

Report Title:	Project Recommendation Report		
Report to:	Pride in Place Board	Date:	March 2026
Report Author	Project Officer – Economic Development		

1. PURPOSE OF THE REPORT AND EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek Board approval for the recommended first four-year programme of activity for Pride in Place funding, including the capital and revenue allocations, project prioritisation and funding adjustments between clusters.
- 1.2 The report sets out the recommendations from the six cluster subgroups, combining quick wins with longer-term projects that aim to strengthen town centres, improve communities and support skills.
- 1.3 Subgroup recommendations have been plotted against the Ministry of Housing, Communities Local Government (MHCLG) Pride in Place funding timetable. Minor adjustments have been made between clusters to the timing of expenditure to support priority projects and ensure the programme can be delivered effectively.
- 1.4 This report also outlines the approach to procurement, delivery and governance, including the role of Rossendale Borough Council as the accountable body and the expectations placed on subgroups and delivery partners. It is acknowledged that some funding will be used to support feasibility work, project delivery or serve as match funding towards larger schemes.

2. RECOMMENDATION(S)

- 2.1 The board is asked to approve
- **proposed capital and revenue allocations across each cluster for Years 1–4.**
 - **the prioritisation of projects recommended by the subgroups.**
 - **the initial reallocation of funds between clusters.**
 - **the cluster subgroups recommending delivery routes with the Council ensuring compliance.**
 - **the progression of feasibility work and match funding applications where identified.**
 - **the four-year programme of activity as the framework for implementation.**

3. BACKGROUND AND REASON FOR THE DECISION

- 3.1 The Pride in Place area has been allocated £5.306m capital and £1.502m revenue funding for 2026/27-29/30.
- 3.2 In October 2025, the board agreed an approach to select projects based on a cluster theme following an open call for ideas. Six clusters were identified, each with an indicative financial profile. The six clusters are:
1. Bacup Road

2. Waterfoot
 3. Empowering the Young
 4. Staghills and Edgeside
 5. Crawshawbooth
 6. Active Travel and Leisure
- 3.3 Invitations to subgroups were extended to the wider community to bring in specialist expertise and local knowledge, increase openness and capacity and develop relationships. Terms of Reference were agreed at each subgroup meeting, where it was made clear the subgroup's role is to advise and make recommendations to the board.
- 3.4 Cluster members were encouraged to consider a range of project ideas which were submitted as part of an open call in Summer 2025. Each subgroup considered projects based on the following:
1. Alignment to the cluster vision set out in the Regeneration Plan
 2. Strategic fit
 3. Deliverability
 4. Community feedback and evidence
 5. Longer-term sustainability
 6. Match funding opportunities
- 3.5 Each subgroup met on 2/3 different occasions with some discussions prompting separate meetings on footpath connectivity, building repairs and arts and culture.
- 3.6 A programme of activity has been produced based on the subgroup recommendations and is intended as a phased deliverable framework for investment for the Rawtenstall area's Pride in Place. Approval is sought to deliver this activity in Appendix A.
- 3.7 All subgroups are aware that full project costings are not yet available for many projects. Initial allocations could serve as seed funding enabling feasibility and attract match funding where appropriate. Subgroups also recognise that sustained engagement and support will be needed throughout and beyond the programme to ensure long-term community benefit is achieved.

Bacup Road

- 3.8 The Heritage Arcade block on Bacup road has been identified as the principal catalyst for regeneration. The top priority is transforming the Heritage Arcade which has been derelict for several decades. This project alongside the riverside walking route to improve connectivity are the flagship capital schemes on Bacup Road. Capital funding in the first four years is recommended to focus on these priorities to maximise economic and community impact.
- 3.9 The Heritage Arcade scheme will be developed in detail during the first year of the programme, including project costings, investigations, drawings, negotiations to name just a few activities. The subgroup recommends a mixed-use residential scheme which seeks ground floor activation and animation. There is a direct ask of £1.617m from the first 4 years allocation of funding although this will not cover the full viability gap. It is therefore expected a further £4m borrowing against the later years of the Pride in Place funding will be required, this figure will include interest on the borrowing.

- 3.10 Revenue funding is recommended to support the development of a Digital Hub and the wider Rossendale digital ecosystem, addressing local skills gaps and to fund preparation of a Town Hall business plan in later years.
- 3.11 A programme-wide building grant scheme is also recommended, combining capital allocations across Bacup Road, Waterfoot and Crawshawbooth to make improvements to properties in the area.
- 3.12 Funding allocation for approval:

Project	Capital	Revenue	Year
Heritage Arcade	£1,617,800		2026/2027
Riverside Park	£198,400		2027/2028
Digital hub		£71,500	2026/2027
Rawtenstall Town Hall Concept		£27,300	2028/2029

Waterfoot

- 3.13 It's recognised that while a longer- term strategy is developed to improve the Tricketts Arcade building, addressing the condition of the canopy would make a vast difference within the centre of Waterfoot and improve the town centre environment. Feasibility work is already underway to determine the preferred approach and costs involved as well as the wider condition of the building. It is noted that there will be a requirement for robust terms and accountability with the Arcade owner(s).
- 3.14 Capital investment is recommended for public realm improvements to reduce vehicle dominance and create flexible spaces that support events, alongside Art Animation projects to strengthen Waterfoot's creative identity through public art, shopfront improvements and shared infrastructure.
- 3.15 Revenue funding is proposed to support Waterfoot Events, including the expansion of Waterfoot Wakes and the Art Trail as well as all year-round programming building on the strengths of the centre, such as its connectivity to the Countryside and its arts presence, attracting visitors and extending dwell time.
- 3.16 Feasibility work for the site that Buckhurst presently occupies is prioritised to ensure future development aligns with the wider town centre strategy. This approach would create a planning approved masterplan for the site. The subgroup recommends that this includes a mixture of housing, business accommodation, an important linear park between the tunnels and Rawtenstall as well as a leisure offer.
- 3.17 Funding allocation for approval:

Project	Capital	Revenue	Year
Tricketts Phase 1	£400,000		2027/2028
Public Realm around turning circle	£200,000		2027/2028
Art animation	£80,000	£40,000	2026/2027
Waterfoot Events		£81,500	2026/2027
Buckhurst feasibility		£110,000	2026/2027

Empowering the Young

- 3.18 The subgroup conversation has highlighted opportunities to encourage younger people to be involved in the local area with skills and opportunities as a key requirement for any project.
- 3.19 Capital and revenue investment is recommended for The Cocoon in Rawtenstall, providing a central youth space with creative workshops, training, enterprise opportunities and school links, alongside a dedicated Whitaker Learning Space to deliver drop-in activity and co-programmed events. These projects have been costed and planned in depth.
- 3.20 Further capital priorities include the Creative Skills Programme and Youth Events, which focuses on giving people the skills to run events effectively and some funding towards the capital costs for any equipment required for a successful event. The Creative Skills Programme will cover a range of skills from event organisation, marketing, learning to be a curator, DJ, professional artist to name just a few. There is also a revenue allocation towards the skills development.
- 3.21 Other funding is around supporting young people to feel healthy and safe in the town centre. This is programmed for year 3 of the programme to allow for the gathering of evidence and scoping of projects ahead of this.
- 3.22 The subgroup also wanted to ensure that young people have every opportunity to link with local businesses and feel inspired by their stories and consider future opportunities with them. There is a 4-year allocation to Youth and Beyond to go into the 4 high schools to deliver enterprise and business linking activity within them.
- 3.23 There is also a capital and revenue allocation towards the Whitaker's learning space and Saturday programme. This involves expanding the Whitaker to deliver classroom style activity and resource it to deliver local upskilling activity to young people and local residents. This project already has planning permission and costings so it is expected to be delivered in the first year of delivery.
- 3.24 Funding allocation for approval:

Project	Capital	Revenue	Year
The Cocoon	£90,000	£165,000	2026/2027
Whitaker Learning Space/ Saturday programme	£80,000	£45,000	2026/2027
Creative skills programme and youth events	£29,500	£60,000	2026/2027
Town Centre Safety	£50,000		2028/2029
Youth and Beyond school enterprise		£34,000	2026/2027

Staghills and Edgeside

- 3.25 Given the engagement activity levels on the Staghills estate, the subgroup felt that completing footpath improvements to the Heys and others would be a suitable start, with match funding being pursued through the Lancashire Environmental Fund to improve key links.
- 3.26 Edgeside Park, particularly the upper play area, is prioritised as an early visible improvement. The allocation will serve as seed funding to attract other external funding to support its overhaul.
- 3.27 Refurbishment of The Hut on Woodside Crescent and improving the garage colony is identified as a central project. The aim is to provide a youth-led community hub co-ordinated by a delivery partner, which could include work opportunities, skills development, training space etc. There is capital and revenue funding identified for this.
- 3.28 Additional capital priorities include road safety improvements outside St Nicholas School, refurbishment of Stagg Drive and Cobden House play areas and a commercial kitchen upgrade at Whitewell Bottom Community Centre.
- 3.29 Revenue funding is also recommended to support community events that maintain local engagement, particularly for youth and community spaces.
- 3.30 Rossendale Works Outreach to deliver targeted engagement and a programme of activity for local residents to support them into activity and the employment has been provided with 4 years of support. When plotted against the programme wide, there is insufficient revenue in year 2, so this project will require other external support.
- 3.31 Funding allocation for approval:

Project	Capital	Revenue	Year
Woodside Crescent and The Heys walkway	£25,000		2026/2027
Edgeside Park	£90,000		2026/2027
The Hut refurbishment and garage colony	£295,600		2027/2028
The Hut equipment	£60,000		2028/2029
School road improvements	£100,000		2029/2030
Stagg Drive Play area	£66,000		2029/2030
Cobden House play area	£10,000		2029/2030

Whitewell Bottom kitchen	£20,000		2026/2027
Rossendale Works		£220,000	2026/2027
Events		£16,000	2026/2027
The Hut Programming		£120,000	2027/2028

Leisure and Active Travel

- 3.32 Investment in Netball is identified as a quick win, responding to high demand, particularly from girls and offering a relatively low-cost opportunity to boost participation, meet demand and improve facilities.
- 3.33 Alder Grange 3G and Marl Pits 3G are prioritised as key strategic projects, with 9v9 pitches reflecting site constraints and potential partnership funding to be explored through a future Football Foundation bid. Delivery will depend on leasing arrangements and legal processes, with match funding identified as critical to progression.
- 3.34 The group supported development of a Whitaker Wheeled Sports Area, alongside wider play and MUGA enhancements, as inclusive, multi-sport facilities that provide constructive and diversionary activities for young people. There is an allocation towards this, but it is expected that it may require further match funding.
- 3.35 Further capital priorities include Public Rights of Way improvements, with a separate meeting arranged to progress walking and footpath proposals and a longer-term ambition for a Marl Pits Leisure Extension, subject to feasibility and funding.
- 3.36 Revenue funding is recommended for a Community Development Officer to support coordination, partnership working and sustainable delivery across projects including in other cluster areas.
- 3.37 Support for events was also prioritised to drive participation, animate facilities and maximise the community benefit of capital investment.
- 3.38 Funding allocation for approval:

Project	Capital	Revenue	Year
Netball Court	£18,000		2026/2027
Alder Grange football	£150,000		2027/2028
Marl Pits 3G	£150,000		2028/2029
Whitaker Wheeled Sports	£200,000		2029/2030
Public Rights of Way	£145,000		2026/2027
Leisure extension	£450,000		2029/2030
Events		£16,500	2026/2027

Sports Development		£80,000	2028/2029
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Crawshawbooth

- 3.39 St John's church is an at-risk asset and capital funding is allocated to create a lasting community benefit out of any future plans the Diocese may have for the site.
- 3.40 Zona Moller has been identified as an early priority, with targeted capital investment proposed for an expansion to enhance its use and visibility as a community asset.
- 3.41 Road layout and traffic management improvements are also prioritised to address safety within the village. Revenue funding will support feasibility and design work for traffic calming and crossing interventions, ensuring alignment with accessibility guidance with the feasibility work starting in 2026/27.
- 3.42 Funding allocation for approval:

Project	Capital	Revenue	Year
St John's	£175,000		2027/2028
Road Layout scheme	£90,100	£34,000	2026/2027
Zona Moller	£38,000		2026/2027

Programme Wide

- 3.43 Programme-wide capital funding includes £298,000 for Building Grants, intended to support improvements to buildings across multiple clusters and £180,100 for Community Grants, providing support for smaller community-led projects.
- 3.44 In addition, programme-wide revenue funding includes £25,100 for the management of the Community Grants and £355,600 for Programme Management, which will support coordination, oversight, monitoring and reporting to ensure effective delivery of the Pride in Place Programme.
- 3.45 Funding allocation for approval:

Project	Capital	Revenue	Year
Building Grants	£298,000		2026/2027
Community Grants	£180,100	£25,100	2026/2027
Programme Management		£355,600	2026/2027

Reallocation of funds

- 3.46 Adjustments have been made to allocations across the programme to ensure resources are targeted towards priority projects and used efficiently.

- 3.47 Underspends within the Bacup Road and Waterfoot clusters have been reallocated to support a programme-wide building grants scheme and to contribute to priority infrastructure improvements in Crawshawbooth.
- 3.48 Funding has also been redistributed to address pressures within the Crawshawbooth and Empowering Young People projects, ensuring key elements of these projects can progress as planned.
- 3.49 In addition, some annual funding profiles have been adjusted from those originally set out in the regeneration plan to reflect project readiness, sequencing and practical delivery timelines.

	Allocated as per regeneration plan	Activity Programme	Difference
Bacup Road	£2,030,700	£1,915,000	−£115,700
Waterfoot	£1,159,500	£941,500	−£218,000
Crawshawbooth	£225,400	£317,100	+£91,700
Staghills and Edgeside	£1,090,700	£1,012,600	−£78,100
Leisure and Active Travel	£1,209,200	£1,209,500	+£300
Empower Young People	£532,200	£554,000	+£21,800
Building Grants	£0	£298,000	+£298,000
Community Grants	£205,200	£205,200	-
Programme Management	£355,600	£355,600	-

4. PROCUREMENT

- 4.1 Rossendale Borough Council is the accountable body for the programme, providing governance, financial management and oversight to ensure funding is administered appropriately and projects are delivered in line with agreed objectives.
- 4.2 All Procurement will be undertaken in accordance with the Council's constitution and procurement rules to ensure transparency, fairness and value for money.
- 4.3 A range of delivery mechanisms will be used, including grant agreements, competitive tenders and service level agreements, depending on the nature of each project.
- 4.4 The Council will identify detailed delivery routes as projects progress, including any requirements for subsidy control.
- 4.5 Each project will require a Project Initiation Plan, with some in more depth than others. This plan will form the basis for delivery, resource, evaluation and monitoring.
- 4.6 Where an exit strategy is not clear or obvious at the initial stage, a business case will be required including the overall outputs and delivery risks.

- 4.7 Communications plans for each project will also be a requirement along with regular financial monitoring, equalities impact assessment and progress update reviews.

5. RISK

- 5.1 The following risks are considered to be programme wide, rather than project specific. The full risk matrix can be found at the end of the report in Appendix B.

Risk	Impact	Mitigation
Delays in Project Delivery	Programme underspend against MHCLG timetable, risking clawback of funding or reputational damage with funder	Regular monitoring through Programme Board; early identification of delays with contingency projects identified and ready to progress
Reliance on Match Funding	Projects may not be deliverable at full scope if match funding is not secured, reducing overall programme impact	Match funding applications progressed early; projects scoped to remain viable at reduced scale where possible
Insufficient allocation of funding	Individual projects may not be deliverable within current cluster allocations, leading to delays or descoping	Allocations reviewed at programme level; virement between clusters available subject to Board approval; feasibility work to confirm costs before full commitment
Insufficient capacity	Delays in procurement, feasibility and delivery where lead partners or the accountable body lack resource to progress at pace	Capacity needs assessed as part of delivery planning; accountable body to provide support to lead partners where required
Projects require bringing forward	Pressure on early-year spend and capacity if projects need to accelerate to meet funder deadlines	Pipeline of project-ready schemes maintained; subgroups to flag emerging pressures early to enable reprioritisation
Supporting third-party assets	Projects may not progress due to asset owners lack of interest	Early negotiations, leases or grant agreements will be initiated to understand future intentions and raise any issues for reprioritisation if required.

6. MONITORING, REVIEW and NEXT STEPS

- 6.1 Programme monitoring will include a six-monthly submission portal to MHCLG allowing project leads to update Rossendale Council with their delivery plans, financial information and timelines, enabling projects to be brought forward or delayed where necessary to maintain programme flexibility.
- 6.2 The Board will meet quarterly to review progress against the measures of success identified at the Regeneration Plan submission stage, make key decisions and maintain strategic oversight. Supporting this, the existing subgroups will continue to co-ordinate project delivery and can meet as frequently as necessary.
- 6.3 The clusters will have the discretion to resolve the balance of spend between agreed projects or any minor variations to projects within the subgroup theme. They will also recommend the delivery route and the Council will ensure it is compliant.
- 6.4 Where there is significant delivery risk to a project, leading to a project being replaced, subgroups will make a recommendation to the overall Board.
- 6.5 Programme oversight will also be supported through Rossendale Borough Council's internal governance arrangements, including officer programme management, ongoing review of the programme risk register and regular progress reporting to the Board.

7. APPENDICES

7.1 Appendix A: Programme of Activity

		2026/27	2027/28	2028/29	2029/30	Total PiP allocation
		Year 1	Year 2	Year 3	Year 4	
Bacup Road	Redevelopment of Heritage Arcade		£ 840,000	£ 540,000	£ 237,800	£ 1,617,800
	Riverside Park		£ 30,000	£ 118,400	£ 50,000	£ 198,400
Staghills and Edgeside	Woodside Crescent Path and the Heys Walkway	£ 25,000.00				£ 25,000
	Edgeside Park	£ 90,000.00				£ 90,000
	The Hut Refurbishment and garage colony		£ 200,000.00	£ 95,600.00		£ 295,600
	The Hut Programme (purch equipment)			£ 40,000.00	£ 20,000.00	£ 60,000
	Road outside school				£ 100,000.00	£ 100,000
	Stagg Drive Play Area				£ 66,000.00	£ 66,000
	Cobden House former play area				£ 10,000.00	£ 10,000
	Whitewell Bottom Community Centre kitchen	£ 20,000				£ 20,000
Waterfoot	Tricketts phase 1		£ 200,000.00	£ 200,000.00		£ 400,000
	Public Realm on Burnley Road East		£ 60,000.00	£ 100,000.00	£ 40,000.00	£ 200,000
	Art animation (a town of art and artists)	£ 20,000.00	£ 20,000.00	£ 20,000.00	£ 20,000.00	£ 80,000
Crawshawbooth	Zona Moller	£ 12,000.00	£ 10,000.00	£ 8,000.00	£ 8,000.00	£ 38,000
	St Johns		£ 50,000.00	£ 50,000.00	£ 75,000.00	£ 175,000
	Road Layout			£ 40,000.00	£ 50,100.00	£ 90,100
Leisure and Active	Netball	£ 18,000.00				£ 18,000
	Alder Grange		£ 150,000.00			£ 150,000
	Marl Pits 3G			£ 150,000.00		£ 150,000
	Whitaker Wheeled Sports Area				£ 200,000.00	£ 200,000
	Public Rights of Way improvements	£ 25,000.00	£ 35,000.00	£ 35,000.00	£ 50,000.00	£ 145,000
	Marl Pits Leisure Extension				£ 450,000.00	£ 450,000
Empowering Young People	The Cocoon	£ 5,000.00	£ 5,000.00	£ 40,000.00	£ 40,000.00	£ 90,000
	Whitaker Learning Space	£ 80,000.00				£ 80,000
	Creative skills programme and Youth Event	£ 5,000.00	£ 4,000.00	£ 10,500.00	£ 10,000.00	£ 29,500
	Town Centre Safety			£ 25,000.00	£ 25,000.00	£ 50,000
Programme wide	Building Grant- programme wide	37400	£ 80,000.00	£ 80,000.00	£ 100,600.00	£ 298,000
	Community Grants	£ 22,600.00	£ 52,500.00	£ 52,500.00	£ 52,500.00	£ 180,100

		2026/27	2027/28	2028/29	2029/30	Total PiP allocation
		Year 1	Year 2	Year 3	Year 4	
Bacup Road	Digital Hub	£ 10,000		£ 30,000	£ 31,500	£ 71,500.00
	Rawtenstall Town Hall concept			£ 15,000	£ 12,300	£ 27,300.00
Staghills and Edgeside	The Hut Programme		£ 40,000.00	£ 40,000.00	£ 40,000.00	£ 120,000.00
	Events	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 16,000.00
	Rossendale Works Outreach Support	£ 55,000.00	£ 17,800.00	£ 79,000.00	£ 68,200.00	£ 220,000.00
Waterfoot	Waterfoot Events	£ 20,000.00	£ 20,500.00	£ 20,000.00	£ 21,000.00	£ 81,500.00
	Buckhurst feasibility support	£ 102,500.00			£ 7,500.00	£ 110,000.00
	A town of art and artists (skills and training)	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 40,000.00
Crawshawbooth	Road design	£ 34,000.00				£ 34,000.00
Leisure and Active Travel	Community Development Officer	£ -	£ -	£ 40,000.00	£ 40,000.00	£ 80,000.00
	Events	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,500.00	£ 16,500.00
Empowering Young People	The Cocoon	£ 11,000.00	£ 39,500.00	£ 55,000.00	£ 60,000.00	£ 165,500.00
	Whitaker Learning Space/ Saturday programme	£ 8,000.00	£ 7,000.00	£ 15,000.00	£ 15,000.00	£ 45,000.00
	Youth and Beyond school and business link	£ 8,000.00	£ 8,000.00	£ 10,000.00	£ 8,000.00	£ 34,000.00
	Creative Skills Programme and Youth Event	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 60,000.00
Programme wide	Community Grants	£ 6,600.00	£ 6,300.00	£ 6,100.00	£ 6,100.00	£ 25,100.00
	Programme Management	£ 93,900.00	£ 83,900.00	£ 88,900.00	£ 88,900.00	£ 355,600.00

7.2 Appendix B: Risk Register

Risk	Description	Impact	Probability	Mitigation	RAG
Project Deliverability	Some projects are at feasibility or early development stage, which may affect delivery timelines.	High	Medium	Phased programme approach; early feasibility and design work; six-monthly review process to adjust timelines and bring forward alternative projects if required.	Amber
Match Funding	Several projects rely on securing external funding to progress.	High	Medium	Early identification of match funding opportunities; support from the Council and partners to prepare bids; some flexibility to scale or reprofile projects if funding is not secured.	Amber
Procurement and Governance Compliance.	Projects must comply with the Council's procurement rules and governance processes.	High	Low	Rossendale Borough Council acting as accountable body; procurement undertaken in line with the Council's constitution; officer oversight and guidance provided to delivery partners.	Green
Delivery Capacity	Some projects rely on external partners who may have varying levels of delivery capacity	Medium	Medium	Clear expectations for lead partners; Council support with governance, procurement and monitoring; regular reporting through programme workstreams and Board oversight.	Amber
Cost Inflation and Budget Pressure	Rising costs may affect the affordability of capital projects.	Medium	Medium	Early cost planning and feasibility work; match funding where possible; ability to adjust project scope or reallocate funding within the programme.	Amber

Land Ownership and Legal Agreements	Some projects depend on third-party agreements or site access.	Medium	Medium	Early engagement with landowners and stakeholders; legal and property advice sought where required; alternative delivery options explored where necessary.	Amber
Programme Coordination	The programme includes multiple projects and partners across several clusters	Medium	Low	Quarterly Programme Board oversight; thematic workstreams to monitor delivery; programme management support and risk register maintained by the Council.	Green
Reputational Risk / Community Expectations	Delays or changes to projects may impact stakeholder confidence.	Medium	Medium	Clear communications through lead partners and the programme board; phased delivery including early visible improvements to demonstrate progress.	Amber
Security of funds	Pending approval of the regeneration plan, a memorandum of understanding will be signed. Delays to this may impact delivery in year one	Medium	Medium	Ongoing communication with MHCLG; initial feedback on the regeneration plan is positive	Amber