

Subject:	Corporate Strategy 2017-2021	Status:	For Publication
Report to:	Cabinet Council	Date:	6 th July 2017 12 th July 2017
Report of:	Stuart Sugarman	Portfolio Holders:	Performance and HR and Resources and Customer Services
Key Decision:	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	No	Attached: No
Biodiversity Impact Assessment	Required:	No	Attached: No
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1.	RECOMMENDATION(S)
1.1	That Council approves the Council's Corporate Strategy 2017-2021.
1.2	All future minor amendments to the strategy and framework to be delegated to the Chief Executive in consultation with the Portfolio Holder (s).

2. PURPOSE OF REPORT

2.1 To recommend approval of the Council's Corporate Strategy 2017-2021.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **Regenerating Rossendale:** This priority focuses on regeneration in its broadest sense, so it means supporting communities that get on well together, attracting sustainable investment, promoting Rossendale, as well as working as an enabler to promote the physical regeneration of Rossendale.
 - **Responsive Value for Money Services:** This priority is about the Council working collaboratively, being a provider, procurer and a commissioner of services that are efficient and that meet the needs of local people.
 - **Clean Green Rossendale:** This priority focuses on clean streets and town centres and well managed open spaces, whilst recognising that the Council has to work with communities and as a partner to deliver this ambition.
- 3.2 In approving the report members are refocusing the Council's priorities from the above. In particular the Council now assume that the provision of value for money services is a given and something that our customers expect as standard. New priorities therefore focus on: Place, Prosperity and People.

4. RISK ASSESSMENT IMPLICATIONS

All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

There are no specific risk issues for members to consider arising from this report.

Related financial risks for delivering key projects or actions contributing to the Corporate Strategy are detailed in the annual budget report and will continue to be reviewed via the

Monthly Financial Monitoring Report and the Quarterly Performance Report.

Failure to commit to the Corporate Strategy would mean the Council would not have a robust business plan.

Service area specific risks will be detailed in the Service Area Business Plans and will be addressed by each Service Area accordingly.

5. BACKGROUND AND OPTIONS

5.1 The Corporate Strategy 2017-2021 supersedes the Council's Corporate Plan 2013-2016 and has been revised as part of the Council's policy review cycle in line with best practice.

5.2 The Corporate Strategy 2017-21 is a simple and accessible explanation of the Council's areas of focus during this financially challenging time and has been developed in line with Council's available resources. It will be delivered through its annual business planning process and progress will be monitored through the Quarterly Performance Report.

Draft Corporate Strategy 2017-2021 attached at appendix A.

It is proposed that the Corporate Strategy will be communicated via the Council's website.

5.3 The Corporate Strategy 2017-2021, identifies a new Council Vision, which is: "Rossendale: A place where people want to live, visit, work and invest".

5.4 In addition to the new Vision, the strategy identifies the new Council Priorities as follows:

- A clean and green Rossendale.
- A connected and successful Rossendale that welcomes sustainable growth.
- A proud, healthy and vibrant Rossendale.

5.5 In achieving the new Strategy we will be 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.

5.6 The Council's Values will be as follows:

- Customers Matter
- Listening and Communicating
- Loyalty
- Management of Performance
- Celebration of Success

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

6.1 The Council's corporate priorities are fundamental to the budget planning process where all the Council's different resources (people, assets, money, etc.) should align to and be promoting our priorities. Therefore, at a time of diminishing resources and the allocation of those resources it is even more important to identify what activities are and what are not

corporate priorities.

7. MONITORING OFFICER

7.1 All implications are covered within the body of the report.

8. POLICY IMPLICATIONS AND CONSULTATION CARRIED OUT

8.1 Consultation has been undertaken with Management Team, the Cabinet, staff, Members and public, including:

Staff Survey (June 2016), Staff Engagement Sessions with Chief Executive (July 2016, December 2016, March 2017), Residents Survey (October 2016), Management Away Day (September 2016), Monthly Management Team (November 2016, January 2017, March 2017, May 2017), Middle Managers Forum (April 2017), Cabinet Strategic Event (March 2017, Overview and Scrutiny – Performance Management Task and Finish (June 2017).

An initial Equality Impact Assessment has been undertaken throughout the consultation, no adverse impact has been identified. It is noted that any adverse impact arising from within the Service Area Business Plans, would require a full Equality Impact Assessment to be completed.

9. CONCLUSION

9.1 The Council's Corporate Strategy will be delivered through its annual business planning process and reported through the Quarterly Performance Report.

No background papers

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

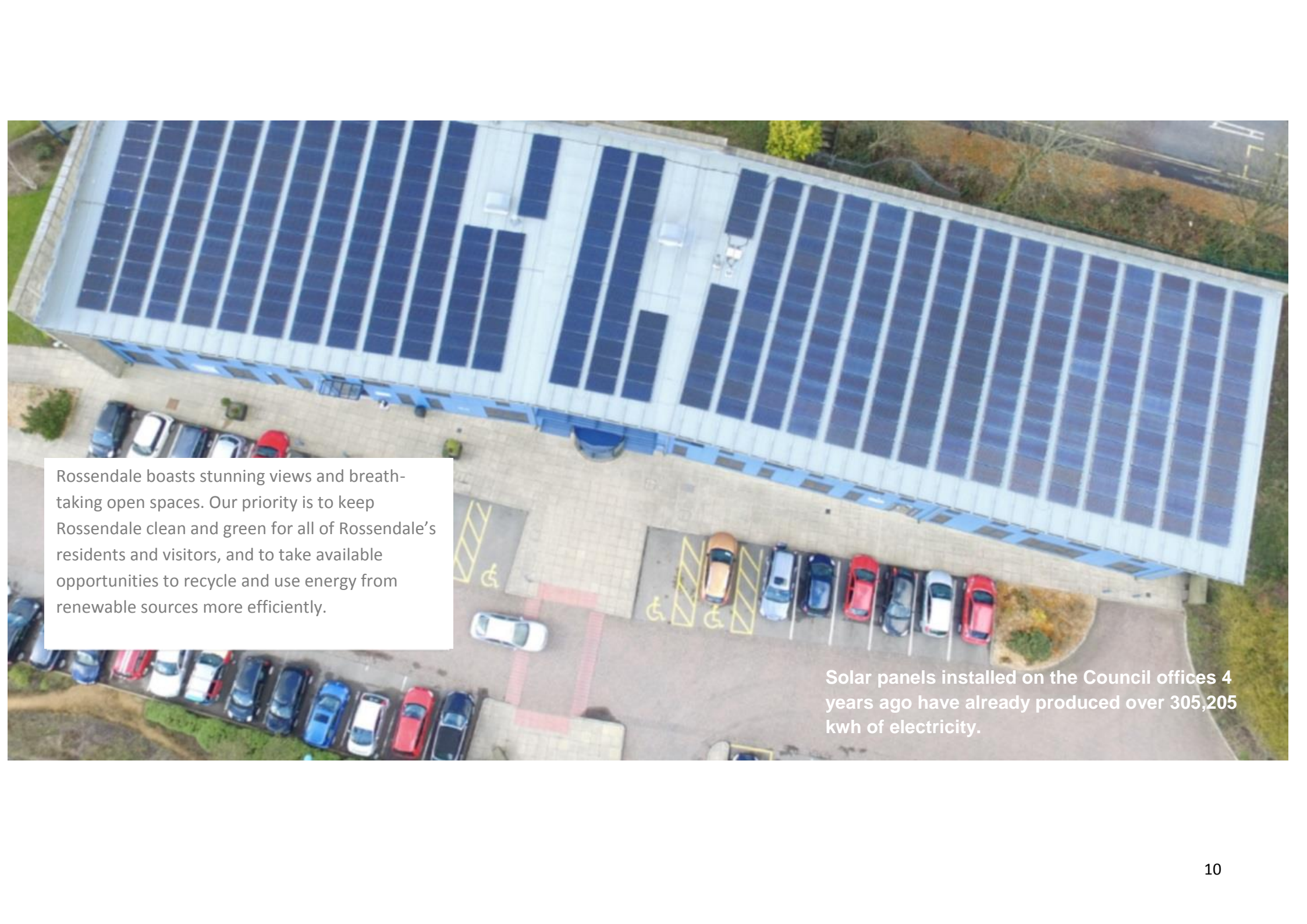


Visit by the Duke of Lancaster's Regiment in July to Haslingden for the Freedom Parade



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, light-colored building with a flat roof covered in rows of dark blue solar panels. The building has a blue-trimmed facade. In front of the building is a paved parking lot with several cars parked in rows. Some parking spaces are marked with yellow wheelchair symbols. The surrounding area includes some greenery and a road in the distance.

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

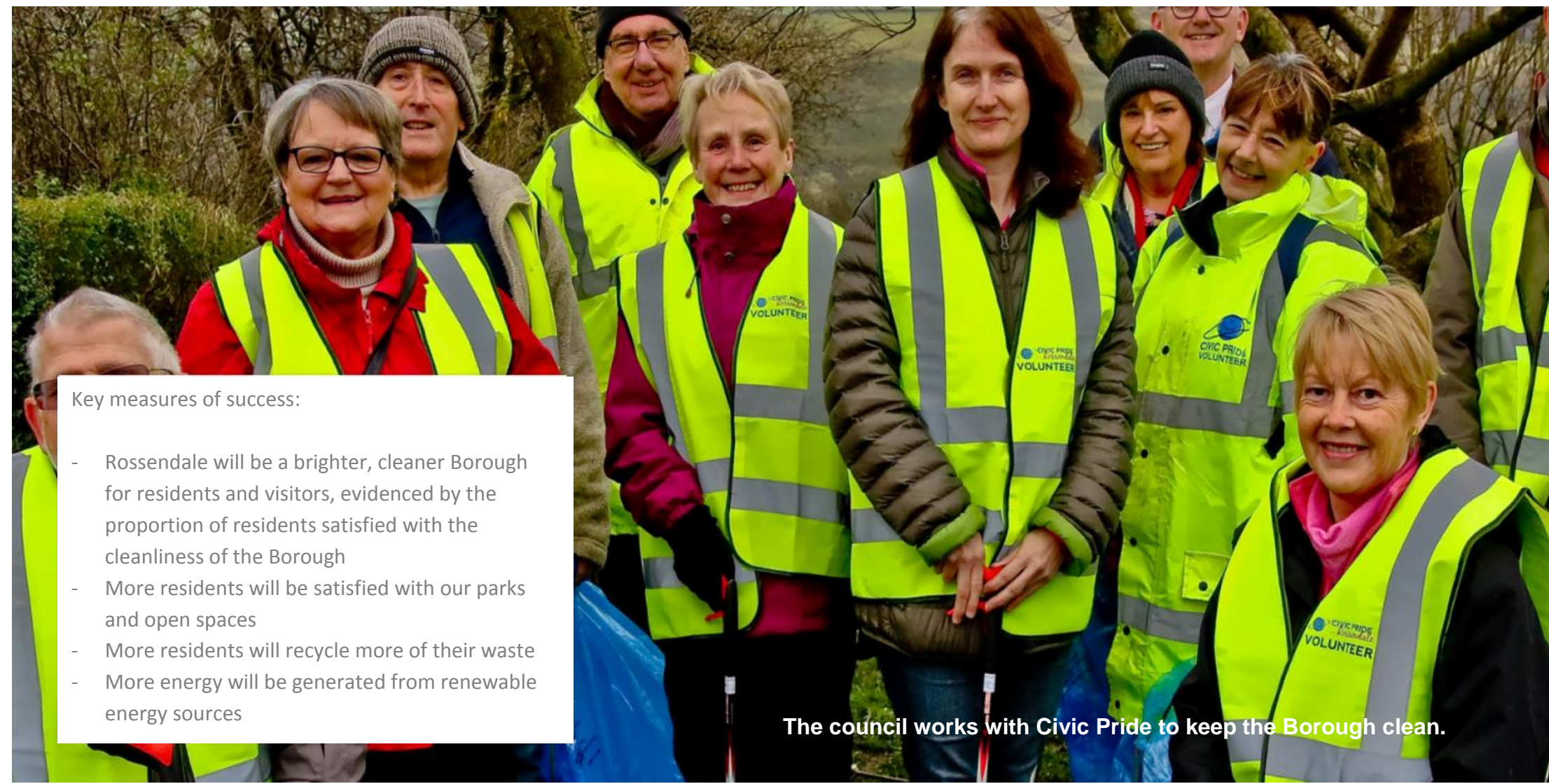
This year the council removed over 900 fly tipping incidents.



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.

An aerial photograph of a bus station and a brick building. The bus station is on the left, with several buses parked in numbered bays (1-6). A red bus is in bay 1, a blue bus in bay 2, and a white bus in bay 3. A road with a white arrow pointing right runs between the bus station and the brick building. The brick building is on the right, with a modern glass entrance. A red bus is parked on the street in front of the building. In the foreground, there is a parking lot with several cars. The scene is set in a city environment with other buildings visible in the background.

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.



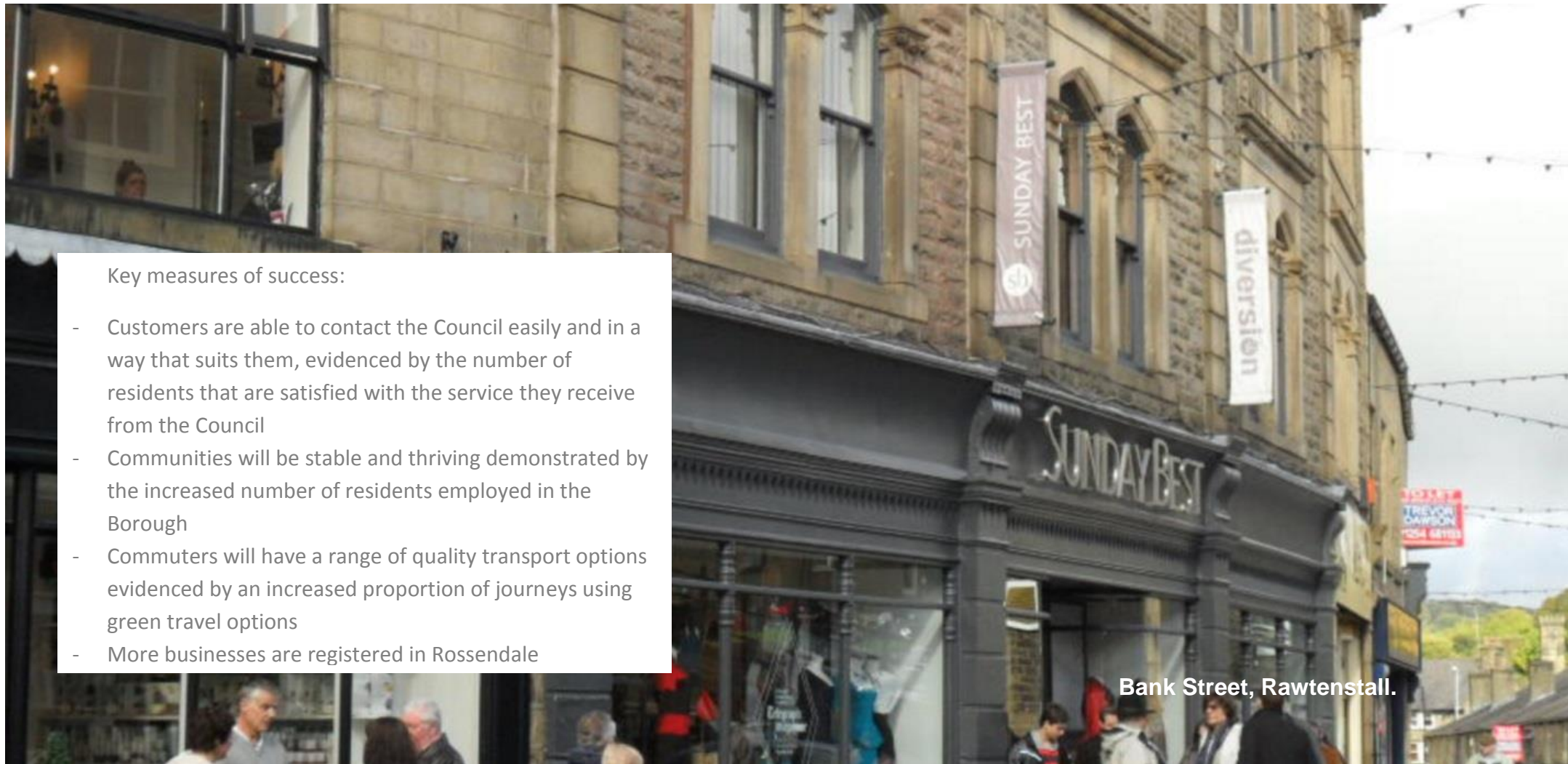
Key Actions: **Successful**

- 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.



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**

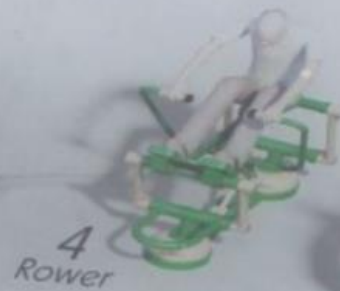
- Celebrating Rossendale, the success of our residents, business and the Council's work through publicity and awards, raising awareness of the great things they do
- Work with local schools to support career pathways and make sure that our children and young people flourish
- Building strong, resilient 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.

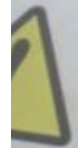
Key Actions: **Healthy**

- 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
Outdoor Gym
Rossendale
BOROUGH COUNCIL



Sit
Leg



WARNING:

MAKING PHYSICAL EXERCISE ALWAYS CONSULT
A HEALTH CARE PROFESSIONAL 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 at 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.

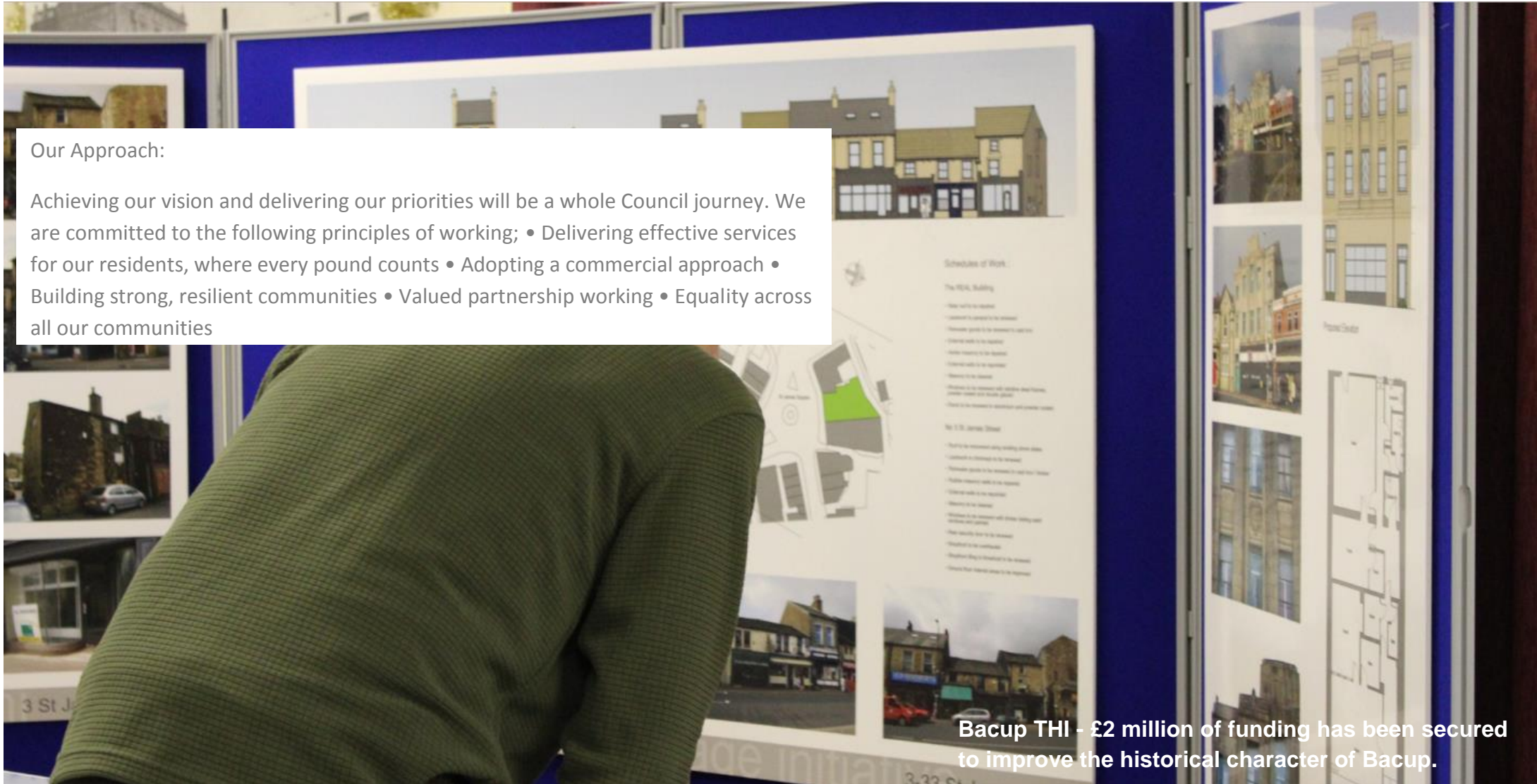
Key Partners in Delivering this Priority

- 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