

Ref	Improvement Theme	Outcome	Source	Milestones	Timescale	Member Lead	SMT Lead	RAG
A1	A: Member and Officer Development	Improved financial management by members and budget holders	AGS	Priority issues identified with regard to Devolved Budget Management Responsibilities	30/04/17	Finance	Head of Shared Financial Services	On target
A2				Consultation with all Budget Holders and members	30/04/17			On target
A3				Initial training modules developed	31/08/17			On target
A4				All relevant members and budget holders trained	30/06/17			On target
A5				E-Learning modules live	TBC			
A6		Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	Centre for Public Scrutiny (CfPS) to conduct initial diagnostic phase with members and officers to inform programme of training and development	28/02/17	Leader	Interim Corporate Governance Manager	On target
A7				CfPS training programme agreed and commissioned focusing on clearer understanding of mutual roles and responsibilities, council structures and governance arrangements	TBC on conclusion of the Peer Review (see below)			
A8				Discuss with CfPS how to embed learning & ensure new members/officers are able to access	TBC on conclusion of the Peer Review (see below)			
A9				CfPS training programme rolled out to members and officers	31/12/17			On target
A10				Best Licensing decision-making authorities identified	30/04/17			On target
A11				Licensing Committee modules delivered to members of Licensing Committee	30/06/17			On target
B1	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Residents survey complete providing feedback on preferred access channels	28/02/17	Corporate Support and Assets	Director of Development, Enterprise and Communities (Interim)	On target
B2				Review of existing access channels completed in light of residents' survey data - face to face, Phone and online	31/03/17			On target
B3				External review of CRM solution including market analysis of current CRM market	30/06/17			On target
B4				Plan in place to promote channel shift	31/08/17			On target
B5				Promotion completed and impact evaluated	01/11/17			On target

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B8	<b>B: Customer Complaints</b>	New Customer Feedback Strategy in place and implemented	AGS	Task team created	23/01/17	<b>Corporate Support and Assets</b>	<b>Director of Development, Enterprise and Communities (Interim)</b>	<b>Complete</b>
B9				Review of Complaints Procedure completed, draft policy circulated to task team	31/03/17			<b>On target</b>
B10				Policy agreed by task team	21/04/17			<b>On target</b>
B11				Policy presented to SMT	02/05/17			<b>On target</b>
B12				Members briefed on the new policy	w/c 15 May 17			<b>On target</b>
B13				Cabinet report submitted	13/06/17			<b>On target</b>
B14				Policy approved by Cabinet	21/06/17			<b>On target</b>
B15				Required Firmstep software changes made by IT	TBC			
B16				Website amended (Comms) (Dependant upon IT resource at 8)	TBC			
B17				Internal briefings and communications (Comms) (Dependant upon IT resource at 8)	TBC			
C1	<b>C: Fraud and Corruption</b>	The Council is fully compliant with the local government counter fraud and corruption strategy and guidance	AGS	Review current arrangements against the 'Fighting Fraud and Corruption Locally' checklist is completed	12/04/17	<b>Chair of Governance Committee</b>	<b>Head of Shared Assurance Services</b>	<b>On target</b>
C2				Action plan to address any issues in place	12/04/17			<b>On target</b>
C3				All actions completed	TBC			
C4	<b>C: Transparency</b>	The Council is fully compliant with the revised requirements of the Transparency Code	AGS	Review of compliance completed	02/05/17	<b>Leader</b>	<b>Interim Corporate Governance Manager</b>	<b>On target</b>
C5				Action plan to address any issues in place	07/07/17			<b>On target</b>
C6				All actions completed	02/10/17			<b>On target</b>

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D1	<b>D: Constitution</b>	Council Constitution reviewed, simplified and refreshed	AGS	Both Member and Officer Working Groups established to review Constitution	28/02/17	<b>Leader</b>	<b>Interim Corporate Governance Manager</b>	On target
D2				Review of Financial Regulations completed approved by Cabinet and Annual Council	24/05/17			On target
D3				Revised Constitution and Financial Regulations approved by Cabinet and Council and published	Initial approval 24/05/2017			On target
D4				Summary Document produced (highlighting key changes) and made available to all members and staff. Briefing sessions arranged	On approval of finalised document by Council			On target
E1	<b>E: Corporate Plan</b>	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Consultation with scrutiny members completed	13/12/16	<b>Leader</b>	<b>Interim Corporate Improvement Manager</b>	Complete
E2				Draft plan considered by members and SMT	14/12/16			Complete
E3				Final draft plan considered by members	17/01/17			Complete
E4				Draft plan considered by Scrutiny Committee	31/01/17			Complete
E5				Draft plan approved by Cabinet	20/02/17			On target
E6				MTFS aligned to new Corporate Plan and approved by Cabinet	20/02/17			On target
E7				Plan adopted by Council	29/03/17			On target
E8				New plan published	31/03/17			On target
E9				Directorate / Service responsibilities aligned to new plan	31/03/17			On target
E10				Performance Management arrangements in place	31/03/17			On target
E11				ICT based performance and risk management system in place	31/05/17			On target
E12			Timetable for development of Corporate Plan 2018-21 in place	Other	Project plan and resources identified and approved by Cabinet and Scrutiny Committee			30/06/17

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F1	<b>F: Ethical Governance</b>	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Committee's Terms of Reference and existing Code of Conduct reviewed	TBC after 23/02/2017	Leader	Interim Corporate Governance Manager	
F2				Creation of Standards Committee forward plan/ work programme explored	TBC after 23/02/2017			
F3				Possibility of appointing second Independent Person explored	TBC after 23/02/2017			
F4				Draft Protocol on use of social media and associated training developed.	TBC after 23/02/2017			
F5				Review of existing arrangements completed together with CfPS	01/05/17			On target
F6		Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Identify Lead Officer for each Committee	31/03/17	Leader	Interim Corporate Governance Manager	On target
F7				Review all Terms of Reference	24/05/17			On target
F8				Relevant Induction/ Training for members and officers completed	31/07/17			On target
F9				Work Programmes in place	31/07/17			On target
F10				Evaluation of impact completed	31/10/17			On target
F11		A Member/Officer Relations Protocol is developed and political awareness training is provided to Members and Officers		Consultation with members and staff on key issues to be incorporated within the Protocol is to be addressed as part of work by CfPS	NB All timelines in this section subject to CfPS/ Peer Review recommendations	Leader	Interim Corporate Governance Manager	
F12				Draft protocol developed and submitted for approval				
F13				Protocol published for staff and members attention				
F14				Evaluation of impact completed				
F15			The conduct of 5-Cabinet members involved in making unconstitutional decisions in November 2015 reviewed by the Standards Committee	Scrutiny Review	Recommendation of Scrutiny Committee Review to refer 5 members to Standards Committee accepted by Council.	Referral complete - awaiting outcome of other related matter before confirming timescales		Interim Corporate Governance Manager

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G1	<b>G: Safeguarding</b>	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Safeguarding Self-Assessment completed	31/03/16	<b>Public Health, Safety and Wellbeing</b>	<b>Director of Development, Enterprise and Communities</b>	Complete
G2				Safeguarding action plan in place	30/04/16			Complete
G3				All agreed actions implemented	31/03/17			On target
G4				First Annual Safeguarding Report to Scrutiny Committee and Cabinet	15/03/17			On target
H1	<b>H: Procurement</b>	Internal audit on the appointment of Wilkin Chapman & Weightmans completed	Scrutiny Review	Audit scope and timescales agreed (see Action 13 of report to Governance Committee 15/12/16)	31/12/17	<b>Chair of Governance Committee</b>	<b>Head of Shared Assurance Services</b>	Complete
H2				Audit commenced	31/12/17			Complete
H3				Audit completed	31/03/17			On target
H4				Findings reported to Governance Committee	TBC			
H5				Action plan in place	TBC			
H6				All recommendations implemented	TBC			
I1	<b>I: Licensing</b>	Review of Licensing Service (staffing, systems and procedures) completed)	Other	All short-term actions in the Licensing Action Plan completed within agreed timescales	31/12/16	<b>Public Health, Safety and Wellbeing</b>	<b>Director of Development, Enterprise and Communities</b>	Complete
I2				Interim structure / resources in place for short - to medium-term	28/02/17			On target
I3				All medium term actions in the Licensing Action Plan completed within agreed timescales	31/07/17			On target
I4				Review of staffing completed (to ensure sufficiency in long term)	31/12/17			On target
I5				All long-term actions in the Licensing Action Plan completed within agreed timescales	31/03/18			On target

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J1	J: Group Leaders	Strong and effective political leadership in place	Scrutiny Review	To be considered as part of the Corporate Peer Challenge	30/06/17	Leader	Chief Executive	On target
K1	K: Monitoring Officer	Recommendations agreed and implemented	Scrutiny Review	Completion	31/03/17	Leader	Chief Executive	On target
L1	L: Management Structure	Senior management structure reviewed and any proposed changes implemented	Scrutiny Review	Appointments Committee approve process and timescales for appointment of new Chief Executive	07/02/17	Leader	Chief Executive	On target
L2				Corporate Plan approved (see above)	29/03/17			On target
L3				Appointment of new Chief Executive approved by Council	June 17 Council			On target
L4				Options explored with members and where appropriate neighbouring authorities	31/07/17			On target
L5				Proposals developed with new Chief Executive	TBC			
L6				Proposals approved by Cabinet and Council	TBC			
L7				Appointments process commenced	TBC			
L8				New arrangements in place and operational	TBC			
L9	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Scope and timescale of review of Shared Financial Services with Chorley BC agreed	31/07/17	Corporate Support and Assets	Head of Shared Financial Services	On target
L10				Review of Shared Financial Services completed and recommendations considered by Cabinet	TBC			
L11				Agreed recommendations implemented	TBC			
L12				Scope and timescale of review of in-house democratic services agreed	03/01/17		Interim Corporate Governance Manager	On target
L13				Review completed	31/03/17			On target
L14				Any necessary consultation completed and recommendations made to members.	31/07/17			On target
L15				Scope and timescale of review of in-house Legal Service agreed and completed	31/10/17			On target

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M1	<b>M: Review of disciplinary processes</b>	Implementation of good practice	Scrutiny Review	Scope and timescale of review of disciplinary processes agreed with North West Employers	31/01/17	<b>Leader</b>	<b>Head of HR</b>	<b>Complete</b>
M2				Review completed	TBC			
M3				Recommendations agreed and implemented	TBC			
N1	<b>N: Communications</b>	New and effective ways of communicating externally and internally in place	Scrutiny Review	Residents survey completed	28/02/17	<b>Leader</b>	<b>Interim Corporate Improvement Manager</b>	<b>On target</b>
N2				Internal and external Communications Strategies and action plans considered by Scrutiny Committee and approved by Cabinet	31/03/17			<b>On target</b>
N3				Communications Action Plans fully implemented	31/07/17			<b>On target</b>
N4				Evaluation completed	30/09/17			<b>On target</b>
O1	<b>O: Our People</b>	Plan in place to support employees and improve staff morale	Scrutiny Review	Employee survey completed and results reported to SMT	13/12/16	<b>Leader</b>	<b>Director of Development, Enterprise and Communities</b>	<b>Complete</b>
O2				SMT and Core Managers Group consulted on draft Organisational Development Strategy and action plan	31/01/17			<b>Complete</b>
O3				OD Leads identified for all services	15/02/17			<b>On target</b>
O4				OD Strategy 2017-19 approved by Cabinet and Scrutiny Committee	15/03/17			<b>On target</b>
O5				OD Strategy Year 1 actions completed	31/09/17			<b>On target</b>
O6				OD Strategy Year 2 actions completed	31/01/18			<b>On target</b>
O7				Further employee survey completed and reported to SMT	TBC			
O8				OD Strategy and action plan refreshed in light of employee survey	TBC			
O9				OD Strategy Year 3 actions / refreshed actions completed	TBC			

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P1	<b>P: Peer Review</b>	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Dates of CPC and Peers confirmed with LGA	31/01/17	<b>Leader</b>	<b>Interim Corporate Improvement Manager</b>	<b>Complete</b>
P2				Preparations for CPC completed	15/03/17			<b>On target</b>
P3				CPC takes place	28th - 31st March 2017			<b>On target</b>
P4				Final CPC report agreed	30/04/17			<b>On target</b>
P5				Improvement Plan approved by Cabinet	TBC			
P6				All actions arising from CPC completed	TBC			