

Improvement Issue	Ref	Actions	Timeline	Target/ Success measure	Evidence	Responsible Person(s)	Progress
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	Progress
Establish a more open and transparent culture and style of working	1	Undertake Benchmarking exercise with SOLAR and submit report to council in respect of any proposed alterations with results of benchmarking exercise. During benchmarking exercise, the budget setting process of other councils should also be reviewed following agreement of recommendations contained within Audit Scotland's review of the budget setting process.	Sep-16	Undertaking a benchmarking exercise with SOLAR in comparison with other similar councils across Scotland will allow us to determine if we have an unusually large amount of items taken in private and if this is the case a report will be submitted to council advising how this should be resolved.	Number of private items will be reducing/on level with similar councils throughout Scotland	C.Reppke/ K.Flanagan (budget setting process)	On track - Report has been prepared that identifies a reduction in the number of excluded items being taken to Committee. Update to Constitution should provide further reduction.
	2	Quarterly monitoring of the number of excluded items	Ongoing	Monitoring will be undertaken on a quarterly basis as to the number of items taken in private	Decrease in the number of items taken in private	C. Reppke	First quarterly report completed and will be monitored via DMT/SMT.

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	3	Undertake review of Political Management Arrangements (PMAs)/Scheme of Delegation and implement any required improvements following the review	May-17	Review will be undertaken and any recommendations implemented	Reduction in complains about the lack of openness from within the council and an improved relationship with communities	C. Reppke	SLWG established by the Council to review PMAs. First meeting scheduled for September 2016.
Standards	4	Refresh standards training following on from new guidance which was issued in March 2016 with input from Commissioners Office	Jun-16	Refresh training on standards and behaviour in line with new guidance with input for Commissioners Office	Training programme and record of attendance	C. Reppke	Complete - Members Seminar held on 6 June 2016
	5	Group discipline and leadership	Ongoing	Group leaders and groups collectively ensure proper conduct of their respective group members	Regular review by Chief Executive when meeting with Group Leaders	Group Leaders/All members	The next round of Chief Executive's Briefing meetings with Group Leaders scheduled for 31 August 2016 – group discipline and leadership included as a discussion item on the agenda.
Taking a more innovative approach to dealing with financial challenges	6	Development of arrangements for the Tarbert and Lochgilphead Regeneration (TLR) Fund, the Rural Resettlement fund and the Inward Investment Fund which were agreed at the budget meeting in February which aim to help support the growth of the economy.		Arrangements are developed to support the funds which have been created in order to support the growth of the local economy	Arrangements are developed which ensure each fund is developed in order to create the greatest return which will bring the most benefit to the economy	P.Milne/ F.Murray	<i>TLR Fund</i> – approval given for main criteria at Policy and Resources (P&R) Committee in May 2016, with a long list of potential projects now drawn up following meetings with the main development groups within the local community who have conducted extensive community engagement. The long list of projects will be refined at MAKI business day

						<p>in September 2016, prior to coming back to MAKI Area Committee for further consideration. Shortlist of projects will then go to P&R Committee in November 2016 to select those that will be subject to business case development.</p> <p><i>Rural Settlement Fund</i> – Initial criteria was approved at the P&R Committee in May 2016. Options paper considered at the P&R Committee on 18 August 2016 – implementation to commence by November 2016.</p> <p><i>Inward Investment Fund</i> – as per other funds, the initial criteria was approved at P&R Committee in May 2016, with a focus on larger scale projects. Implementation will be dependent upon the progress of projects such as Oban as a University Town and Machrihanish Spaceport.</p>
7	Ongoing work of Transformation Working Group (TWG), which was set up with a view of coordinating and driving forward innovation and transformation across the council.	Ongoing	Ongoing work by the TWG to oversee and drive forward innovation/transformation taking place across the council. By having an overview the	A more structured approach to innovation and transformation is demonstrated with additional ideas and areas of focus identified to ensure all possibilities are	D.Hendry	On track - to date there has been 8 meetings of the Transformation Working Group. Report on proposed remit, governance and operational arrangements for the Asset Management Investment Fund tabled and approved at the Policy and

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			<p>TWG can ensure any benefits which are recognised/ lessons learnt can be adapted and delivered.</p> <p>Development of the Asset Management Investment Fund to support innovation and use of assets to deal with financial challenges facing the council.</p>	<p>explored. A progress report will be produced in December 2016 ahead of the 2017/18 budget.</p>		<p>Resources Committee on 18 August 2016.</p>
8	Develop an updated budget outlook	Jun-16	Development of an updated budget outlook will provide a more up to date financial position of the organisation	An update of the council's financial position will be provided to elected members.	K. Flanagan	Complete – Budgetary Outlook 2017/18 to 2019/20 tabled at Policy and Resources Committee on 18 August 2016.
9	Ongoing monitoring of service choice savings and the impact of these savings	Ongoing	Ongoing monitoring of service choice savings and a review of performance management and absence data to ensure the service choices process has been delivered through service redesign and staff and performance have not been compromised as a result.	Services have been redesigned in order to make savings. If this has been successful, the savings will have been made and the performance of services will not have been impacted as a result of the savings made.	K.Flanagan/ J.Fowler - for corporate overview. All Heads of Service	<p>Process now established to monitor Service Choices savings options and progress will be reported to Policy and Resources Committee as part of the financial monitoring reports pack. The first of these reports was tabled at the meeting held on 18 August 2016.</p> <p>Regular quarterly performance reporting has not identified a reduction in performance in those areas which have been subject to Service Choices savings in</p>

							2016/17. The monthly absence monitoring has not seen a correlation between a rise in absence and teams where there has been a reduction in resource as a result of Service Choices.
Community Engagement	10	Undertake a review of our relationships with communities to try and build greater trust and identify further ways of working with them		Use findings of review to facilitate SMT Development Session on Redefining our relationships with Communities, with a view of establishing a framework which will provide us with a greater working relationship with our communities and a greater level of trust.	An improved working relationship with our communities which is demonstrated across the council.	C.Sneddon	Outline paper has been completed and reviewed by SMT. More detailed review of options for community action planning and participatory budgeting being compiled for consideration prior to engagement with members.
Local Empowerment	11	Preparation and Implementation of all relevant elements of the Community Empowerment (Scotland) Act 2015	Dependant on legislation	Effective implementation of all relevant elements of the Community Empowerment (Scotland) Act 2015.	Successful implementation of the Community Empowerment (Scotland) Act 2015. Communities are able to efficiently and effectively access all relevant elements of the Act which will strengthen local empowerment and provide local	D.Hendry/ Community Empowerment (Scotland) Act Project Team	On track - Project Leads have been identified to take forward the key components of the Act. Latest meeting of Project Team held on 19 August 2016 - CPP partners also invited to attend.

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				communities with a platform to play a greater role.		
12	Development of a council policy which reflects the council's position on Community Engagement		A policy is created which ensures the same position is demonstrated across the council which will provide a consistent approach to community engagement.	A policy is produced which will allow decisions to be made on Community Engagement which will reflect the position of the council.	C.Sneddon/Executive Director - Community Services	Outline paper has been completed and reviewed by SMT. More detailed review of options for community action planning and participatory budgeting being compiled for consideration prior to engagement with members.
13	Promote and Develop a participatory budgeting scheme for area committees		Develop a participatory budgeting scheme for area committees. Once established promote the scheme so that communities are able to play a part in decisions that affect them.	Participatory budgeting schemes are successfully implemented for area committees	C.Sneddon/Executive Director - Community Services	Outline paper has been completed and reviewed by SMT. More detailed review of options for community action planning and participatory budgeting being compiled for consideration prior to engagement with members. This will be influenced by discussions arising from the SLWG PMAs. A member's seminar on participatory budgeting is scheduled for October 2016.

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<p>Accessible training and development for elected members</p>	<p>14</p>	<p>Revise induction programme and content of in house training/seminar arrangements both face to face and online. Including transferring training content onto members casebook system. Content of the induction programme should be revised and consideration should be given to enhancing the content related to multi member ward working/political management arrangement/standards conduct.</p>	<p>May-17</p>	<p>Induction programme and content of in house training/seminars are reviewed and updated for both online and face to face training. Ensuring where possible content can be transferred onto the members casebook system where they are able to view it when required.</p>	<p>Training programme materials, increased online training opportunities and access to previous training content by members when required and a Revised induction programme which is fit for purpose and has enhanced content relating to multi member ward working/political management arrangements/ Standards Commission</p>	<p>C.Reppke</p>	<p>On track - Workplan developed to deliver updated induction programme for inception of new Council. Progress will be reported to Customer Services DMT.</p>
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