

Subject:	Valley Plan Annual Report 2024-25	Status:	For Publication
Report to:	Cabinet	Date:	2 nd July 2025
Report of:	Head of People and Policy	Lead Member:	Leader of the Council
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	No
Biodiversity Impact Assessment:	Required: No	Attached: No	No
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1. RECOMMENDATION

- 1.1 For Cabinet to consider and note the Council's annual Valley Plan update and associated achievements for 2024/2025.

2. EXECUTIVE SUMMARY

- The Council's four-year [Valley Plan 2021-2025 \(Our Place, Our Plan\)](#) outlined the vision for the Valley, supported by 4 priorities and 14 outcomes that clearly measure the Council's performance.
- The Council produces a quarterly Performance Management Report to regularly monitor the Council's performance against the Valley Plan throughout the year. This report is reviewed by the Corporate Management Team, Cabinet, and Overview and Scrutiny Committee.
- During 2024/2025, the Council has continued to deliver activities within its 4 priority areas to achieve the outcomes outlined within the Valley Plan. External funding has been allocated to continue the delivery of multiple regeneration programmes, and the Council has continued to improve its services to become more effective and efficient.
- Overall, the outturn for 2024/2025 was positive. 3 programmes and 51 performance measures were reported within the 'green' RAG status, 1 programme and 9 performance measures within the 'amber' RAG status, and 1 programme and 6 performance measures within the 'red' RAG status.

3. BACKGROUND

- 3.1 The Council's Valley Plan 2021-2025 was agreed at Full Council on 8th September 2021. The Valley Plan outlines the Council's vision, 4 key priorities and 14 overarching outcomes.

- 3.2 The Council's 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 those living and working in the borough."

- 3.3 An action plan and service area business plans are reviewed annually to ensure work is focused on delivering the Council's Valley Plan and vision.

- 3.4 The annual action plan identifies the Council's programmes and projects, service actions, and performance measures for each priority. These will be monitored via the Council's

quarterly Performance Management Report. compliments, complaints, and corporate risks are also included within this report.

- 3.5 The quarterly Performance Management report is reviewed by the Council's Corporate Management Team, Cabinet, and Overview and Scrutiny Committee.
- 3.6 The Council has 5 corporate programmes. These programmes include multiple projects and/or work streams, and are outlined as the following:
- **Regeneration** – Delivery of regeneration projects across Rossendale's main town centres; Bacup, Haslingden, Rawtenstall, and Waterfoot.
 - **Climate Change** – Carbon reduction throughout the borough.
 - **Operations** – Improvement to waste, street-cleansing and green spaces services.
 - **Property Services** – Corporate Asset Review
 - **Digital** – Digital efficiencies and customer service.
- 3.7 Programmes are delivered and monitored by project managers/sponsors. Programmes are reviewed quarterly by the Council's internal Programme Board, where project managers are required to report on progress, track delivery, and highlight risks requiring mitigation. This supports best practice, governance, and risk management.
- 3.8 The Council's performance is monitored using the red, amber, green (RAG) rating status (green – on track, amber – slight concern, red – action required).
- 3.9 An arrow system is used to indicate performance trend, indicating the direction of travel (upwards – performance increase, sideways – no change, downwards – performance decrease).
- 3.10 Throughout 2024/2025, 66 performance measures were reported. The measures were categorised into two tiers; tier 1 measures reporting on high level strategic targets and tier 2 measures reporting on operational performance.
- 3.11
- Thriving Local Economy – 7 performance measures;
 - High Quality Environment – 20 performance measures;
 - Healthy and Proud Communities – 14 performance measures;
 - Effective and Efficient Council – 25 performance measures.

4. OVERALL PERFORMANCE

- 4.1 Throughout 2024/2025, the Council has continued to deliver the Valley Plan. Despite ongoing challenges, the Council has delivered effective and efficient council services and is proud of its achievements.
- 4.2 At the end of 2024/2025, 3 programmes were reported within the 'green' RAG status, 1 programme was reported in the 'amber' RAG status, and 1 programme was reported in the 'red' RAG status. The 'Regeneration' programme was reported as 'red' due to timescale and risk issues. Appropriate monitoring and mitigation will continue via the internal Programme Board.
- 4.3 The Council's performance measures demonstrate that the Council has performed well with 51 (77%) 'green' RAG status measures, 9 (15%) 'amber' RAG status measures, and 6 (8%) 'red' RAG status measures. Further information on the Council's performance is detailed within the [2024/2025 Quarterly Performance Management Reports](#).

5. KEY ACHIEVEMENTS AGAINST VALLEY PRIORITIES

5.1 Thriving Local Economy

Throughout 2024/2025, significant work has progressed the Council's regeneration projects across Rossendale's main town centres and within the rest of the borough.

Significant achievements include; the redevelopment of Haslingden Market, adoption of Waterfoot and Rawtenstall Masterplans, and completion of the first phase of works as part of the Rawtenstall Gyrotory improvements.

Relationships with local businesses have continued to develop via ongoing business support, increased officer presence within town centres, and through Rossendale's first business expo – Rossendale Means Business.

Rossendale Works has successfully supported 101 economically inactive people into either employment, education or training, and will continue to improve the local skills provision for residents.

5.2 High Quality Environment

The Operations service has continued to deliver effective and efficient waste, street cleansing, and green spaces services. Bartec, the new back-office management system, has been integrated into all waste and recycling services to create efficiencies and improve customer services.

Stubbylee and Moorlands Park (Bacup) and Rawtenstall Library Gardens were awarded the 'Green Flag' for 2024/2025. Additional efforts have focused on improving the Borough's parks and providing support to local community groups who maintain and improve public spaces across Rossendale.

The removal of reported fly-tipping has remained below the 5-working day target and a significant number of reports have been investigated and progressed to legal enforcement penalties.

The Council's Climate Change Strategy has progressed well. A new air-handling unit has been installed at Marl Pits Leisure Centre (Rawtenstall), and a further £1.4m external Public Sector Decarbonisation Scheme funding has been secured to further decarbonise the leisure centre. Additionally, 30 new electric vehicle charge points have been installed across 7 council-owned carparks.

5.3 Healthy and Proud Communities

The Council has continued to work with partners to improve access to homes, leisure facilities, and health and wellbeing support for residents. Bio-diversity Net Gain regulations have been integrated into the planning system, and 2 Supplementary Planning Documents have been adopted.

Work has focused on improving the Council's homelessness support to address the ongoing national issue. Other Housing efforts have provided 126 Disabled Facilities Grants to allow residents to remain within their own home.

Throughout the year, the Council has provided c.£650k to residents and foodbanks via the Household Support Fund in response to the cost-of-living crisis.

The Council has continued to work with partners to deliver the Rossendale Health and Wellbeing Plan, and the Council's Physical Activity and Sport Strategy was officially launched to outline the Council's commitment to health and well-being.

5.4 **Effective and Efficient Council**

Work has continued to support effective and efficient Council services through good governance, financial management, and robust performance monitoring.

The Council has delivered 3 elections during 2024/2025; Rossendale Borough Council, the Lancashire Police & Crime Commissioner, and the General Election.

The Council has rolled out Microsoft Teams and Microsoft Calling to all staff to improve internal collaboration and customer services.

In collaboration with budget holders, a balanced budget was produced for 2024/2025 and 2025/2026 to better align resources to service need.

The Council has continued to develop a safe and skilled workforce. At the end of 2024/2025, the Council's employee turnover (12%) was 3% below the national average, 90% of staff had completed their annual appraisal, and the annual staff survey found that 97% of respondents 'enjoy working for the Council'.

Externally, the Council has significantly improved the use of social media platforms resulting in an increase in followers and engagement. The annual resident survey had 391% more responses than the previous year and the overall satisfaction of residents has improved.

6. FORTHCOMING YEAR

6.1 The Valley Plan 2021-2025 came to an end during 2024/25. Extensive consultation with residents, service managers, and staff has supported the development of the Valley Plan 2025-2029. The new Valley Plan 2025-29 was formally approved by Full Council on 2nd April 2025.

6.2 Following the Valley Plan review, the Council is set to refresh its Performance Management Framework to support effective and efficient service delivery and to develop a robust approach to performance and risk management.

6.3 The Council has developed an annual action plan, programmes, service actions, and performance measures for 2025/26 to ensure the Valley Plan is prioritised within service delivery, whilst addressing ongoing challenges and promoting opportunities.

6.4 The Council will continue to identify efficiencies to ensure it provides best value service for residents. Further work will be required to develop Rossendale's town centres, attractions and visitor offer, as well as increasing local and national engagement for the great work the Council does.

7. RISK

7.1 A range of local, regional and national factors can impact on the Council's ability to deliver the priorities within the Valley Plan. The Council continuously monitors these risks through

the Corporate Risk Register and quarterly Performance Management Report to track the overall implementation of the Council's priorities which includes information on progress against the priorities, programmes and projects, and performance measures.

8. FINANCE

8.1 There are no additional financial implications arising from this report.

9. LEGAL

9.1 There are no specific legal implications arising from this report.

10. POLICY AND EQUALITIES IMPLICATIONS

10.1 Extensive consultation has taken place as part of the Valley Plan review. There are no specific equalities implications in this report.

11. REASON FOR DECISION

11.1 The Valley Plan Annual Report 2024/2025 is a tool used to summarise the Council's key achievements and progress in relation to the priorities outlines within the Valley Plan.

Background Papers	
Appendix 1	2024-25 Achievements Summary
Appendix 2	2024-25 Performance Summary Infographic



Annual Outturn 2025/26

PRIORITY 1 – THRIVING LOCAL ECONOMY	
OUTCOMES	KEY ACHIEVEMENTS
<p>To support Bacup, Haslingden and Rawtenstall town centres as better places to provide their unique offers and a destination for local shoppers and visitors</p> <p>To have secured inward investment in the borough creating a sustainable economy, matching local skills provision with future job and career opportunities</p> <p>Having a thriving visitor economy which is more widely known with enhanced attractions and a much-improved accommodation offer</p>	<ul style="list-style-type: none"> • Successful redevelopment of Haslingden Market • Adopted Rawtenstall Masterplan • Completed Phase 1 of the Rawtenstall Gyrotory Works • Established Plans for Neighbourhoods Board to deliver £20m invest into Rawtenstall and surrounding areas • Procured 5 art pieces to enhance Waterfoot’s arts offer and appeal • Agreed the Waterfoot Masterplan • Developed the Haslingden Connected Public Realm Strategy • Successfully transitioned Rawtenstall Market back under Council management • Introduced Rossendale Means Business Expo – with 40 businesses attending • Let out vacant offices in the Kingfisher Building, Futures Park Bacup • Supported 101 economically inactive residents via the Rossendale Works programme • Supported 123 businesses via business support referrals
PRIORITY 2 – HIGH QUALITY ENVIRONMENT	
OUTCOMES	KEY ACHIEVEMENTS
<p>A high quality ‘clean and green’ local environment where people feel proud to live</p>	<ul style="list-style-type: none"> • Implemented a back-office management system, Bartec, to improve operational services and customer satisfaction

<p>Reduced our carbon footprint</p> <p>Improve the waste recycling rate across the borough</p>	<ul style="list-style-type: none"> ● Improved Trickett’s Memorial Ground (Waterfoot), installing new paths, additional planting and trees. ● Stubblelee and Moorlands Park awarded Gold Large Park Britain in Bloom award ● 78% of residents satisfied with the cleanliness of Rossendale (Residents Survey) ● Investigation and removal of fly-tipping both under 5 working days ● Planning applications approved and retrofit works progressed on the 3 demonstrator properties for the Net-Zero Terraced Streets project ● Installed 30 new EV Chargepoints across 7 council-owned car parks ● Air-handling unit installed at Marl Pits Leisure Centre (Rawtenstall) ● Secured £1.4m Public Sector Decarbonisation Scheme funding to fully decarbonise Marl Pits Leisure Centre (Rawtenstall) ● Procured 2 Food Waste Vehicles in preparation for food waste collections ● 99% of waste bins collected as per schedule ● Awarded Green Flag Award for both Stubblelee and Moorlands Park (Bacup) and Rawtenstall Library Gardens ● ‘Unpave the Way’ garden relocated to Whitaker Park (Rawtenstall)
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PRIORITY 3 – HEALTHY & PROUD COMMUNITIES

OUTCOMES	KEY ACHIEVEMENTS
<p>To have delivered more new homes and a good mix of housing ventures.</p> <p>Improved the health of residents through access to better leisure facilities and health services.</p> <p>A more joined up approach to physical and mental wellbeing which is more rapidly reducing health inequalities.</p>	<ul style="list-style-type: none"> ● Introduced Bio-Diversity Net Gain regulations into the planning system ● Approved planning applications to support the development of 201 ‘new’ and ‘affordable new’ homes ● Adopted Affordable Housing Supplementary Planning Document, and Open Space and Sports Provision Supplementary Planning Document ● Adopted the Edenfield Neighbourhood Plan following referendum ● 100% of major, and 95% of minor and other planning applications determined as per statutory timeframe ● 107 Disabled Facilities Grants awarded ● 305 food inspections completed ● Launched the Physical Activity and Sport Strategy ● Provided c.£650k to residents and foodbanks via rounds 5 and 6 of the Household Support Fund

Residents share a sense of pride in their immediate community and wider borough.	<ul style="list-style-type: none"> ● 97% of residents feel safe in their local area during the day (Residents Survey)
PRIORITY 4 – EFFECTIVE & EFFICIENT COUNCIL	
OUTCOMES	KEY ACHIEVEMENTS
<p>Provide good quality and responsive services embracing new technology</p> <p>Be a financially sustainable Council with a commercial outlook whilst always considering social value</p> <p>Provide sound governance to enable key decisions and major projects to be progressed in an efficient and professional way</p> <p>Have a skilled and happy workforce, where we are able to retain and attract good staff</p>	<ul style="list-style-type: none"> ● Implemented Microsoft Teams and Microsoft Calling for all staff ● 19,717 electronic service requests received via the Council’s website ● 95% of Council Tax collected ● Produced a balanced budget for 2024/25 and 2025/26 ● 92% of invoices paid within 30 days ● 7,082 garden waste subscribers ● Successfully delivered elections for Rossendale Borough Council, Lancashire Police and Crime Commissioner, and the General Election. ● Successfully transitioned to whole-council elections following the completion of a Boundary Review. ● Introduced Lunchtime Learn and Chief Exec Huddles to improve staff engagement ● Delivered annual Health and Wellbeing Day and annual Christmas Staff Engagement Session ● Completed annual staff survey with 97% of respondents stating that they enjoy working for the Council ● 90% of staff appraisals completed ● Carried out annual Residents Survey with a 391% increase in response when compared to 2023 ● Increased the Council’s overall social media following by 27.5% ● Introduced the Council’s quarterly newsletter with over 1,500 subscribers ● Refreshed the Council’s Valley Plan 2025-29 ● Net-Zero Terraced Streets project shortlisted in the Local and Public Sector Net-Zero Transformation category for the Green Energy Awards. ● Reduced staff turnover to 12%, 3% below national average

2024-25 Performance Summary

123 business support referrals



Awarded Green Flag for Stubblelee & Moorlands Park and Rawtenstall Library Gardens



Installed 30 EV chargepoints across 7 carparks

£650k

provided to residents and foodbanks via the Household Support Fund

107 Disabled Facilities Grants awarded

97% of residents feel safe during the day



5 working days for both the investigation and removal of reported fly-tipping



Launched a Physical Activity and Sports Strategy



99% of waste bins collected as per schedule

19,717



electronic service requests

£300k allocated to Waterfoot

Held Rosendale Means Business Expo **#RMB24**

Refreshed the Council's Valley Plan 2025-29



391% more responses to annual Residents Survey when compared to 2023

78%

of residents satisfied with Rosendale's cleanliness



Installed air-handling unit to improve Marl Pits



Regenerated Haslingden Market

27.5%

increase in overall following across social media platforms



101



economically inactive residents supported via Rosendale Works