

Subject:	Valley Plan 2025-29	Status:	For Publication
Report to:	Overview and Scrutiny Committee	Date:	10 th February 2025
Report of:	Head of People and Policy	Lead Member:	Environment and Corporate Services
Key Decision:	<input 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. RECOMMENDATIONS

- 1.1 Overview and Scrutiny Committee to discuss the Council's proposed new Valley Plan 2025-29.
- 1.2 Overview and Scrutiny propose any amendments they would like Cabinet to consider in the final version of the Valley Plan 2025-29.

2. EXECUTIVE SUMMARY

- Full consultation has been undertaken to refresh the Council's Valley Plan for the next four years (2025-2029).
- It is proposed the Council's Vision and four Priorities will remain the same.
- The Strategic Priorities will be re-designated to Actions
- The Outcomes and Actions have been reviewed to support the Council's mission for the next four years.
- The Valley Plan will be supported by an Annual Action Plan refresh and delivery will be managed via the Council's Performance Framework.

3. BACKGROUND

- 3.1 The current Valley Plan 2021-25 will expire on 31st March 2025. During recent months the Council has consulted stakeholders to form part of the plan's review.
- 3.2 Multiple consultation methods were used to gather feedback from Members, residents, businesses, community groups, and staff.
- 3.3 The Council's 2024 Residents Survey (5,688 responses) was used to gauge resident's satisfaction with Rosendale as a place to live and council services, highlighting what the Council does well and what could be improved.
- 3.4 An additional question was included within the 2024 survey, requesting residents to select three services they would like the Council to prioritise over the next four years.
- 3.5 An additional online survey was open for two-weeks during November 2024, and was shared via the Council's social media platforms and business and community group mailing lists. Questions included within the survey were:

- Do you feel the Council’s vision and priorities align with the needs of Rossendale?
- Are we heading in the right direction?
- What should we be prioritising over the next four years?
- Are there any priorities missing from our current plan?
- What does the Council do well?

3.6 The same questions were asked to participants who attended the resident focus group (10 attendees) and staff focus group (14 attendees).

3.7 The consultation identified key areas that stakeholders are satisfied with:

- Maintenance and improvements to our parks
- Waste and recycling collection services
- Investment into our town centres
- Planning services
- Partnership working

3.8 Similarly, the consultation identified areas that the Council should continue to focus on and/or improve:

- Two-way communication
- Derelict building
- Delivering our Green Agenda
- Supporting to community groups
- Anti-social behaviour
- Improving our sports and leisure facilities

3.9 The feedback from the consultation was used to support the Valley Plan’s review, ensuring that the proposed outcomes and actions align with the views and needs of key stakeholders.

4. DETAILS

4.1 The Valley Plan 2025-29 set’s out of the Council’s vision, priorities, outcomes, and actions for the next four years, up to the end of March 2029. The outcomes from the consultation indicated the current vision and priorities should remain the same.

Vision

‘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.’

Priorities

- Thriving Local Economy
- High Quality Environment
- Healthy and Proud Communities
- Effective and Efficient Council

4.2 Keeping the same Vision and Strategic Priorities will enable the Council to continue its mission in making Rossendale a great place to live, work, and invest, whilst addressing key

areas of concern and/or improvement through a refresh of the Outcomes and the Strategic Priorities.

- 4.3 The Council is proposing to keep the term Outcome to define the desired output within the priority area and to change the term Strategic Priority to Action to define the proposed work to achieve the Outcome. This ensuring the Valley Plan provides clarity on the key areas the Council intends to focus on throughout the duration of the Valley Plan.
- 4.4 The Valley Plan 2025-29 will be supported by Council Strategies and an Annual Action Plan to define specific activities and objectives to achieve the Valley Plan's outcomes.
- 4.5 The Council delivers on many of these Outcomes in partnership with other organisations in the public, private and voluntary sector. The Council will both seek to add further value to the activities for other partners and will continue to find ways to improve partner working to deliver services to our communities.
- 4.6 Nationally, Borough Councils may face changes to the national local government reorganisation and devolution agenda. While these changes may bring challenges, they also offer opportunities to shape regional policies, attract investment, and improve local services. To adapt, the Council will address challenges and adjust actions as needed to remain focused on its mission.
- 4.7 Delivery of the Valley Plan will continue to be managed via quarterly performance management updates, the annual Residents Survey, national and regional benchmarking, and service performance measures.

5. RISK

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

- A range of factors may impact on the Council's ability to achieve its priorities.
- The Council uses a Corporate Risk Register to identify and track these risks.
- Members track the overall implementation of the Council's Valley Plan through quarterly performance reports
- At this time, it is difficult to predict accurately the full impacts of the national local government reorganisation and devolution agenda.

6. FINANCE

The Council's Valley Plan is fundamental to the budget planning process. Council resources (people, assets, money, etc.) should align to and facilitate the delivery of our actions and outcomes. Therefore, at a time of uncertainty regarding future funding it is important to identify priority activities for the Council to deliver.

There are no immediate financial implications as a result of this report. However, each service area and Council projects will have financial implications, which are considered addressed separately through robust project and risk management approach.

7. LEGAL

There are no immediate legal implications arising from this report. However, service delivery and Council projects may have legal implications, which are considered addressed separately through robust project and risk management approach.

8. POLICY AND EQUALITIES IMPLICATIONS

There are no immediate policy and equality implications arising from this report.

Consultation has been undertaken with the Corporate Management Team, Members, all staff, residents, community groups, and businesses.

An initial Equality Impact Assessment has been undertaken throughout the consultation, no adverse impact has been identified.

9. REASON FOR DECISION

- 9.1 This is an opportunity for the Overview and Scrutiny to make any further suggestions for Cabinet to consider for the final approved version of the Valley Plan 2025-29.
- 9.2 By approving the proposed Valley Plan, Overview and Scrutiny are refocusing the Council's priorities to address any issues and opportunities to make Rossendale a better place to live, work, and invest.

Background Papers	
Document	Place of Inspection
Valley Plan 2025-29 – Plan on a Page	Appendix 1
Valley Plan – Proposed Outcomes and Actions	Appendix 2
Corporate Plan 2021-25 – Our Place, Our Plan	Appendix 3

Rossendale Borough Council's Valley Plan 2025-29 is set in the context of the Borough's long-term vision. We will deliver our mission through four key priority areas; Thriving Local Economy, High Quality Environment, Healthy and Proud Communities, and Effective and Efficient Council, which will be achieved through twelve outcomes.

Thriving Local Economy

We will regenerate our towns and strengthen our local economy by empowering individuals, supporting businesses, and attracting investment into our area.

Our towns will be thriving, vibrant and attractive centres for our communities and businesses.

We will be a supportive environment for business growth, innovation, and job creation.

We will have cultural and community attractions that support a strong visitor economy.

High Quality Environment

We will develop the borough's unique character and Pennine landscapes by delivering the Green Agenda and improving our local environment and green spaces.

Our local environment will be high quality, clean and green.

We will be carbon neutral by 2030, supporting the wider Borough to reduce carbon emissions.

We will have enhanced our waste and recycling services, boosting recycling rates and minimising the impact of food waste.

Healthy & Proud Communities

We will work with partners to provide residents with access to the housing and support services they need, supporting healthier lifestyles and communities.

We will have accessible and appropriate housing in Rossendale.

Residents will lead healthier lifestyles, with better access to the support services they need.

Rossendale will be a safe place where people are proud to live.

Effective & Efficient Council

We will be an ambitious, effective and efficient council, delivering high quality services and providing good value for money for residents.

Residents receive modern, high-quality services.

The Council will be financially stable, delivering services and projects within a robust governance framework, always ensuring value for money.

Council services will be delivered by a skilled and motivated workforce.

Our Valley Plan highlights the work we aim to deliver against our priorities over the next four years. Our priorities will be delivered through our outcomes, which are supported by Council Strategies, an Annual Action Plan, and by everything we do to improve Rossendale as a place to live, work, and invest.

We will report and manage our progress on the Valley Plan through regular updates and performance measures. This will demonstrate transparency, accountability, and progress towards our vision. We will address challenges and adjust our actions as needed to remain focused on our mission.



Thriving Local Economy

Outcomes	High Level Actions
Our towns will be thriving, vibrant and attractive centres for our communities and businesses.	<ul style="list-style-type: none"> – Transform the borough’s town centres through the delivery of key regeneration projects. – Deliver an enhanced heritage, cultural and creative offer for businesses and residents. – Develop partnerships with key stakeholders to address prominent derelict buildings.
We will be a supportive environment for business growth, innovation, and job creation.	<ul style="list-style-type: none"> – Provide space and support for high value business development and innovation. – Work with partners to support people in attaining and maintaining good employment. – Make Rossendale a centre for digital innovation by working with local tech partners. – Work with Lancashire County Council and other key partners to ensure the Valley benefits from a modern, efficient and innovative transport network.
We will have cultural and community attractions that support a strong visitor economy.	<ul style="list-style-type: none"> – Promote and enhance visitor experiences across our towns and landscapes.

High Quality Environment

Outcomes	Actions
Our local environment will be high quality, clean and green.	<ul style="list-style-type: none"> – Maintain a clean and attractive borough, focusing on our parks, streets, cemeteries, and trees. – Effectively tackle and reduce fly-tipping and littering hotspots through pro-active removal and enforcement powers.
We will be carbon neutral by 2030, supporting the wider Borough to reduce carbon emissions.	<ul style="list-style-type: none"> – Reduce our carbon emissions within our facilities and services. – Work with partners and communities to encourage climate action and promote sustainable energy alternatives.

<p>We will have enhanced our waste and recycling services, boosting recycling rates and minimising the impact of food waste.</p>	<ul style="list-style-type: none"> – Redevelop the Henrietta Street Waste Transfer Station. – Establish an effective infrastructure for weekly food waste collections to support 2026 Government reforms and boost recycling rates.
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Healthy & Proud Communities

Outcomes	Actions
<p>We will have accessible and appropriate housing in Rossendale.</p>	<ul style="list-style-type: none"> – Support sustainable housing and employment growth while preserving the Valley’s landscape. – Deliver improvements or adaptations to enable vulnerable residents to remain in their homes. – Prevent homelessness by reviewing our current temporary housing provision in the Borough. – Work with social housing and private landlords to address health related issues and energy efficiencies.
<p>Residents will lead healthier lifestyles, with better access to the support services they need.</p>	<ul style="list-style-type: none"> – Work with partners to enhance and promote the Borough’s leisure facilities and outdoor offer. – Facilitate inclusive support services to improve the physical and mental well-being of residents, while reducing health inequalities.
<p>Rossendale will be a safe place where people are proud to live.</p>	<ul style="list-style-type: none"> – Work with partners, ensuring a strong sense of community safety – Support the Borough’s vulnerable individuals and families. – Support local voluntary groups to maintain and continuously improve our public spaces.

Effective & Efficient Council

Outcomes	Actions
<p>Residents will receive modern, high-quality services.</p>	<ul style="list-style-type: none"> – Utilise digital technology to deliver responsive, efficient, and cost-effective services. – Be recognised as a Council with a reputation for exceeding expectations.
<p>The Council will be financially stable, delivering services and projects within a robust governance framework, always ensuring value for money.</p>	<ul style="list-style-type: none"> – Embed and monitor performance and project management processes to ensure accountability, transparency, and effective decision making. – Maximise income to support budgets through effectively managing the Council’s property assets and securing external funding. – Ensure the views and needs of Rossendale are represented within any future local government reorganisation.

Council services will be delivered by a skilled and motivated workforce.

- Apply good employment good practices and be known as an employer of choice.



OUR PLACE, OUR PLAN



CORPORATE PLAN 2021-2025

OUR VISION

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.

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 delivery 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

Our priorities are strongly focused on outcomes. We build on some success 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.

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 detailed actions. These are 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 attracts 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



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

VIBRANT 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 is keen to support the town council in ongoing work to improve Whitworth.

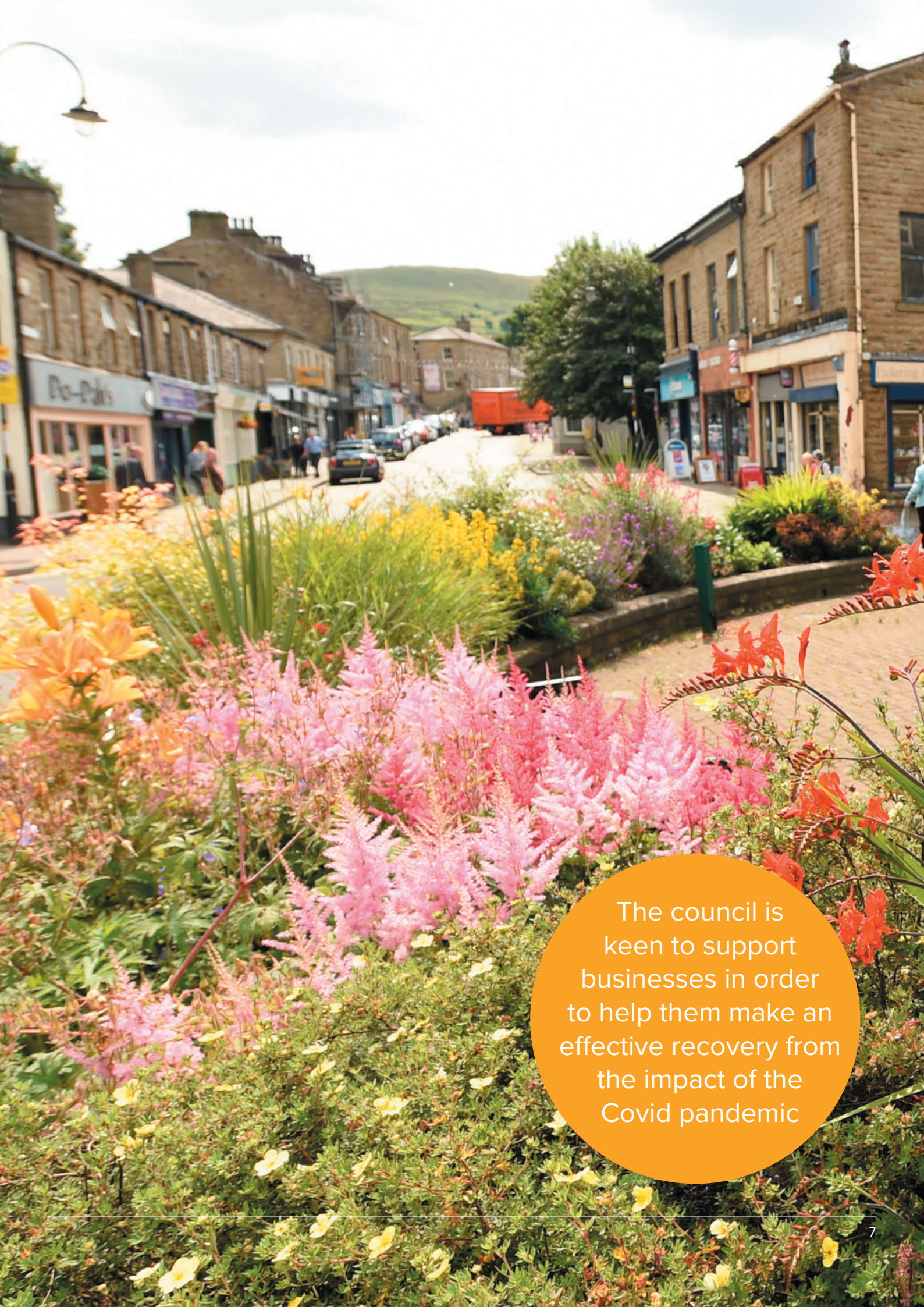
The tourism industry is underdeveloped in Rossendale and needs to evolve, creating a stronger offer building on our strong outdoor offer.

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





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

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.

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



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

HEALTHY AND PROUD COMMUNITIES

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

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 well-being 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



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

EFFECTIVE AND EFFICIENT COUNCIL

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.

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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Rossendale
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