ARGYLL AND BUTE COUNCIL - ACTION PLAN - AUDIT SCOTLAND STATUTORY REPORT

Stage	Improvement Issue	Ref	Actions	Timeline	Target/ Success measure	Evidence	Responsible Person(s)	Progress Update	Current Status	Update following review meeting held on 12/11/14
	This is the main heading for improvement		This is what we are going to do	This is when it will be completed	This is how we will decide if we have been successful	This is what we will use to decide if we have been successful	These are the people responsible for leading this	This is what we have achieved to date		
1 Standards		1	Refresh Standards Commission training with input from Commissioners Office	Mar-14	Refresh training on standards and behaviour input from Commissioner's office	Training Programme and record of attendance	C Reppke	Members Seminar on3rd March with input from Comissioner for Ethical Standards in Public Life	Complete	There has been a general improvement in member behaviour and fewer issues are being raised/dealt with by Officers. Council meetings are also more business like in nature and meetings/agendae are shorter. As per previous practice, a survey will be undertaken with members in Q4 of 2014/15 to establish their views, and a further one scheduled for the following year.
1 Standards		2	Monitoring Officer revised operating protocol	Jan-14	Develop protocol for Monitoring officer / Elected Members adhere to Code of Conduct	Protocol/ related documentation approved by Council and available for use	D Hendry	Tabled at SLWG PMAs Dec 2013. Discussed at Members Seminar 3rd March	Complete - Protocol approved by Council January 2014 and included in Members Seminar on 3rd March.	Protocol in place and the role of the Monitoring Officer has been reaffirmed, which has contributed to the overall improvement in member behaviour. Firmer action has been taken in respect of member behaviours, which has resulted in referrals to the Standards Commission. In addition, a new Trainee Solicitor has been recruited, and one of their key duties will be to support the work of the Monitoring Officer.
1 Standards		3	Revised guidance/training to officers on responding to unacceptable behaviours	Mar-14	Successful delivery of training for officers on identifying and reporting unnacceptable behaviours	Training course materials and record of attendance	C Reppke	Meeting between Officers and Commissioner on 3rd March provided basis for scoping out seminar session. Development session presented at COSO 21st March 2014.	Complete - presentation/ guidance on COSO pages of the HUB.	In addition to the training for Officers, Annex 2 of the Financial and Security Regulations part of the Constitution contains the Public Interest Disclosure Policy, which sets out the process to enable employees and others to report instances of wrong doing, improper conduct or other failures of a substantive natire. This information is held on the HUB/Website.

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1 Standards		4	Reinforce the roles and responsibilities of Elected Members	Mar-14	Seminar to ensure all elected members understand their roles and responsibilities as a member, in line with Code of Conduct	Seminar Programme and record of attendance	C Reppke	Roles and responsibilities for Policy Leads endorsed at Council in January 2014. Code of Conduct training incorporated into Seminar on 3rd March. Attendance records kept for all seminars. Seminars held to clarify the differing roles of members/officers.	Complete	There has been a general improvement in member behaviour and fewer issues are being raised/dealt with by Officers. The only real remaining issue is in respect of Rothesay Harbour. The approach to seminars is being revisited, taking account of member feedback. Currently, they are being held on a monthly basis, however, a more flexible/targeted approach is being developed which will allow delivery at Area Committees, PPSL, Service Committees etc... An exercise will be undertaken to identify those Councillors who have not attended the various seminars held to date, with a view to providing additional sessions/one to one training to fill the gap.
1 Standards		5	Reinforce the processes/procedures for dealing with private and confidential correspondence	Mar-14	Seminar to ensure all elected members deal appropriately with private and confidential correspondence and do not release to the press/ others	Seminar Programme and record of attendance	C Reppke	Incorporated into Seminar on 3rd March. Attendance records kept for all seminars.	Complete	Seminar held, and as per 4 above, an exercise will be undertaken to identify those Councillors who have not attended the various seminars held to date, with a view to providing additional sessions/one to one training to fill the gap. There are still ongoing issues with one or two members potentially leaking information and work is ongoing to obtain evidence in support of this. Where this is possible, referrals will be made to the standards commission.
1 Standards		6	Group discipline and leadership	Ongoing	Group leaders and groups collectively ensure proper conduct of their respective group members	Regular review at Group Leaders meetings	Group Leaders/All members		Complete - protocols for group behaviour have been adopted	Political groupings have been reformed and signed up to a statement of intent, which has provided stability and a clear understanding of expected behaviours.

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1	Standards	7	Reinforce the role of officers as professional advisors	Mar-14	Seminar to ensure members recognise and understand the role of officers as professional advisors	Seminar Programme and record of attendance	C Reppke	Incorporated into Seminar on 3rd March.	Complete	There has been a general improvement in member behaviour and fewer issues are being raised/dealt with by Officers. The approach to seminars is being revisited, taking account of member feedback. Currently, they are being held on a monthly basis, however, a more flexible/targeted approach is being developed which will allow delivery at Area Committees, PPSL, Service Committees etc... An exercise will be undertaken to identify those Councillors who have not attended the various seminars held to date, with a view to providing additional sessions/one to one training to fill the gap.
1	Standards	8	Revised guidance from Monitoring Officer for Senior Officers on managing expectations	Apr-14	Senior Officers are better informed and clearly understand their role and responsibilities	Guidance note prepared and issued	D Hendry		Complete	Protocol in place and the role of the Monitoring Officer has been reaffirmed, which has contributed to the overall improvement in member behaviour. Firmer action has been taken in respect of member behaviours, which has resulted in referrals to the Standards Commission. In addition, a new Trainee Solicitor has been recruited, and one of their key duties will be to support the work of the Monitoring Officer. Information available on the HUB.
1	Standards	9	Review progress, assess impact and identify further improvements	Dec-14	Review completed	Report summarising outcome of review and setting out impact and further improvements	S Loudon		Complete	Review meeting undertaken on 12/11/14. Action plan updated to reflect discussions and, together with a covering report, will be presented to Policy and Resources Committee in February 2015.
2	Governance structures & process	10	Revise Political Management Arrangements to Improve scrutiny and decision making	Apr -14 -	Committee structure set out by SLWG	Council approve new Political Management Arrangements	D Hendry	Revised Political Management Arrangements approved at Council in January 2014 to come into effect in April 2014.	Complete	New committee structure in place and clear statement on terms of reference for each developed. Committee membership aligned to member knowledge and experience.

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2	Governance structures & process	11	Clarity on roles of area committees and central committees and clear statement on terms of reference for each	Apr-14	Successful implementation of new Political Management Arrangements	Copy of terms of reference for each committee as approved by Council	C Reppke		Complete.	Terms of reference incorporated into standing orders/constitution. Development days held for each committee and forward action/work plans developed. Feedback from members has been positive and felt that the development days provided a common understanding on the role of the new committees and the interaction with other committees.
2	Governance structures & process	12	Align members knowledge, experience, and interests with senior members roles	Oct/Dec -13	Develop criteria and introduce process for nominations to senior roles and committees	Audit trail of returns from councillors	Leader of Council	All members invited to express interest in key committees and highlight experience and knowledge. Returns were tabled at Council in January 2014.	Complete	Process followed. Letters issued to members inviting interest. Returns collated and evaluated. Copies of correspondence available. In addition CPD provides evidence of further upskilling within the term of the Council.
2	Governance structures & process	13	Establish staffing resources and operating procedures to support new PMA	Apr-14	New staffing structure operational	New structure implemented	D Hendry		Complete	All posts filled and operational.

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2	Governance structures & process	14	Development day for membership of each committee	Jun-14	Shared understanding of the key issues to be considered by each committee over the next year	Development day held and plan in place	C Reppke/ Policy Leads	All development days have taken place and work ongoing in respect of actions arising.	Complete	Development days held for all new committees. The Audit Committee held a development day on 30th May and agreed an action plan. PRS Development day held on 26th August. The session was facilitated by CIPFA and senior officers from Customer Services. Also in attendance was Chair/members of the committee, Council Leader, Chair of Audit committee, members of SMT, and the chief internal auditor. An additional session was held on 24 October which focused on Effective Questioning on Scrutiny. Feedback from members following the development day was postive and they felt that their expectations had been met in terms of clarifying their scrutiny role, relationship between PRS and audit committee, focus on key strategic issues etc. Each of the committee work plans will be tabled at the PRS to enable them to proactively identify areas to fulfil their distinguished scrutiny role (couple of key areas each year). Arrangements will also be put in place to submit a report to the PRS in Feb 2015 in regard to the proposals from the Independent Chair (covering potential vice chair, changes to constitution etc...). The work of the PRS over the next 9 months will be monitored to demonstrate key decision making.
2	Governance structures & process	15	Develop work plan / forward agenda planning to try and identify key issues to be dealt with by each committee	Jun-14	Work plan and forward agenda planner agreed	Copy of work plan and forward agenda planner	C Reppke/ Policy Leads		Complete	Terms of reference incorporated into standing orders/constitution. Development days held for each committee and forward action/work plans have been developed. Audit Committee and Community Services work plans going to December meetings. Feedback from members has been positive and felt that the development days provided a common understanding on the role of the new committees and the interaction with other committees.

Stage	Improvement Issue	Ref	Actions	Timeline	Target/ Success measure	Evidence	Responsible Person(s)	Progress Update	Current Status	**Update following review meeting held on 12/11/14**
2	Governance structures & process	16	Development day for PRS Committee members	Jun-14	Shared understanding of the key issues to be considered by PRS Committee over the next year	Development day held and plan in place	C Reppke, J Fowler & PRSC Chair		Complete - PRS Development day held on 26th August.	Terms of reference incorporated into standing orders/constitution. Development days held for each committee and forward action/work plans developed. Feedback from members has been positive and felt that the development days provided a common understanding on the role of the new committees and the interaction with other committees. Each of the committee work plans will be tabled at the PRS to enable them to proactively identify areas to fulfil their distinguished scrutiny role (couple of key areas each year). Arrangements will also be put in place to submit a report to the PRS in Feb 2015 in regard to the proposals from the Independent Chair (covering potential vice chair, changes to constitution etc...). The work of the PRS over the next 9 months will be monitored to demonstrate key decision making.
2	Governance structures & process	17	PRS Committee Work plan agreed	Jun-14	Work plan and forward agenda planner agreed	Committee minutes	PRS Committee/C Reppke/J Fowler		Complete	Development days held for each committee and forward action/work plans developed. Report on the outcome of the PRS development day was tabled at the PRS on 20 November 2014. The work plan was approved at this meeting, together with a specific number of improvement actions which are being taken forward by the Committee. One of these is to audit the performance review activity of other Council committees to ensure an appropriate balance between the review of performance and the scrutiny functions of the PRS committee. Each of the committee work plans will be tabled at the PRS to enable them to proactively identify areas to fulfil their scrutiny role (couple of key areas each year). Arrangements will also be put in place to submit a report to the PRS in Feb 2015 in regard to the proposals from the Independent Chair (covering potential vice chair, changes to constitution etc...). The work of the PRS over the next 9 months will be monitored to demonstrate key decision making.

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2	Governance structures & process	18	Revise report format to address Members feedback (e.g. including justification for recommendations)	Mar-14	Extend executive summary in report to assist Members understanding	New report template and sample of reports	D Hendry		Complete. Revised report format developed and issued to senior managers/members. Guidance posted on HUB. A Sounding Board will be established to review operation of new reporting format.	Report template in operation. Template and guidance issued to Officers and available on HUB. Generally positive feedback, however some members have expressed concerns about the use of the executive summary. As part of the annual member survey (as per action 1) specific questions will be included in respect of the new reporting template, the results of which will inform the establishment of a member sounding board thereafter.
2	Governance structures & process	19	Chief Executive Appraisal process annualised	Dec-13	Appraisal completed annually	Sign off by Leader/ Depute Leader / Leader of Opposition	D Walsh/S Loudon	Complete	Complete	In place - next appraisal scheduled for 12/20 January 2015 facilitated by Sir Neil McIntosh.
2	Governance structures & process	20	Monitor impact on staff morale via staff survey	Nov-14	Assess current levels of and trend in staff morale	Survey issued in June 14 with results/ analysis available November 14	J Fowler	Complete	Complete	Stress survey and annual employee survey complete, together with SMT Roadshows. Employee focus groups undertaken, and results collated/analysed. Report to policy and Resources Committee on 27 November 2014 setting out the key findings of employee engagement activities in 2014, proposals to develop a corporate action plan, and a new Employee Engagement Strategy drafted by March 2015.

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2	Governance structures & process	21	Explore opportunities to broaden/improve engagement with local communities via media platforms	Dec-14	Increase number of followers on Council Social Media sites by 20% / Corporate Facebook page developed to enable interactive engagement with Council (Jun-14) and Revised Social Media Policy approved (Dec-14)	Update report to Policy and Resources Committee 30/10/14	J Fowler		Complete	Corporate facebook launched on 30 June 2014, and following a low key launch to primarily elected members/employees it has approx 300 followers. Following the success of the initial launch, the SMT agreed to increase its profileat their meeting held on 24 November 2014. As at end FQ2 (Sept) the number of followers on facebook has increased by almost 30% and twitter by 55%+. The figures continue to rise and as at end FQ3 the total number of facebook likes across all pages was 7784 and twitter followers was 7294. The revised Social Media Policy was tabled at SMT on 24 November, and went to the Policy and Resources Committee on 18 December 2014.
2	Governance structures & process	22	Further scrutiny/review of local community planning processes and area community planning groups/ partnerships	Oct-14	Review undertaken and outcome considered by CPP	Report on outcome of review and proposed changes	D MacVicar		Complete	Area Community Planning Groups considered and agreed the locality governance review proposals during the September 2014 round of meetings. The terms of reference and the phased approach to localising the SOA were agreed. These reports were also considered, along with full partnership review documents, at the CPP Management Committee on 31 October 2014.
2	Governance structures & process	23	Report to Council on member training undertaken and attendance	Ongoing	Implement a new format of report on elected member training	Report to Policy and Resources Committee	C Reppke/ J Fowler		Complete	Report tabled at the Policy and Resources Committee on 21 August detailing training activity since August 2013 and proposals for the next years programme, taking account of the Elected Member Survey responses and discussion at development days. Discussions are ongoing with regard to the development of the forthcoming programme.
2	Governance structures & process	24	Review progress, assess impact and identify further improvements	Dec-14	Review completed	Report summarising outcome of review and setting out impact and further improvements	S Loudon		Complete	Review meeting undertaken on 12/11/14. Action plan updated to reflect discussions and, together with a covering report, will be presented to Policy and Resources Committee in February 2015.

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3	Training & Development	25	Full participation/ Implementation of Elected Member Development Programme, including; Improvement Service Programme, Peer Mentoring Programme, competency based training, scrutiny role training, masterclasses on key leadership/strategic issues	Nov-14	Members engaged in Elected Member Development Programme	Training Plans signed off by all members	Group Leaders/All members		Ongoing	To date 23/36 Elected Members currently signed up to CPD Framework (11 - 360/8 self assessment/4 still to confirm). PDP discussions underway - 30% complete to date. Revised approach to promote participation has been developed. This action will be taken forward on an ongoing basis as some members will be at different stages of development and participation e.g.some new members.
3	Training & Development	26	Review progress, assess impact and identify further improvements	Dec-15	Review completed	Report summarising outcome of review and setting out impact and further improvements	S Loudon		scheduled for December 2015.	Review will be undertaken in 2015
4	Policy Development Support	27	Seminar programme to address key policy areas - to be delivered centrally and at area committees where appropriate	Aug-14	Deliver seminar programme with full member participation as appropriate	Seminar Programme and record of attendance	T O'Neill		Complete	Programme of Seminars in place and running. Record of attendance maintained and schedule of seminar dates agreed to April 2015. The approach to seminars is being reviewed, taking account of member feedback. Currently, they are being held on a monthly basis, however, a more flexible/targeted approach is being developed which will allow delivery at Area Committees, PPSL, Service Committees etc... An exercise will be undertaken to identify those Councillors who have not attended the various seminars held to date, with a view to providing additional sessions/one to one training to fill the gap.

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4	Policy Development Support	28	Council create working groups to examine long term challenges and strategic issues facing Argyll and Bute as and when required	Ongoing	Regular review of need for working groups by Council (or other committees)	Minute of Council (or other committees)	C Reppke	Governance arrangements to support are in place.	In progress/ongoing	Provision has been made within the constitution to allow members to submit proposals to the Council in regard to the establishment of a SLWG. At present an Argyll Islands task Force Short Life Working Group is in operation. The creation of this SLWG was agreed at Council in January 2014 to investigate and to take forward key actions and to meet with the Scottish and UK Government to present its own case in regard to our islands and their needs and to seek support and commitment. Meetings of the SLWG have taken place in April, May, June, August, and a further meeting is scheduled for December 2014.
4	Policy Development Support	29	SOA Delivery Plans to be finalised	Jun-14	Clear Strategic planning/ direction	SOA delivery plans	J Fowler / D MacVicar	Development session for Elected Members on SOA held on 17th March which included representation from key Community Planning Partners.	Complete	Delivery plans signed off by Council and Scottish Government in June 2014. Outline of delivery of the SOA considered at Policy and Resources on 27 November 2014 and detailed paper will be submitted to Policy and Resources on 18 December 2014. Outline will be discussed at CPP COG thereafter detail wil be discussed.
4	Policy Development Support	30	Align resources and services to SOA outcomes and delivery plans.	Ongoing but review March 15	Clear links drawn between SOA delivery plans and Council services and resources	Reports in relation to SOA progress, service planning and budget	J Fowler/D MacVicar/B West		Complete	Delivery plans signed off by Council and Scottish Government in June 2014.
4	Policy Development Support	31	Corporate priorities and service plans updated to reflect alignment of resources and service to SOA outcomes and delivery plans.	Ongoing but review March 15	Clear links drawn between SOA delivery plans and Council services and resources	Reports in relation to SOA progress, service planning and budget	J Fowler/D MacVicar/B West		Complete	All service plans have been reviewed and realigned to the 6 SOA outcomes. A further outcome on council only services that support frontline delivery of SOA outcomes has been developed. Corporate priorities are therefore now aligned to the SOA.

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	4 Policy Development Support	32	Chief Executive Leaders Briefing	On going	Meeting with Leader/Depute Leader and Opposition Leader	Confirmation that meeting takes place	S Loudon	Meetings in place.	Complete	Monthly meetings (excluding July recess) held with Leader/Depute Leader/Leader of Opposition. Separate monthly meetings also held with Leader of Opposition. Action notes taken at each meeting.
	4 Policy Development Support	33	Review progress, assess impact and identify further improvements	Dec-15	Review completed	Report summarising outcome of review and setting out impact and further improvements	S Loudon		scheduled for December 2015	Review will be undertaken in 2015

ADDITIONAL ACTIONS TO TAKE ACCOUNT OF FOLLOW UP REPORT JULY 2014

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	This is the main heading for improvement		**This is what we are going to do**	**This is when it will be completed**	**This is how we will decide if we have been successful**	**This is what we will use to decide if we have been successful**	**These are the people responsible for leading this**	**This is what we have achieved to date**		
	Political Management Arrangements	34	Evalutate effectiveness of PMAs and identify any changes or improvements required.	Sep-15	Evaluation completed, report and action plan prepared and considered by Council	Report to Council and minute of meeting	C Reppke	Ongoing monitoring	On track	Effectiveness of the PMAs will be monitored on an ongoing basis, and report prepared by Sept 2015.

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	Political Management Arrangements	35	Ensure that the new PMAs are fully implemented and Councillors/Officers have a clear and common understanding in practice of the roles and responsibilities of each committee, sub group and individual role	Oct-14	Delivery of training events, seminars and development days for each committee	Record of training events, seminars and development days	C Reppke		Complete - with conclusion of the development day process. Ongoing monitoring of effectiveness will continue as normal business.	Development days held for each committee and forward action/work plans developed. Feedback from members has been positive and felt that the development days provided a common understanding on the role of the new committees and the interaction with other committees.The approach to seminars is being revisited, taking account of member feedback. Currently, they are being held on a monthly basis, however, a more flexible/targeted approach is being developed which will allow delivery at Area Committees, PPSL, Service Committees etc... An exercise will be undertaken to identify those Councillors who have not attended the various seminars held to date, with a view to providing additional sessions/one to one training to fill the gap.
	Roles/ relationships	36	Ensure there is good communication and information flows across committees, groups and those with lead roles in the political management and goverance framework.	ongoing	Delivery of political briefings / review of agendae / adherence to group protocols /	Regular review at policy leads meetings			Ongoing	All elected members have access to all committee papers. Each political group meets on a regular basis to consider issues. the Chief Executive holds monthly meetings (excluding July recess) with Leader/Depute Leader/Leader of Opposition. Separate monthly meetings also held with Leader of Opposition. Action notes taken at each meeting. Policy Lead meetings have been held on a monthly basis since June 2014, and SMOG meetings have also been reintroduced since August 2014. These meetings are minuted. Policy Lead and shadow Policy Leads briefings also take place.

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	Roles/ relationships	37	Support and encourage councillors to increase their engagement in training and development opportunities.	Jun-15	Review of current training programme and uptake of Councillor Development Plans then prepare plans for further training/ development.	Report on outcome of review and report setting out further proposals for training and development	C Reppke/J Fowler	Sounding Board to be established to support review	Regular updates from Gov and Law to IHR in regard to members training needs and provision aligned with officer training as appropriate.	Programme of Seminars in place and running. Record of attendance maintained and schedule of seminar dates agreed to April 2015. The approach to seminars is being reviewed, taking account of member feedback. Currently, they are being held on a monthly basis, however, a more flexible/targeted approach is being developed which will allow delivery at Area Committees, PPSL, Service Committees etc... An exercise will be undertaken to identify those Councillors who have not attended the various seminars held to date, with a view to providing additional sessions/one to one training to fill the gap.Revised approach to delivery of seminar and development opportunities has been developed for Chief Executive and discussion with Group Leaders. Proposed approach includes reduction of number of seminars and links training and development more closely to Committee remits.

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	Scrutiny	38	Ensure that scrutiny arrangements are strengthened through the new committees and by improving the contribution of councillors to effective governance and accountability through the Audit and PRS Committees	Aug-15	Delivery of development days/ arrange for PRS Committee to visit another Local Authority	Regular meetings with PRS independent chair. Review the effectiveness of addtional scrutiny at Strategic committees and at Area committees. Scorecards scrutinised at all strategic committees.	C Reppke	Performance scorecards are now reviewed at all strategic committees from Aug 2014. All strategic committee development days included discussion on performance review and scrutiny, including the performance management system, reporting structure/ presentation of information and roles/responsibilities. This was a core element of the discussions at the PRS Committee development day in terms of relationships with other committees/roles and responsibiliites.	in place and ongoing .	Scorecards are reviewed by Area Committees and Strategic Committees as well as PRS Committee. The development days for all committees considered the role of elected members in effective scrutiny. The Chair of the Audit Committee and Chief Internal Auditor as well as the Council Leader participated in the PRS Development Day along with Committee members and contributed to the development of a scrutiny plan. Members attendance at PRS and Audit Committees has improved. The Chair of the Audit Committee presented the Audit Committee annual report to a meeting of the full council. The PRS Committee are developing a scrutiny plan so that a structured approach to scrutiny in addition to review of performance scorecards can take place. Liaison between the chairs of the PRS and Audit Committee will lead to more informed and co-ordinated approach to performance monitoring, risk management, audit and scrutiny and how these are considered and driven forward by PRS and Audit Committee.This work will be supported by additional training and development for all members to enhance their capacity to undertake an effective scrutiny role and a plan for this will be developed by officers.
	Scrutiny	39		Oct-15	Review of Planning and Peformance Management Framework (PPMF) to clarify scrutiny role of members	approval of revised PPMF	J Fowler		Complete	PPMF review paper to SMT 14 July 2014. A session with Heads of Service was held on 22 August 2014 and a further report tabled at Customer Services DMT/SMT on 13 October. Revised PPMF approved at PRS on 21 November 2014. All committee development days included a session on the roles of elected members in performance review and scrutiny. PRS Committee development day was held on 26 Aug and further developed the scrutiny role for members involved in the PRS. The Chair of the Audit Committee attended as did the Chief Internal Auditor to inform the discussion and clarify roles and responsibilities between the two committees. All feedback was collated and fed into the revised PPMF.

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	Leadership and staff development	40	Ensure the SMT makes progress with its leadership and team development arrangements.	Mar-15	Delivery of Chief Officer Leadership Development Programme	Progress with delivery of programme and feedback on quality of programme. Delivery of outcomes of sessions with Roger Paine.	J Fowler	Presentation to SMT by range of suitable providers scheduled for 14 August 2014.	on track	Harvey MacMillan selected as the preferred provide, following procurement exercise. Sessions with COG took place on 15, 16 and 17 December 2014, and further development sessions held in January 2015.
	Leadership and staff development	41	Ensure SMT has a shared understanding of the key strategic and leadership issues facing the Council	Jul-15	Facilitated sessions on key challenges and shared understanding of future shape of organisation.	SMT Sessions with Roger Paine held on 6 and 7 July 2014.	SMT	Complete	Complete	Action plan developed from Roger Paine sessions tabled at SMT on a monthly basis to monitor progress. Discussion paper tabled at SMT on 17 and 24 November in regard to the development of the SMT, specifically agenda, frequency and themes.
	Leadership and staff development	42	Ensure SMT has arrangements in place for individualised support and challenge	Dec-14	Facilitated sessions scheduled on a regualr basis for each member of the SMT.	Record of meetings held with external support	SMT	Complete	Complete	Arrangements currently in place and operational for the Chief Executive and the Executive Director of Customer Services. Executive Directors of Community Services and DIS have put in place arrangements for mentor/coaching, with first meetings still to be scheduled.

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	Leadership and staff development	43	Ensure operational leadership of the Council is as well equipped as possible for the challenges ahead	ongoing	Delivery of Argyll and Bute Manager Programme	Progress with Argyll and Bute Manager Training and feedback on training	J Fowler		Ongoing	Argyll and Bute Manager is progressing with 150 managers now enrolled and undertaking the course. Feedback on the course is consistently high and continues to be monitored. The programme was designed as a result of consultation with managers, COG and SMT, and on the basis of management information. This resulted in the current programme which is structured to to meet the identified needs. The programme is subject to annual review and will be adjusted as necessary to ensure that it aligns with current and future challenges and to take into account evaluation feedback. Feedback from the Employee surveys carried out throughout 2014 will also inform the ongoing adjustment of the programme to meet improvement needs. Review of the leadership element in summer 2014 has confirmed that the programme is fit for purpose and will be rolled out to the next cohort of current and aspiring leaders.