our vision is:** to have a thriving economy, built around our changing town centres, creating a quality environment for all and improving the life chances of all those living and working in our borough.

**We will deliver on our ambition by driving change in four strategic priority areas:**

- Thriving local economy
- High quality environment
- Healthy and proud communities
- Effective and efficient council



# OUR PLACE OUR PLAN

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Our priorities are strongly focused on outcomes. We have built on our successes, but are ambitious and we intend to do more to improve the lives of local people. We will achieve this through the actions we take and also by working with other organisations in the borough.

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Each priority within the plan is explained in terms of what we will achieve for our residents, visitors and businesses. The plan is underpinned by a detailed action plan. These will be reviewed annually to ensure specific activities and projects remain on track.

Across Rossendale Victorian mills once turned out millions of yards of textiles leaving us with a legacy of some of the best industrial heritage preserved in the country.

Town centres are changing. We want to transform Rossendale's town centres - making them places that both local people want to use but that also attract new visitors to one of the most picturesque parts of the North West.

Rossendale acts as a bridge between the rest of the county and Manchester.

Our proximity to Manchester has made us an attractive place for business and investors for a number of years.

We will continue to build on our strong advanced manufacturing base to grow the local economy, providing good quality job opportunities for local people.

We are passionate about developing a low carbon future – one where green energy and more sustainable forms of transport sit at the heart of our valley.

We already have a range of world-class outdoor activities and facilities close to our town centres and are surrounded by a fantastic natural environment. We are keen to look at how we maintain the quality of our natural environment whilst improving the physical environment of our town centres and villages.

Health is an area where the council has taken a growing interest in recent years. We are keen to do more in this area. We want to turn rhetoric about healthy living into dynamic new ways to use town centre space to enable people to take advantage of cycling, walking and a wide range of action packed activities all year round.

We are equally keen to play a stronger role in improving people's mental health.

In short, we have been making good strides but have a level of ambition for the next four years where we want to do much more.

**Our Place,  
Our Plan explains  
our ambition  
and priorities  
in more detail.**



Alyson Barnes, Leader of  
Rossendale Borough Council

OUR PLACE  
OUR PLAN



**71,500**  
RESIDENTS



**50%**  
OF CHILDREN  
ATTAIN 5 GCSES  
(GRADE 4-9)



**1 IN 6**  
CHILDREN LIVE  
IN POVERTY



**2,710**  
VAT REGISTERED  
BUSINESSES



**67%**  
OF ADULTS ARE  
OVERWEIGHT OR OBESE

# THRIVING LOCAL ECONOMY

The nature of the local economy continues to change and we will be playing an active role in creating the right conditions for local businesses to thrive. We will continue to grow the local economy, attracting businesses to our employment sites

## Each part of Rossendale has a different challenge

### Rawtenstall

Rawtenstall continues to go from strength to strength, with a good offer for residents and growing numbers of visitors.

### Bacup

Bacup is getting better but needs to transform to meet the changing needs of the high street.

### Haslingden

Haslingden has a clear vision for its future but greater emphasis is needed

to translate this into improvement on the ground.

### Whitworth

The council continues to support leisure facilities and the town council in Whitworth.

The tourism industry is underdeveloped in Rossendale and needs to evolve, creating a stronger offer building on our strong outdoor offer.

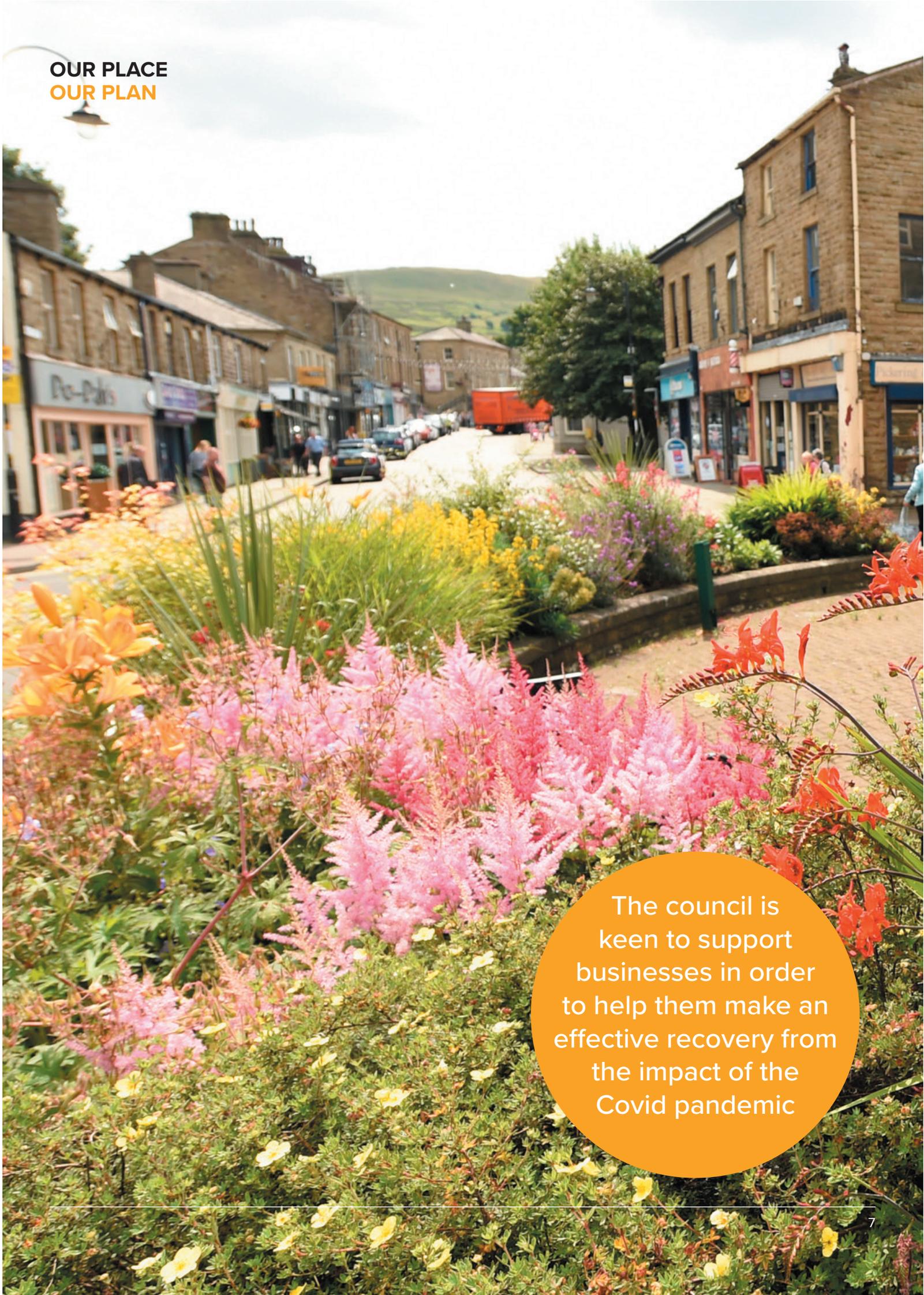
Our culture, heritage and leisure offer is unique, with recent enhancements

made to major assets like The Whitaker and key attractions like East Lancashire Railway, Ski Rossendale and the Adrenaline Centre.

The council is keen to support businesses in order to help them make an effective recovery from the impact of the Covid pandemic



**OUR PLACE**  
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The council is keen to support businesses in order to help them make an effective recovery from the impact of the Covid pandemic

# OUTCOMES

**By 2025 we will have delivered on the following key outcomes:**

- To support Bacup, Haslingden and Rawtenstall town centres as better places to provide their own unique offers and a destination for local shoppers and visitors
- To have secured new inward investment in the borough creating a sustainable economy, matching local skills provision with future job and career opportunities
- Having a thriving visitor economy which is more widely known with enhanced attractions and a much improved accommodation offer

# STRATEGIC PRIORITIES

**To achieve these outcomes we will focus on the following strategic aims:**

- To transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings
- To significantly improve Haslingden by reshaping the town centre, by creating new public space and redeveloping Deardengate
- To further improve the retail and leisure time offer in Rawtenstall town centre
- To reinvigorate the local business environment in Waterfoot
- To develop the M66 Rossendale Valley Growth Corridor with infrastructure support from Lancashire County Council, boosting the number of local businesses
- To attract new investment into the borough through the promotion of Futures Park Employment Village
- Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer
- Secure Government support and funding for the City Valley Link rail extension from Greater Manchester to Rawtenstall
- Delivering on a specific plan to support businesses recover from the Covid pandemic
- Reducing the number of derelict buildings through conversion or disposal
- Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities



# HIGH QUALITY ENVIRONMENT

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The high quality of our natural environment is something local people love and take pride in. The council recognises the value of our physical and built environment and the particular importance of our Pennine uplands and villages.

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The council declared a climate change emergency in 2019. We recognise the world is changing and we must meet the challenge of global climate change by playing a positive local role leading by example.

Rossendale will be a place where sustainability is at the heart of our work and where people take pride in the clean and attractive environments found here.

We will lead by example with local businesses to promote carbon reduction actions.

We recognise residents often most value smaller scale environmental improvements to their local area.

We will prioritise making sure local people live in clean and attractive places.

## We will lead by example with local businesses to promote carbon reduction actions.



# OUTCOMES

By 2025 we will have delivered on the following key outcomes:

- A high quality 'clean and green' local environment where people feel proud to live
- Reduced our carbon footprint
- Improved the waste recycling rate across the borough

# STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- To ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces
- To ensure pro-active use of education and our enforcement powers to ensure that the borough is welcoming and creates a positive impression of our town centres
- To support strong local voluntary groups like Rossendale Civic Pride, Bacup Pride and Whitworth In Bloom to bring brightness and imagination to our public open spaces
- Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy
- To create a new Rossendale Forest
- To recycle 50% of the borough's household waste
- To improve our parks which local people are proud to visit and which appeared loved
- Tackle persistent fly-tipping and littering hotspots
- To manage the impact of increasingly frequent flooding on local communities



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# HEALTHY AND PROUD COMMUNITIES

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Having access to a good quality home to either rent or buy plays a fundamental part in our residents' quality of life. We want people to live long lives and take pride in their communities

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This will include boosting the numbers of homes which are affordable for local people to rent or buy. The age profile of our residents is increasing and their health demonstrates that ageing healthily is a challenge.

We want local people to have good access to facilities and services to improve both physical and mental wellbeing and to lead healthier, more active, lifestyles as a consequence.

We want to support communities to be vibrant, sustainable and for people to be proud of where they live.

We already work closely with a wide range of voluntary organisations and this will continue to grow in importance.

We want to support communities to be vibrant, sustainable and for people to be proud of where they live.



# OUTCOMES

By 2025 we will have delivered on the following key outcomes:

- To have delivered more new homes and a good mix of housing tenures
- Improved the health of residents through access to better leisure facilities and health services
- A more joined up approach to physical and mental wellbeing which is more rapidly reducing health inequalities
- Residents share a sense of pride in their immediate community and the wider borough

# STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers
- Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners
- Better access to and take up of health and wellbeing activities including improved leisure facilities
- Engaging more local people and visitors to make better use of our excellent outdoor environment to improve their health
- A more joined up approach working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people
- Supporting vulnerable individuals and families to recover from the Covid pandemic
- Working with the police to ensure strong neighbourhood policing and traffic enforcement



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# EFFECTIVE AND EFFICIENT COUNCIL

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It is important that we are an effective and efficient council - one with ambition, clear direction, which delivers good quality services and which provides good value for money to our residents.

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## Our customers will receive a responsive service from us.

We will invest in digital technology to improve the way in which we interact with our residents.

As a democratic organisation we will be transparent and accountable in our decision-making.

Where it benefits residents and adds value we will work in partnership with organisations in the public, private and voluntary sectors.

For a relatively small council we have a number of large projects.

We will ensure these projects are managed effectively, making a positive impact for local people.



# OUTCOMES

By 2025 we will have delivered on the following key outcomes:

- Provide good quality and responsive services embracing new technology
- Be a financially sustainable council with a commercial outlook whilst always considering social value
- Provide sound governance to enable key decisions and major projects to be progressed in an efficient and professional way
- Have a skilled and happy workforce, where we are able to retain and attract good staff

# STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability
- A robust approach to managing projects well
- To ensure our portfolio of assets maximise income and/or support service delivery
- To have a digital strategy in place which is customer focused and moves us towards being a digitally enabled council with cost effective and responsive customer services
- A financially sustainable organisation with a financial strategy which supports good decision-making
- Securing significant external funding to deliver projects and services
- To promote staff welfare, development and satisfaction
- To be recognised as a good council with a reputation for improving residents' lives
- To effectively manage any future transition to a unitary local authority and that the views and needs of Rossendale are effectively represented





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