

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
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	Officer	30/04/17	Finance	Head of Shared Financial Services	Complete		
A2	A: Member and Officer Development	Improved financial management by members and budget holders	AGS	Consultation with all Budget Holders and members and all relevant members and budget holders trained	Officer	30/04/17	Finance	Head of Shared Financial Services	Off target but recovery plans in place	31/03/2018	Member Group established to raise awareness of budget process and future budget challenges. Training for all members also to be delivered via Member Learning Hours currently being set up. Officer training is behind schedule and a revised target date for this is 31/03/18
A3	A: Member and Officer Development	Improved financial management by members and budget holders	AGS	Initial training modules developed	Officer	31/08/17	Finance	Head of Shared Financial Services	On target	31/03/2018	Officer training is behind schedule and a revised target date for this is 31/03/18
A4	A: Member and Officer Development	Improved financial management by members and budget holders	AGS	E-Learning modules live	Officer	TBC	Finance	Head of Shared Financial Services		31/03/2018	Officer training is behind schedule and a revised target date for this is 31/03/18
A5	A: Member and Officer Development	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	Officer	28/02/17	Leader	Interim Corporate Governance Manager	Complete		Diagnostic phase completed in early Feb
A6	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	CfPS training programme agreed and commissioned focusing on clearer understanding of mutual roles and responsibilities, council structures and governance arrangements	Officer	TBC on conclusion of the Peer Review (see below)	Leader	Interim Corporate Governance Manager	Complete		CfPS work is now complete. A programme of development activity is planned to take place with members and staff in accordance with the Council's Transformation Strategy. Further work on the development of a new member and officer protocol has been commissioned for completion by the end of October.
A7	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	Discuss with CfPS how to embed learning & ensure new members/officers are able to access	Officer	TBC on conclusion of the Peer Review (see below)	Leader	Interim Corporate Governance Manager	Complete		
A8	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	CfPS training programme rolled out to members and officers	Officer	31/12/17	Leader	Interim Corporate Governance Manager	Complete		
A9	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	Best Licensing decision-making authorities identified (cross reference to Milestones 11-5 - Licensing)	Officer	30/04/17	Leader	Interim Corporate Governance Manager	Complete		
A10	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	Licensing Committee modules delivered to members of Licensing Committee (cross reference to Milestones 11-5 - Licensing)	Officer	30/06/17	Leader	Interim Corporate Governance Manager	Complete		Modular programme with priority focused on new members of Committee and panel
A11	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Other	Review of procurement practice to ensure compliance with Contract Procedure Rules	Officer	31/03/17	Leader	Head of Shared Financial Services	Complete		
B1	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Residents survey complete providing feedback on preferred access channels	Officer	28/02/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B2	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Review of existing access channels completed in light of residents' survey data - face to face, Phone and online	Officer	31/03/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B3	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	External review of CRM solution including market analysis of current CRM market	Officer	30/06/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B4	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Plan in place to promote channel shift	Officer	31/10/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	On target		
B5	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Promotion completed and impact evaluated	Officer	01/11/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	On target		

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B6	B: Customer Complaints	New Customer Feedback Strategy in place and implemented	AGS	Task team created	Officer	23/01/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B7	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Review of Complaints Procedure completed, draft policy circulated to task team	Officer	31/03/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B8	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Policy agreed by task team	Officer	21/04/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B9	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Policy presented to SMT	Officer	02/05/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		SMT on 9th May 2017
B10	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Members briefed on the new policy	Officer	w/c 15 May 17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B11	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Required Firmstep software changes made by IT	Officer	31/07/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Off target but recovery plans in place	15/09/2017	Revised target date of 15th September due to lack of ICT resources to make the changes. We are currently on target to meet this date.
B12	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Website amended (Comms) (Dependant upon IT resource at 8)	Officer	31/07/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Off target but recovery plans in place	30/09/2017	Dependent on changes to Firmstep software (see above)
B13	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Internal briefings and communications (Comms) (Dependant upon IT resource at 8)	Officer	31/07/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Off target but recovery plans in place	30/09/2017	Dependent on changes to website being completed
C1	C: Fraud and Corruption	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	Officer	12/04/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
C2	C: Fraud and Corruption	The Council is fully compliant with the local government counter fraud and corruption strategy and guidance	AGS	Action plan to address any issues in place	Officer	12/04/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
C3	C: Fraud and Corruption	The Council is fully compliant with the local government counter fraud and corruption strategy and guidance	AGS	All actions completed	Officer	31/03/18	Chair of Governance Committee	Head of Shared Assurance Services	On target		
C4	C: Transparency	The Council is fully compliant with the revised requirements of the Transparency Code	AGS	Review of compliance completed	Officer	02/05/17	Leader	Interim Corporate Governance Manager	Complete		An extensive review of compliance has taken place. To date no areas of non compliance have been identified.
C5	C: Transparency	The Council is fully compliant with the revised requirements of the Transparency Code	AGS	Action plan to address any issues in place	Officer	07/07/17	Leader	Interim Corporate Governance Manager	Complete		See above - No action plan needed
C6	C: Transparency	The Council is fully compliant with the revised requirements of the Transparency Code	AGS	All actions completed	Officer	02/10/17	Leader	Interim Corporate Governance Manager	Complete		See above - No action required

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D1	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Both Member and Officer Working Groups established to review Constitution	Officer	28/02/17	Leader	Interim Corporate Governance Manager	Complete		
D2	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Review of Financial Regulations completed and approved by Cabinet and Annual Council	Member	24/05/17	Leader	Head of Shared Financial Services	Off target but recovery plans in place	31/01/2018	This will now be submitted for approval by the Governance Committee in November and Council in January 2018 to align with the new Senior Management Structure
D3	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Revised Constitution approved by Cabinet and Council and published	Member	24/05/17	Leader	Interim Corporate Improvement Manager	On target	31/03/2018	Original completion date of May Council was revised by the Governance Committee to March 2018.
D4	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Revised Financial Regulations published	Member	Initial approval 24/05/2017	Leader	Head of Shared Financial Services	Off target but recovery plans in place	31/01/2018	To be published once approved by Council
D5	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Summary Document produced (highlighting key changes to Constitution) and made available to all members and staff. Briefing sessions arranged	Officer	On approval of finalised document by Council	Leader	Interim Corporate Improvement Manager	On target	31/03/2018	Scheduled to take place in March 2018
D6	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Summary Document produced (highlighting key changes to Financial Regulations) and made available to all members and staff. Briefing sessions arranged	Officer	On approval of finalised document by Council	Leader	Head of Shared Financial Services	On target	31/01/2018	Summary and briefings will be available once all changes have been approved by Council.
E1	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Consultation with scrutiny members completed	Officer	13/12/16	Leader	Interim Corporate Improvement Manager	Complete		
E2	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Draft plan considered by members and SMT	Officer	14/12/16	Leader	Interim Corporate Improvement Manager	Complete		
E3	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Final draft plan considered by members	Member	17/01/17	Leader	Interim Corporate Improvement Manager	Complete		
E4	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Draft plan considered by Scrutiny Committee	Member	31/01/17	Leader	Interim Corporate Improvement Manager	Complete		
E5	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Draft plan approved by Cabinet	Member	20/02/17	Leader	Interim Corporate Improvement Manager	Complete		
E6	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	MTFS aligned to new Corporate Plan and approved by Cabinet	Member	20/02/17	Leader	Interim Corporate Improvement Manager	Complete		
E7	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Plan approved by Council	Member	01/03/17	Leader	Interim Corporate Improvement Manager	Complete		
E8	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	New plan published	Officer	31/03/17	Leader	Interim Corporate Improvement Manager	Complete		
E9	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Directorate / Service responsibilities aligned to new plan	Officer	31/03/17	Leader	Interim Corporate Improvement Manager	Complete		
E10	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Performance Management arrangements in place	Officer	31/03/17	Leader	Interim Corporate Improvement Manager	Complete		
E11	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	ICT based performance and risk management system in place	Officer	31/05/17	Leader	Interim Corporate Improvement Manager	Off target but recovery plans in place	31/08/2017	Risk and project management system are in place. There is a delay with the performance management part of the system due to a delay with the supplier that was out of our control. This is now due for completion by the end of August 2017.
E12	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Other	Project plan for new Corporate Plan developed	Officer	30/06/17	Leader	Interim Corporate Improvement Manager	Complete		

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F1	F: Ethical Governance	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	Officer	23/02/17	Leader	Interim Corporate Governance Manager	Complete		
F2	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Creation of Standards Committee forward plan/work programme explored	Officer	23/02/17	Leader	Interim Corporate Governance Manager	Complete		
F3	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Possibility of appointing second Independent Person explored	Officer	23/02/17	Leader	Interim Corporate Governance Manager	Complete		
F4	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Draft Protocol on use of social media and associated training developed.	Officer	23/02/17	Leader	Interim Corporate Governance Manager	Complete		
F5	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Review of existing arrangements completed together with CfPS	Officer	01/05/17	Leader	Interim Corporate Governance Manager	Complete		
F6	F: Ethical Governance	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	Officer	31/03/17	Leader	Interim Corporate Governance Manager	Complete		
F7	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Review all Terms of Reference	Officer	24/05/17	Leader	Interim Corporate Governance Manager	On target	31/03/2018	Scrutiny and Standards Committee completed. Governance to be completed as part of review of Constitution and work being carried out by Grant Thornton following the recommendations from the Peer Review. New Target date of March 2018
F8	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Relevant Induction/ Training for members and officers completed	Officer	31/07/17	Leader	Interim Corporate Governance Manager	Off target but recovery plans in place	31/03/2018	To be undertaken as part of member development work in new Transformation Strategy. New target date of 31/03/18
F9	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Work Programmes in place	Officer	31/07/17	Leader	Interim Corporate Governance Manager	Complete		
F10	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Evaluation of impact completed	Officer	31/10/17	Leader	Interim Corporate Governance Manager	On target		
F11	F: Ethical Governance	A Member/Officer Relations Protocol is developed and political awareness training is provided to Members and Officers	Scrutiny Review	LGA commission work to develop draft protocol and carry out workshops with members and officers	Officer	31/07/17	Leader	Interim Corporate Improvement Manager	Complete		
F12	F: Ethical Governance	A Member/Officer Relations Protocol is developed and political awareness training is provided to Members and Officers	Scrutiny Review	Draft protocol developed	Officer	31/08/17	Leader	Interim Corporate Improvement Manager	On target		Consultant appointed by the LGA. Work is ongoing
F13	F: Ethical Governance	A Member/Officer Relations Protocol is developed and political awareness training is provided to Members and Officers	Scrutiny Review	Workshops	Officer	31/10/17	Leader	Interim Corporate Improvement Manager	On target		Workshops being scheduled
F14	F: Ethical Governance	The conduct of 5-Cabinet members involved in making unconstitutional decisions in November 2015 reviewed by the Standards Committee	Scrutiny Review	Referral of 5-Cabinet members to Standards Committee	Officer	31/01/17	Leader	Interim Corporate Governance Manager	Complete		

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G1	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Safeguarding Self-Assessment completed	Officer	31/03/16	Leader	Director of Development, Enterprise and Communities	Complete		
G2	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Safeguarding action plan in place	Officer	30/04/16	Leader	Director of Development, Enterprise and Communities	Complete		
G3	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	All agreed actions implemented	Officer	31/03/17	Leader	Director of Development, Enterprise and Communities	Complete		
G4	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Annual Safeguarding Report to Scrutiny Committee and Cabinet	Officer	15/03/17	Leader	Director of Development, Enterprise and Communities	Complete		
G5	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Half-yearly reporting of progress to Cabinet and Scrutiny Committee	Officer	30/09/17	Leader	Director of Development, Enterprise and Communities	On target	09/10/2017	First report scheduled for October meeting of Scrutiny Committee. Delay is due to there being no September meeting of Scrutiny Committee. Cabinet is now focusing on the new Improvement Plan developed following the LGA Corporate Peer Challenge
H1	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Audit scope and timescales agreed (see Action 13 of report to Governance Committee 15/12/16)	Officer	31/12/16	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
H2	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Audit commenced	Officer	31/12/16	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
H3	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Audit completed	Officer	31/03/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
H4	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Findings reported to Scrutiny and Governance Committee	Officer	30/06/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		Chairs of Scrutiny & Governance Committees briefed 07/06/17. Included in AGS report to June Governance Committee
H5	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Action plan in place	Officer	30/06/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		Chairs of Scrutiny & Governance Committees briefed 07/06/17. Included in AGS report to June Governance Committee
H6	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	All recommendations implemented	Officer	TBC	Chair of Governance Committee	Head of Shared Assurance Services			In progress. AGS Action Plan to be finalised at the September Governance Committee meeting
I1	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	All short-term actions in the Licensing Action Plan completed within agreed timescales	Officer	31/12/16	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	Complete		
I2	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	Interim structure / resources in place for short - to medium-term	Officer	28/02/17	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	Complete		
I3	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	All medium term actions in the Licensing Action Plan completed within agreed timescales	Officer	31/07/17	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	Complete		Medium term actions have been completed with the Licensing Implementation Plan being reported to the last General Licensing Committee
I4	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	Review of staffing completed (to ensure sufficiency in long term)	Officer	31/12/17	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	On target		
I5	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	All long-term actions in the Licensing Action Plan completed within agreed timescales	Officer	31/03/18	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	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	Member	30/06/17	Leader	Chief Executive	Complete		Now forms part of the new Improvement Plan approved by Cabinet on 21st June 2017
K1	K: Monitoring Officer	Recommendations agreed and implemented	Scrutiny Review	Completion	Officer	31/03/17	Leader	Chief Executive	Complete		
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	Member	07/02/17	Leader	Chief Executive	Complete		
L2	L: Management Structure	Senior management structure reviewed and any proposed changes implemented	Scrutiny Review	Corporate Plan approved (see above)	Member	01/03/17	Leader	Chief Executive	Complete		
L3	L: Management Structure	Senior management structure reviewed and any proposed changes implemented	Scrutiny Review	Appointment of new Chief Executive approved by Council	Member	24/05/17 Council	Leader	Chief Executive	Complete		
L4	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	Options explored with members and where appropriate neighbouring authorities	Member	31/10/17	Leader	Chief Executive	Complete		
L5	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	Proposals developed with new Chief Executive	Officer	31/08/2017	Leader	Chief Executive	Complete		
L6	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	Proposals approved by Cabinet and Council	Member	30/09/17	Leader	Chief Executive	On target		Cabinet 6th September and Council 27th September
L7	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	Appointments process commenced	Member	31/10/17	Leader	Chief Executive	On target		
L8	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	New arrangements in place and operational	Officer	31/03/18	Leader	Chief Executive	On target		
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	Officer	30/09/17	Corporate Support and Assets	Head of Shared Financial Services	On target		
L10	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Review of Shared Financial Services completed and recommendations considered by Cabinet	Member	TBC	Corporate Support and Assets	Head of Shared Financial Services			Linked to the re-design of the organisational structures referred to above
L11	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Agreed recommendations implemented	Officer	TBC	Corporate Support and Assets	Head of Shared Financial Services			Linked to the re-design of the organisational structures referred to above
L12	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 in-house democratic services agreed	Officer	03/01/17	Corporate Support and Assets	Interim Corporate Governance Manager	Complete		
L13	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Review completed	Officer	31/03/17	Corporate Support and Assets	Interim Corporate Governance Manager	Complete		
L14	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Any necessary consultation completed and recommendations made to members.	Officer	31/07/17	Corporate Support and Assets	Interim Corporate Governance Manager	Off target but recovery plans in place	31/12/2017	Democratic services - review completed. Legal services review deferred. Both will now be undertaken in line with the new organisational structure / shared services review which will go to Council for approval in September 17 pending discussions on the shared service agenda.
L15	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 in-house Legal Service agreed and completed	Officer	31/10/17	Corporate Support and Assets	Interim Corporate Governance Manager	On target		See L4 above - being addressed as part of wider shared services agenda linked to the review of the design of the organisation
M1	M: Review of disciplinary processes	Implementation of good practice	Scrutiny Review	Scope and timescale of review of disciplinary processes agreed with North West Employers	Officer	31/01/17	Leader	Interim Strategic OD and HR Consultant	Complete		
M2	M: Review of disciplinary processes	Implementation of good practice	Scrutiny Review	Review completed	Officer	30/09/17	Leader	Interim Strategic OD and HR Consultant	Off target but recovery plans in place	31/01/2018	To be picked up as part of review of all HR policies identified in the Transformation Strategy Action Plans. New target date of 31/01/18
M3	M: Review of disciplinary processes	Implementation of good practice	Scrutiny Review	Recommendations agreed and implemented	Officer	31/11/17	Leader	Interim Strategic OD and HR Consultant	Off target but recovery plans in place	31/01/2018	To be picked up as part of review of all HR policies identified in the Transformation Strategy Action Plans. New target date of 31/01/18

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N1	N: Communications	New and effective ways of communicating externally and internally in place	Scrutiny Review	Residents survey completed	Officer	28/02/17	Leader	Interim Corporate Improvement Manager	Complete		
N2	N: Communications	New and effective ways of communicating externally and internally in place	Scrutiny Review	Internal and external Communications Strategies and action plans considered by Scrutiny Committee and approved by Cabinet	Member	31/03/17	Leader	Interim Corporate Improvement Manager	Complete		
N3	N: Communications	New and effective ways of communicating externally and internally in place	Scrutiny Review	Communications Action Plans fully implemented	Officer	31/07/17	Leader	Interim Corporate Improvement Manager	Off target but recovery plans in place	31/03/2018	Many actions completed but some are behind schedule due to vacancy in the Communications Team. Discussions underway with LGA for additional Communications support. New target date of 31/03/18
N4	N: Communications	New and effective ways of communicating externally and internally in place	Scrutiny Review	Evaluation completed	Officer	30/09/17	Leader	Interim Corporate Improvement Manager	Off target but recovery plans in place	30/06/2018	Many actions completed but some are behind schedule due to vacancy in the Communications Team. Discussions underway with LGA for additional Communications support. New target date of 31/03/18
O1	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	Employee survey completed and results reported to SMT	Officer	13/12/16	Leader	Head of HR	Complete		
O2	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	SMT and Core Managers Group consulted on draft Organisational Development Strategy and action plan	Officer	31/01/17	Leader	Director of Development, Enterprise and Communities	Complete		
O3	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Leads identified for all services	Officer	15/02/17	Leader	Director of Development, Enterprise and Communities	Complete		
O4	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	Additional resources procured to support the Improvement agenda (Democratic Services Manager, Strategic OD and HR Lead and two graduate apprentices)	Officer	31/05/17	Leader	Director of Development, Enterprise and Communities	Complete		
O5	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Strategy 2017-19 approved by Cabinet and Scrutiny Committee	Member	31/07/17	Leader	Director of Development, Enterprise and Communities	Complete		Approved by Cabinet (Transformation Strategy) on 27th July 2017
O6	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Strategy short term actions completed	Officer	31/10/17	Leader	Director of Development, Enterprise and Communities	On target		
O7	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Strategy medium-term actions completed	Officer	31/07/18	Leader	Director of Development, Enterprise and Communities	On target		
O8	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	Further employee survey completed	Officer	31/12/17	Leader	Director of Development, Enterprise and Communities	On target		
O9	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Strategy and action plan refreshed in light of employee survey	Officer	30/04/18	Leader	Director of Development, Enterprise and Communities	On target		

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
P1	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Dates of CPC and Peers confirmed with LGA	Officer	31/01/17	Leader	Interim Corporate Improvement Manager	Complete		
P2	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Preparations for CPC completed	Officer	15/03/17	Leader	Interim Corporate Improvement Manager	Complete		
P3	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	CPC takes place	Officer	28th - 31st March 2017	Leader	Interim Corporate Improvement Manager	Complete		
P4	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Final CPC report agreed	Officer	30/04/17	Leader	Interim Corporate Improvement Manager	Complete		
P5	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Improvement Plan approved by Cabinet	Member	June Cabinet	Leader	Interim Corporate Improvement Manager	Complete		
P6	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	All actions arising from CPC completed	Officer	31/03/18	Leader	Interim Corporate Improvement Manager	On target		