

Subject:	Rossendale Borough Council Improvement Plan – Update	Status:	For Publication
Report to:	Audit and Accounts Committee	Date:	27 th June 2017
Report of:	Head of Finance	Portfolio Holder:	Resources and Customers
Key Decision:	<input type="checkbox"/> Forward Plan <input 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
1.1	That Members note the report and progress made to date on the Rossendale Borough Council Improvement plan and proposals for its incorporation into the 2017 revised Corporate Strategy.

2. PURPOSE OF REPORT

- 2.1 The purpose of the report is to update Members on the progress of the Rossendale Borough Council Improvement Plan.

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.

4. RISK ASSESSMENT IMPLICATIONS

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

- The Improvement Plan is specifically designed to assist in identifying, managing and mitigating future risk exposure to the Council.

5. BACKGROUND AND OPTIONS

- 5.1 The Rossendale Improvement Action Plan as previously noted the plan is designed to ensure that its themes go beyond matters associated with single projects but have implications for wider corporate governance, risk management and the organisation's culture and behaviours. In particular the early identification of risk was highlighted and resulted in a recently improved Risk Management Strategy which in turn led to a series of officer / member training workshop during 2016.

- 5.2 The senior management team has previously reviewed each of the expected controls an organisation is expected to have. As highlighted in the original Internal Audit report (Dec 2015) the majority of controls were found to be in place but were overridden due to weaknesses in governance and cultural behaviours. As a result of this the senior management team formed a series of actions and checklists for review being the Senior Management Team - Rossendale Improvement Plan. This plan and the management's further response is attached at appendix 1.
- 5.3 As previously reported, in reviewing the expected controls and actions a number of themes or areas for improvement were highlighted:
- Implementation of an organisational development programme in order to address behavioural and cultural change.
 - Alongside this we need to define what a good council looks like in order to identify our goal and ensure that senior manager's job descriptions and person specifications accurately reflect the core competences required for a fit for purpose Council.
 - Review the Council's Performance Management framework and Project Management framework
 - Review of the Council's material partnerships and the due diligence of such partnerships
 - Review of Contract Procedure Rules
- 5.4 The themes of the Improvement Plan, its principles and any specific outstanding actions, will now transfer to the Council's new Corporate Strategy for 2017-2021 to form part of the strategy's cross cutting themes. This is also being developed alongside responses from the Resident Survey and further consultation with staff and Members to develop a whole Council Strategy with new priorities, values and vision. This new Corporate Strategy will inform Service Area Business Plans which will in turn make for more robust performance and risk management.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

6.1 Any financial implications arising are noted in the report.

7. MONITORING OFFICER

7.1 Any legal implications are commented upon in the report.

8. POLICY IMPLICATIONS AND CONSULTATION CARRIED OUT

8.1 Any policy implications are commented upon in the report.

9. CONCLUSION

9.1 The Council is continuing to progress and develop its improvement plan as part of its 2017 Corporate Strategy refresh scheduled for Members in July 2017.

Background Papers	
Document	Place of Inspection
Internal Audit report on the East Lancashire Empty Homes Scheme	Council's website (Audit & Accounts Committee – November 2016)
Improvement Action Plan – work in progress documents	Council / Officer files