

Subject:	Valley Plan 2025-29	Status:	For Publication
Report to:	Full Council	Date:	2 nd April 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. RECOMMENDATION(S)

1.1 Full Council to discuss and agree the Council's proposed 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 Key Actions
- The Outcomes and Key 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.
- The Overview and Scrutiny committee and Cabinet have reviewed and agreed the proposed Valley Plan.

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 Rossendale 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 Key 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.

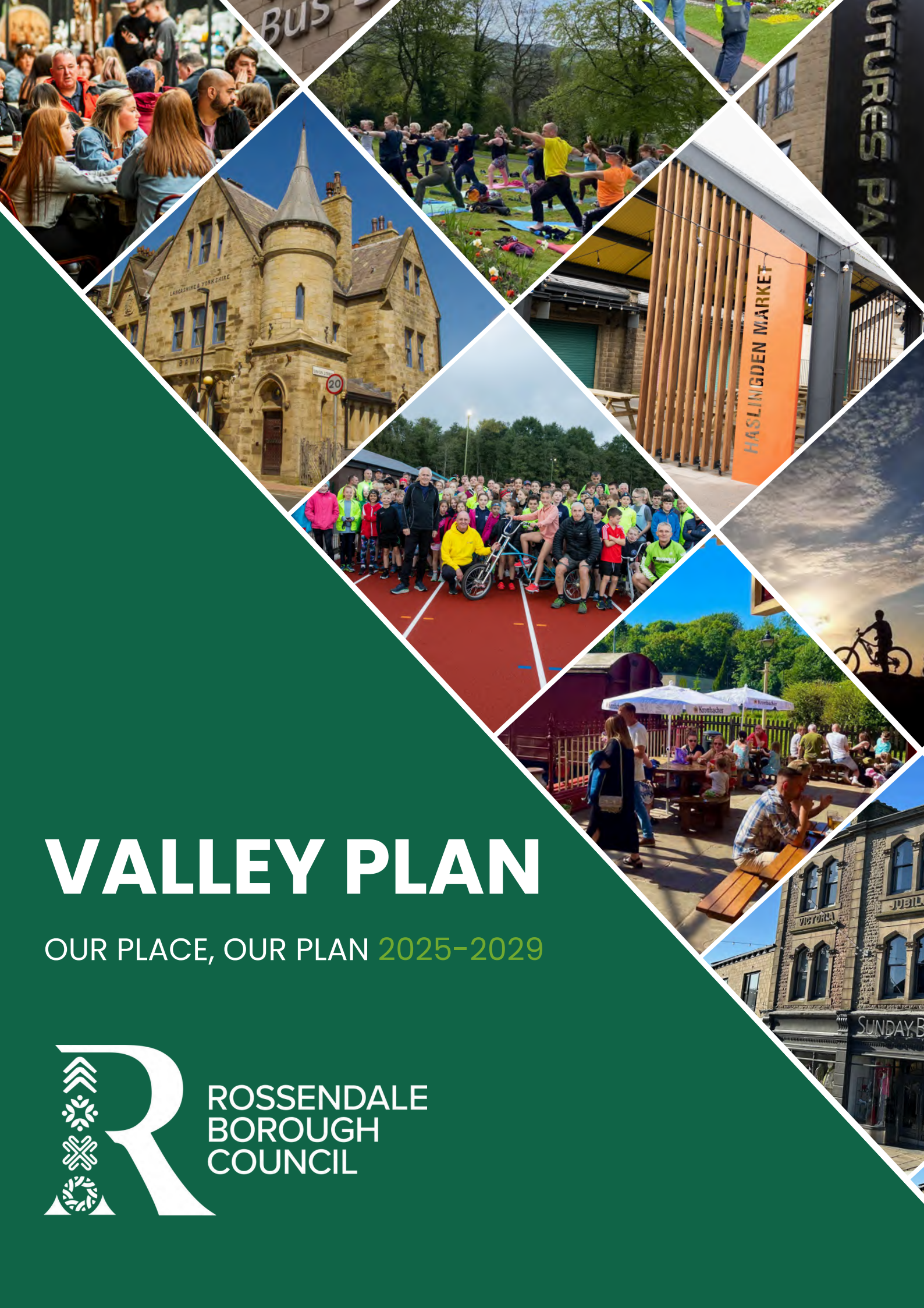
Consultation has been undertaken with the Corporate Management Team, Members, all staff, residents, community groups, and businesses.

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 Full Council to review and agree the final version of the Valley Plan 2025-29.
- 9.2 By approving the proposed Valley Plan, Full Council are agreeing the Council's priorities for the next four years to address any issues and opportunities to make Rossendale a better place to live, work, and invest.

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



VALLEY PLAN

OUR PLACE, OUR PLAN 2025-2029



ROSSENDALE
BOROUGH
COUNCIL

FOREWORD

MESSAGE FROM THE LEADER

Our Valley Plan 2025-2029 builds on our successes to make Rossendale a place where residents thrive, businesses succeed, and our environment is protected.

Over the past four years, we have made significant progress in achieving our vision, remaining focused on developing our towns, strengthening our communities, and enhancing our surroundings.

As we outline our priorities until 2029, we look to build on this momentum, ensuring we continue our journey in making Rossendale a better place to live, work, and invest.

While we remain committed to delivering our ambitions, we set these priorities in a time of both opportunity and challenge for local government.

Like many councils across the country we continue to face ongoing budget pressures, rising inflation, and an increased demand for vital services, this requiring us to be both adaptable and collaborative in how we work.

At the same time, the proposed devolution and local government reforms present an opportunity to shape services that better reflect our local needs.

As part of this, we must ensure that Rossendale's voice is heard, to help influence decisions that will shape our future.

Our Valley Plan outlines how we will navigate these challenges while fulfilling our mission.

It focuses on strengthening our local economy, enhancing the Borough's clean and green environment, supporting healthier communities, and delivering high-quality services for all.

We will achieve our priorities through outcomes and key actions, supported by Council Strategies and an Annual Action Plan, which will help guide our budget-setting and decision-making processes.

I am confident that, as a result, we will continue our journey toward becoming a vibrant, attractive, and sustainable Borough - one that provides opportunity and prosperity for all.

LEADER OF THE COUNCIL
Councillor Alyson Barnes



OUR VISION

MISSION TO SUCCESS

‘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.’



OUR PRIORITIES

Our Valley Plan 2025-29 is set in the context of the Borough's long-term vision. We will continue to work towards this vision by focusing on four key priorities.



ABOUT OUR BOROUGH

ROSSENDALE IS A **UNIQUE** PLACE

With its rich industrial heritage and picturesque Pennine landscapes, Rossendale is filled with welcoming communities spread across a number of vibrant market towns and villages.

Our Borough offers an excellent quality of life and is well-connected to the rest of Lancashire, West Yorkshire, and Manchester, making it a great place for investment, growth, and sustainable development.

However, our rural landscapes also present challenges around waste services, flood risks, and public transport connectivity. Despite these obstacles, we are committed to innovation and are ready to tackle the challenges head-on.



Rossendale's demographics highlight a diverse and growing community, shaped by its history and evolving economy.



4.8%

of Lancashire's
total area



2,540

active businesses



35.2%

of children overweight
or obese at Year 6 age



£26,537

average weekly
earnings



71,500

residents



15.3%

live in fuel poverty



11.6%

have no
qualifications



4%

claiming benefits
aged 16-64



32,600

homes



19.8%

living with a long-term
health condition
impacting their daily life



10

Conservation areas



79.2 years

average life
expectancy

ABOUT US

A SMALL BUT **AMBITIOUS** COUNCIL

As a two-tier local authority we work with Lancashire County Council to provide services for our community.

The County Council provides education, social care, and highways maintenance services.

Our responsibilities include waste collection, street cleansing, green spaces, homeless and housing support, community support, and local regeneration and planning.

It is important for everyone to have access to the support they need.

We will continue to work with our partners to improve our health and leisure services and infrastructure to reduce inequalities and create healthier, more inclusive communities.



To achieve our vision, we are guided by our three core values. These principles shape our decisions, inspire our actions, and define our commitment to Rossendale.



PRIDE

We take pride in the way we help our residents and are proud to work for the Council.



PASSION

We are ambitious for Rossendale, enthusiastic and want to improve residents' lives.



PEOPLE

We work together, treat everyone with respect and take ownership of problems.

THRIVING LOCAL ECONOMY



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

We remain committed to investing external funding into our main town centres - Bacup, Rawtenstall, and Haslingden, to create thriving hubs for both residents and visitors.

We will continue our journey to transform, grow, and animate our towns and surrounding areas, creating vibrant, welcoming spaces that attract investment, increase footfall, and encourage our communities to come together.

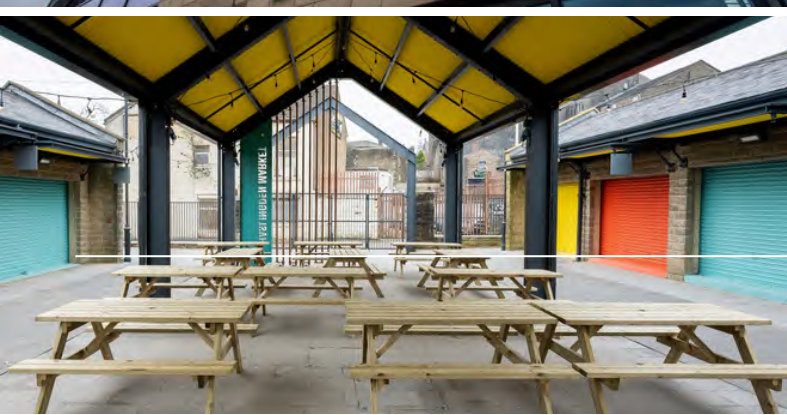
Our transport links and infrastructure are underdeveloped, presenting a challenge that must be addressed.

Through partnership working, we aim to improve the Borough's accessibility and connectivity.

We want to make it easier for our businesses to thrive and for our residents to access jobs, services, and community spaces.

We will work closely with local businesses and residents to provide the support they need to grow, innovate, and create high-quality jobs.

We are committed to regenerating Rossendale's towns and economy, creating a Valley where people and businesses thrive.



OUTCOMES

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

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

We will have cultural and community attractions, supporting a strong visitor economy.

KEY ACTIONS

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.

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 transport network.

Promote and enhance visitor experiences across our towns and landscapes.

There are a number of detailed strategies and action plans that will support our mission to a thriving local economy:

Bacup 2040 Vision and Masterplan

aims to revitalise Bacup's town centre by 2040

Rawtenstall Masterplan

aims to transform Rawtenstall into a vibrant, attractive, and sustainable community

Economic Development Strategy 2018 - 2033

aims to foster sustainable economic growth within the Borough

Visitor Economy Strategy

aims to make Rossendale a premier destination for visitors

Haslingden 2040 Vision and Masterplan

aims to create a hub for community activity and heritage

Waterfoot Masterplan

aims to improve pedestrian connections and celebrate Waterfoot's cultural history



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.

Protecting and enhancing Rossendale's green spaces and Pennine landscapes is key to creating a greener, healthier, and more sustainable borough.

We will continue delivering our Green Agenda.

We recognise our climate is changing and that we must lead by example at a local level. Our aim of becoming a carbon neutral council by 2030 is at the centre of our plans.

We work to support our businesses to reduce their emissions, championing sustainable practices that benefit both the local economy and the environment.

We will work in partnership with our Civic Pride groups to maintain our areas, making sure people live in clean and attractive places.

Recycling and waste reduction are key priorities.

We will work to increase recycling rates and minimise the impact of food waste collections, helping residents and businesses play their part in creating a cleaner, more sustainable future.

We will lead by example in delivering the Green Agenda and enhancing our local landscapes.



OUTCOMES

A high quality, clean and green local environment will be maintained.

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 impacts of food waste.

KEY ACTIONS

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.

Reduce our carbon emissions within our facilities and services.

Work with partners and communities to encourage climate action and promote sustainable energy alternatives.

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.

There is a detailed strategy and action plan that will support our mission to a high quality environment:

Climate Change Strategy

aims to address environmental challenges and achieve net-zero carbon emissions by 2030



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 are committed to building strong, supportive communities.

We will improve access to the housing, services, and opportunities, enabling our residents to lead healthy and fulfilling lives.

Moving forward, we will work closely with our partners to ensure housing is accessible, appropriate, and meets the needs of all residents.

As part of this, we will continue to support our most vulnerable residents, and working to prevent the risk of homelessness and support residents to remain in their own homes.

By improving access to essential support services, we will help people lead healthier lifestyles and enhance overall well-being across the Borough.

Through community engagement, investment, and partnership working, we will continue to make Rossendale a place where everyone feels safe and connected.

We want to support communities to be vibrant and sustainable, creating areas where people are proud to live.



OUTCOMES

We will have accessible and appropriate housing in Rossendale.

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

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

KEY ACTIONS

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.

Tackle 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.

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.

Work with partners, ensuring a strong sense of community safety.

Support the Borough's vulnerable individuals and families.

There are a number of detailed strategies and action plans that will support our mission to healthy and proud communities:

Rossendale Physical Activity Strategy 2025 - 2030

aims to promote health and well-being for all residents.

Housing Strategy 2023 - 2027

aims to address housing challenges, improve living conditions, and support our residents.

Local Plan 2019 - 2036

aims to provide a comprehensive framework for the development and use of land in Rossendale.

Our Health, Our Wellbeing, Our Place 2022

Aims to create healthier, more connected communities based on residents' needs.

Rossendale Leisure Trust (RLT) Strategic Plan

Aims to boost residents' health and wellbeing through community engagement and activity.



EFFECTIVE & EFFICIENT COUNCIL



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

We are committed to being an ambitious, forward-thinking council that delivers social value and high-quality services for our residents.

As we move forward, we will ensure financial stability through strong budget management and a robust governance framework.

This allows us to make responsible, well-informed decisions that benefit the Borough both now and in the future.

We aim to use the local government reforms to shape services that meet Rossendale's needs.

Our goal is to make sure Rossendale's voice is heard in decisions that shape our future.

By investing in our staff, we will continue to build a dedicated team that is equipped to deliver excellent services and respond effectively to the needs of our communities.

Our workforce is at the heart of what we do.

We are dedicated to delivering high-quality services and ensuring good value for money for our residents.



OUTCOMES

Residents receive modern, high-quality services.

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

Services will be delivered by a skilled and motivated workforce.

KEY ACTIONS

Utilise digital technology to deliver responsive, efficient, and cost-effective services.

Be recognised as a Council with a reputation for exceeding expectations.

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.

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

There are a number of detailed strategies and action plans that will support our mission to be an effective and efficient council:

Risk Management Strategy

aims to identify and proactively manage any potential risks that could impact the Council.

Medium-Term Financial Strategy

provides a framework for the Council to plan and manage its resources.

Constitution

sets out how the Council operates, including how decisions are made and how the Council is accountable to the public.

Communications Strategy

aims to support the Council to effectively communicate and engage with stakeholders.

Customer Digital Strategy

aims to improve our services through online platforms and digital channels.

Performance Management Framework

a structured system for the Council to monitor, evaluate and improve performance.

Organisational Development Strategy

aims to improve overall performance by focusing on workforce development.









VALLEY PLAN

OUR PLACE, OUR PLAN 2025-29

Rossendale Borough Council
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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 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.

**OUR
PLACE,
OUR
PLAN**

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 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.

We will have enhanced our waste and recycling services, boosting recycling rates and minimising the impact of food waste.	<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
We will have accessible and appropriate housing in Rossendale.	<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. – Tackle 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.
Residents will lead healthier lifestyles, with better access to the support services they need.	<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.
Rossendale will be a safe place where people are proud to live.	<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
Residents will receive modern, high-quality services.	<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.
The Council will be financially stable, delivering services and projects within a robust governance framework, always ensuring value for money.	<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.
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