

## Areas for improvement

- 11 An up-to-date corporate performance and improvement plan is in place which contains clear ambitions and priorities linked to the sustainable community strategy and vision for the Borough in 2016. The Council needs to develop long-term outcome-focused targets linked to its vision. This will promote a clear understanding of where the Council is aiming, and allow progress against the vision to be measured and evaluated.
- 12 Progress in relation to equality and diversity has been very slow. The council need to show strong leadership of this agenda to ensure that it is prioritised and that it becomes integrated with service planning and delivery. Until the Council addresses these issues it will not be able to take full account of diversity issues in decision-making and service delivery.
- 13 The Council needs to strengthen its strategic approach by: clarifying accountabilities, particularly for its ambitions and the cross-cutting agenda; improving scrutiny of its priorities; and progressing its working around the shared services agenda. This will ensure that focus is strengthened and maximum use made of resources including staff.
- 14 The Council needs to develop stronger frameworks - such as those for training and development and workforce planning - to support both councillors and officers in strategic and operational delivery. This will enhance capacity and make the achievement of priorities more certain, for example by avoiding slippage in project areas such as workforce planning.
- 15 Partnership performance management arrangements - such as those for the Ribble Valley Strategic Partnership - are not yet effective. The Council needs to strengthen its monitoring and evaluation arrangements so that the impact of partnership activity can be more effectively managed.