

Council Performance Report	Period: October to March 2019
<p align="center">SUMMARY OF PERFORMANCE - No. of Success Measures: 215</p> <p align="center">Green 188</p> <p align="center">Red 25</p> <p align="center">No Data 2 (Annual Measures – Late Data)</p>	
Delivering Our Outcomes	
Corporate Outcome 1 - People live active, healthier and independent lives	
BO01 The health of our people is protected through effective partnership working	
<p>1. The Joint Health Protection Plan 2019-20 has been developed with NHS Highland and Highland Council. The plan details the joint governance and working arrangements between Argyll and Bute Council, Highland Council and NHS Highland in respect of health protection and responding to emerging issues or public health incidents. It also details the local, regional and national priorities for 2019-2020.</p>	
BO05 Information and support are available for everyone	
<p>1. The Money Skills Argyll KPI targets and unit costs were renegotiated with the Big Lottery Fund and Scottish Government as part of a review of the wider program of which Money Skills Argyll is a part. The new arrangement is now in place and this will enable the Council and our delivery partners to continue the project on a sure financial footing with realistic targets for client engagement and outcomes. We also paid out circa £150k to the project partners for repriced work on the new model.</p>	
<p>2. Continued to develop corporate social media sites as a way in which to make information available and engage with people: follower numbers continue to increase across Facebook, Twitter, Linkedin and Instagram; we increased by 50% the number of enquiries about becoming a foster carer.</p>	
<p>3. In response to the outcome of the EU Referendum, in 2017 the Council established the Industry and Regional Development Sounding Board which has been active in developing an initial understanding of risks and opportunities. The Chief Executive subsequently established a tactical level working group to support preparedness for the UK Withdrawal from EU from a Council and Health and Social Care Partnership perspective. Through the work of the Tactical Group, and using Scottish Government planning assumptions for a “no deal”, the risks were fully evaluated, assessed, and an Action Plan was agreed. The Council/HSCP fully engaged in national groups which considered a range of issues including the areas of highest risk for export of food to EU countries, food insecurity, economy, medicines, civil contingencies and rurality. Work continues to deliver the Action Plan although this has slowed due to the extension agreed by the EU. Notwithstanding this, the work undertaken has ensured that there are adequate arrangements in place for business continuity and contingency planning with the Council /HSCP and that they meet COSLA’s assessment criteria of “ready”, (the highest level) within a very short timescale.</p>	
Corporate Outcome 2 - People will live in safer and stronger communities	
BO09 Our assets are safe, efficient and fit for purpose	
<p>1. The Aqualibrium Heat from Sewage Project met the Scottish Government Low Carbon Infrastructure Transition Programme (LCITP) funding requirement on 20 March 2019 when 1kWh of heat was generated. The main outstanding items are electrical connection and some internal heating</p>	

modifications with formal project completion expected during April/May 2019.

BO13 Our built environment is safe and improved

1. Building Standards have extended our commercialisation to East Lothian, Inverclyde and East Dunbartonshire Councils. This has enabled us to return an end of year budget surplus of £215k. We will continue to monitor the income and expenditure tightly and retain our verifier contract(s) with Babcocks and other Local Authorities which provide additional income generation streams.

BO14 Our transport infrastructure is safe and fit for purpose

1. Kirk Road, Oban is now in use. The new alignment is providing better access for vehicles and pedestrians into the new development. There are some minor remedial works yet to be carried out but these are in hand.

Corporate Outcome 3 - Children and young people have the best possible start

BO17 The support needs of children and their families are met

1. As part of the phasing in of 1140 hours early learning and childcare, 22 establishments across Argyll and Bute are now delivering 1140 hours. We are on track for full roll out by 2020 with a comprehensive programme of improvement work in place to meet the implementation date.

BO19 All children and young people are supported to realise their potential.

1. All secondary schools have been involved in discussion, designing and planning virtual learning experiences through the use of online technology and learning packages. This work is currently being piloted in Tiree and Oban to further inform further roll out.

Corporate Outcome 4 - Education, skills and training maximise opportunities for all

BO21 Our young people participate in post-16 learning, training or work

1. Argyll and Bute continues to perform well in terms of young people being supported into positive destinations, increasing from 93% in 2017 to 94.2% in 2018. This is above the national average of 91.8% and higher than any of our comparator authorities.

Corporate Outcome 5 - Our economy is diverse and thriving

BO23 Economic growth is supported

1. We have received notification from Historic Environment Scotland (HES) that the Lochgilphead Conservation Area Regeneration Scheme (CARS) bid has been successful. The Lochgilphead CARS has been awarded £969,700 of HES funding with an additional £386,000 in Council funding. There are also estimated contributions from building owners of £250,000, this brings a projected total budget of £1.6m. The project commences in April 2019 and will run for 5 years.

Corporate Outcome 6 - We have an infrastructure that supports sustainable growth

BO24 Waste is disposed of sustainably

1. A long term compliant solution for residual and bulky waste is being pursued for the Helensburgh and Lomond area. This is being done through a joint procurement exercise for a shared service with West Dunbartonshire and Inverclyde Councils. The ultimate focus is compliance with the looming ban on Biodegradable Municipal Waste (BMW) being sent to landfill. Tender responses are due within May 2019 with evaluation by officers from all 3 authorities.

Getting it right

BO27 Infrastructure and assets are fit for purpose

1. The Council's Rural Growth Deal proposal was unanimously approved by the Council on 18th October and has now formally been submitted to the Scottish and UK Governments.

BO28 Our processes and business procedures are efficient, cost effective and compliant

Workforce planning meetings have taken place with all managers. The plans are now being collated into an action plan which will see Growing Our Own opportunities created to address the needs and opportunities highlighted in our workforce plans

BO31 We have a culture of continuous improvement

1. The Education INEA inspection follow up report was published on 26th November 2018. As a result of the improvements made by Argyll and Bute Council Education Service, HM Inspectors reported that the council has now demonstrated that it has made positive and continued progress since the original inspection in September 2016. The authority now has greater capacity to continue to drive improvement in the quality of its provision. HM Inspectors will make no further visits to Argyll and Bute Council in connection with the original inspection.

BO32 Our workforce is supported to realise its potential

1. The Council's apprentice scheme has been shortlisted for a Learning and Performance Institute award.

Our Challenges

Current Short-term Operational Challenges *[Include Service id]*

1. The Head of Strategic Finance took on the additional responsibility of the Section 95 Officer for the IJB at the start of December. This creates challenges in terms of time available to work on both Council and IJB budget preparation. *(SF)*
2. The uncertainty of the potential impact from the withdrawal of the UK from the EU on for example procurement and commissioning of goods and services. A Working Group has now been established. *(CSS)*
3. There continues to be challenges in securing teachers to teach science, technology, engineering and mathematics (STEM) subjects in our secondary schools. These are being creatively tackled through the virtual school project. Secondary schools have been utilising the Esgoil to support curriculum delivery. (e-Sgoil is an integral part of the education service in the Western Isles where they are also experiencing challenges delivering the STEM subjects). *(ED)*
4. Lack of long term commitment from Transport Scotland regarding the transfer of ferry services from the Council to Scottish Government. This creates a

challenge and cost pressure to the Council in terms of subsidy which is being applied to the lifeline services. (R&A)

5. Additional Best Value 3 work. Audit Scotland's inspection of Equalities and Performance as part of the Best Value 3 Audit is taking place in April/May which is much earlier than originally planned. Officers from across the council have additional workloads during what are traditionally busy times of the year. (Cross-Cutting)

Current Key Challenges and Actions to address the Challenges

Key Challenges and Actions to address the Challenges

Business Outcome 03 – Prevention and Support Reduces Homelessness

1. **Challenge** - Challenges presented by the roll out of Universal Credit Full Service in September 2018.

These stem from the increased complexity of the application process itself, the length of time to receive payments, and the fact that the housing allowance will be paid to claimants not landlords so arrears will increase.

It is anticipated considerable extra resource will be needed to assist claimants applying for Universal Credit, and that likely increases in rent arrears will inflate homelessness rates and the costs of accommodating households.

1. **Action Detail** – Universal Credit Full Service was rolled out from the 19th September 2018 in Argyll and Bute. To continue the mitigation work started in previous years the Council agreed to again allocate the Additional Temporary Accommodation Funding for 2019/20. It was agreed that part of the funding be used to continue to employ 2 welfare rights assistants who will focus on Universal Credit and the impact that it will have on individuals in the local authority area. The Welfare Rights Assistant in Helensburgh is co-located in the local job centre to assist vulnerable households through the Universal Credit claim process.

Carried Forward From Previous Quarter:

Y

Action Milestone Dates:

Ongoing

Responsible Person:

Housing Team Leader

Key Challenges and Actions to address the Challenges

Business Outcome 05 Information and support are available to all

2. **Challenge** - The development of Council EU Withdrawal Plan and Risk Register

2. **Action Detail** - Convene a tactical group in response to best practice guidance from the Scottish Government. The group will consider the Council's preparedness for Brexit.

Tactical Group has been established and met its remit. Risks have been fully evaluated, an Action Plan developed, there is strong engagement with the civil contingency framework in Scotland and work is ongoing to ensure that the Council and HSCP are prepared for EU withdrawal.

This work continues whilst the final details are agreed nationally by Westminster and the EU.		
Carried Forward From Previous Quarter: Y	Action Milestone Dates: Ongoing until 31 October 2019	Responsible Person: Regulatory Services Manager
Key Challenges and Actions to address the Challenges		
Business Outcome 21 - Our young people participate in post-16 learning, training or work		
<p>3. Challenge - To increase the availability and uptake of foundation apprenticeships to support the workforce aspirations in Argyll and Bute's proposed Rural Deal.</p> <p>3. Action Detail - Improving the model of foundation apprenticeships by widening availability and by developing local models for delivery to meet the needs of our more remote and rural communities.</p>		
Carried Forward From Previous Quarter: Y	Action Milestone Dates: Ongoing	Responsible Person: Anne Paterson
Key Challenges and Actions to address the Challenges		
Business Outcome 23 – Economic Growth is Supported		
<p>4. Challenge - Secure a Rural Growth Deal Heads of Terms Agreement with the Scottish and UK Governments committing both governments to a fair level of funding which takes account of the regions potential to contribute towards national economic growth whilst recognising our rurality and critical barriers to growth.</p> <p>4. Action Detail - Following submission of the Rural Growth Deal Proposition Document in November 2018, staff from the Strategic Transportation and Infrastructure Team continue to liaise with key civil servants in the Scottish and UK Governments and are committed to achieving a Heads of Terms Agreement in 2019. Site visits with the civil servants have been arranged for May 2019 with ministerial visits proposed for June 2019. We also continue to investigate opportunities to accelerate the delivery of Rural Deal projects using alternative sources of funding. An example of this is the work with Scottish Canals regarding a funding application to the Natural and Cultural Heritage Fund to deliver improvements to infrastructure on the Crinan Canal with a view to enhancing the local tourism offering in Mid Argyll.</p>		

Carried Forward From Previous Quarter: Y	Action Milestone Dates: 2019	Responsible Person: Head of Service/Strategic Transportation and Infrastructure Manager
Key Challenges and Actions to address the Challenges		
Business Outcome 23 – Economic Growth is Supported		
<p>5. Challenge - Lobby Transport Scotland for increased investment in the critical local transport infrastructure required to improve access to key markets and support economic growth as part of the National Transport Strategy (NTS2)/ Strategic Transport Project Review (STPR) 2 process.</p> <p>5. Action Detail - The Strategic Transportation Team are currently liaising with key stakeholders and local businesses to compile a portfolio of evidence in support of priority transport interventions that the Council will lobby the Scottish Government to include as part of the revised STPR. Transport Scotland and their associated consultants will be presenting to local elected members at a seminar on the 17th June 2019. This process also supports some of the key transport projects included as part of the Rural Growth Deal proposition.</p>		
Carried Forward From Previous Quarter: N	Action Milestone Dates: TBC	Responsible Person: Strategic Transportation and Infrastructure Manager
Key Challenges and Actions to address the Challenges		
Business Outcome 24 - Waste is Disposed of Sustainably		
<p>6. Challenge – Implications of Biodegradable Municipal Waste (BMW) landfill ban in January 2021.</p> <p>6. Action Detail – A draft Waste Strategy was approved at EDI in March 2019. The completed strategy will address issues relating to the safe and economical disposal of BMW, and also take cognisance of legislation ensuring compliance with the terms of the Waste (Scotland) Regulations 2012.</p>		
Carried Forward From Previous Quarter: Y	Action Milestone Dates: July 2019	Responsible Person: Fleet, Waste and Infrastructure Manager
Key Challenges and Actions to address the Challenges		

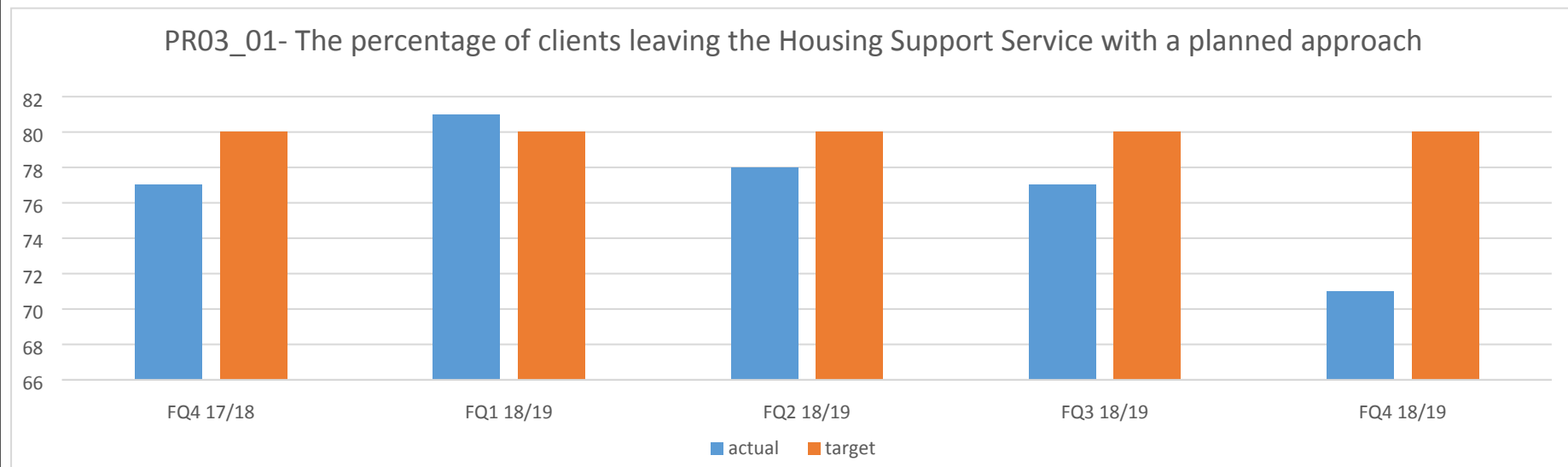
Business Outcome 26 - People have a choice of suitable housing options		
<p>7. Challenge – To deliver the Strategic Housing Investment Plan (SHIP) and achieve full spend on available Scottish Government funding. This is challenging because: there is a lack of infrastructure available to deliver sites; the costs and time requirements of implementing new infrastructure are considerable, there are limits in the capacity of the local construction sector, and there is a need to identify a continual supply of deliverable sites within the control of Registered Social Landlords (RSL).</p> <p>7. Action Detail – Work closely with partners (Scottish Government, RSLs and local developers) to address issues of slippage in the affordable new build programme; facilitate progress where feasible; and to identify and bring forward additional proposals. This includes the establishment of a SHIP Officers' Group and regular tri-partite programme meetings. The SHIP Officers Group has been established and we are now looking to build on this partnership working by inviting Scottish Water to the meetings. We are also aiming to hold regular meetings with relevant Council departments e.g. Planning and Roads alongside RSL representatives to ensure that any potential infrastructure issues are addressed at an early stage.</p>		
Carried Forward From Previous Quarter: Y	Action Milestone Dates: Ongoing over the period of the Strategic Housing Investment Plan (2017-2022)	Responsible Person: Housing Team Leader
Key Challenges and Actions to address the Challenges		
Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.		
<p>8. Challenge – Close monitoring of the forecast outturn position to bring the forecast overspend position within budget or as close to within budget as is possible.</p> <p>8. Action Detail – Council Services actively pursuing options to reduce any forecast overspend. Liaison with the Chief Financial Officer of the IJB on the recovery plan and provide support and assistance to reduce the forecast overspend position.</p>		
Carried Forward From Previous Quarter: Y	Action Milestone Dates: Ongoing throughout the year. Now into April and the year-end work has commenced to finalise the outturn position.	Responsible Person: Kirsty Flanagan, Head of Strategic Finance
Key Challenges and Actions to address the Challenges		
Business Outcome 28 – Our processes and business procedures are efficient, cost effective and compliant.		
<p>9. Challenge – Best Value 3 audit work and preparation.</p> <p>9. Action Detail – Ensure that staff are supported and are able to prioritise the work required on Best Value 3. Project team established. Regular meeting and reporting schedule established. All work currently on track.</p>		

Carried Forward From Previous Quarter: N	Action Milestone Dates: 31 December 2019	Responsible Person: Jane Fowler / All Heads of Service
Key Challenges Resolved In Previous Quarter		
<p>Business Outcome 15 – Argyll and Bute is open for business</p> <p>1. Challenge – Responding to Weather conditions which would affect the roads network whilst preparing for winter standby and winter weather treatments.</p> <p>1. Action - Despite a delay in getting gritting vehicles and issues with Gulliver's going into liquidation staff in operations and Fleet have worked tirelessly to ensure the 17 hired gritters remained within Argyll and Bute throughout the winter period. This displayed a real team effort and has mitigated against a public backlash had we lost the vehicles as was requested by the liquidators. We have continued to ensure gritting was carried out as per our standard operating procedures with no real time road closures and limited disruption to local communities.</p>		

Our Off-Track Performance Indicators

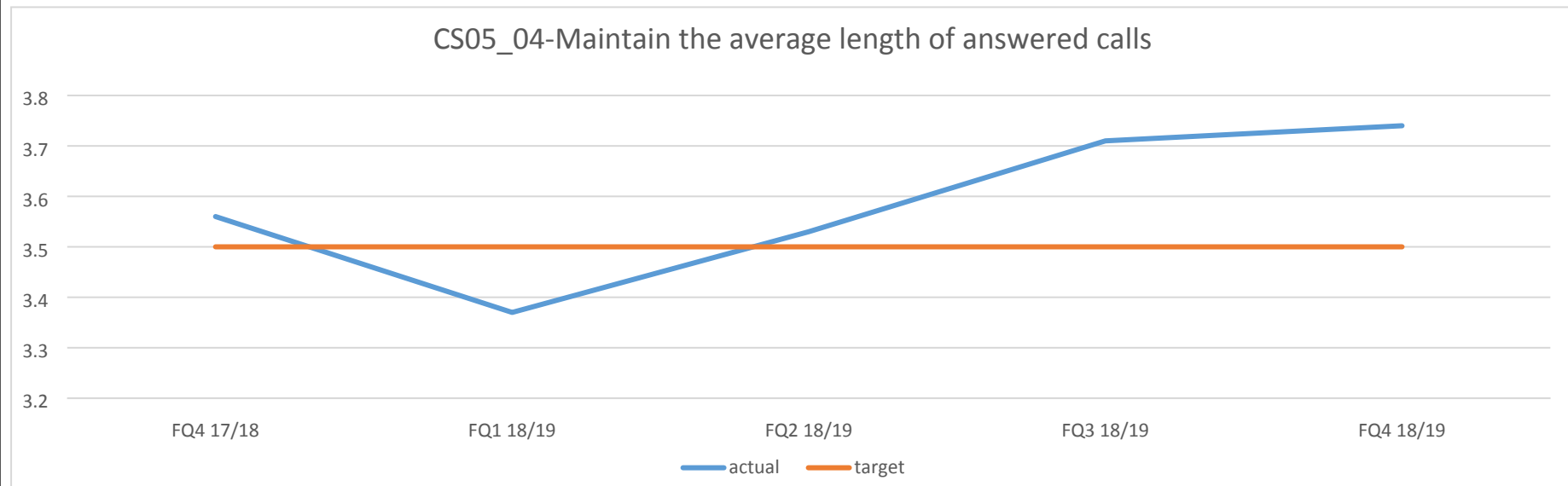
PR03_01-The percentage of clients leaving the Housing Support Service with a planned approach (Housing Services)

TREND	TARGET FQ4 18/19	ACTUAL FQ4 18/19	OWNER	COMMENTARY
↓	80 %	71 %	Douglas Whyte	There were 62 cases who left Housing Support in Quarter 4. 44 of these cases were Planned Departures (71%) and 18 cases were Unplanned Departures (29%) due to non-engagement and lost contact. In addition to the 62 cases who left support, there were a further 5 cases who were excluded from the calculation - 2 incarcerated; 2 admitted to hospital and 1 deceased.

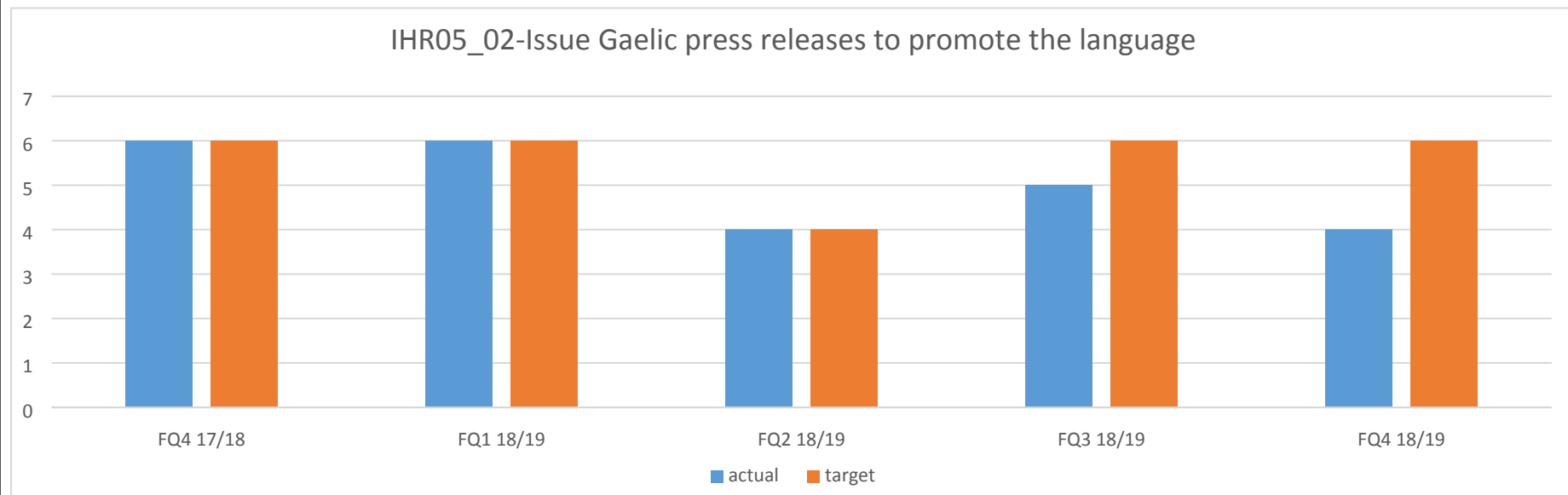


CS05_04-Maintain the average length of answered calls (Customer Service Centre)

TREND	TARGET FQ4 18/19	ACTUAL FQ4 18/19	OWNER	COMMENTARY
↓	3.50 minutes	3.74 minutes	Robert Miller	The target was not met for the quarter as it was 3.74 minutes. As noted for FQ3 the duration of calls has grown as the simpler, shorter calls are increasingly being processed through our effective self-service channels. There was a specific issue in March (Average call duration 3.90 mins) due to issues with our new PCI compliant payment system which meant that the secure taking of payment card details took longer for a number of calls. Hence average payment call duration increased to 5.03 mins compared to 4.13 at the same time last year. Work is ongoing to resolve this.

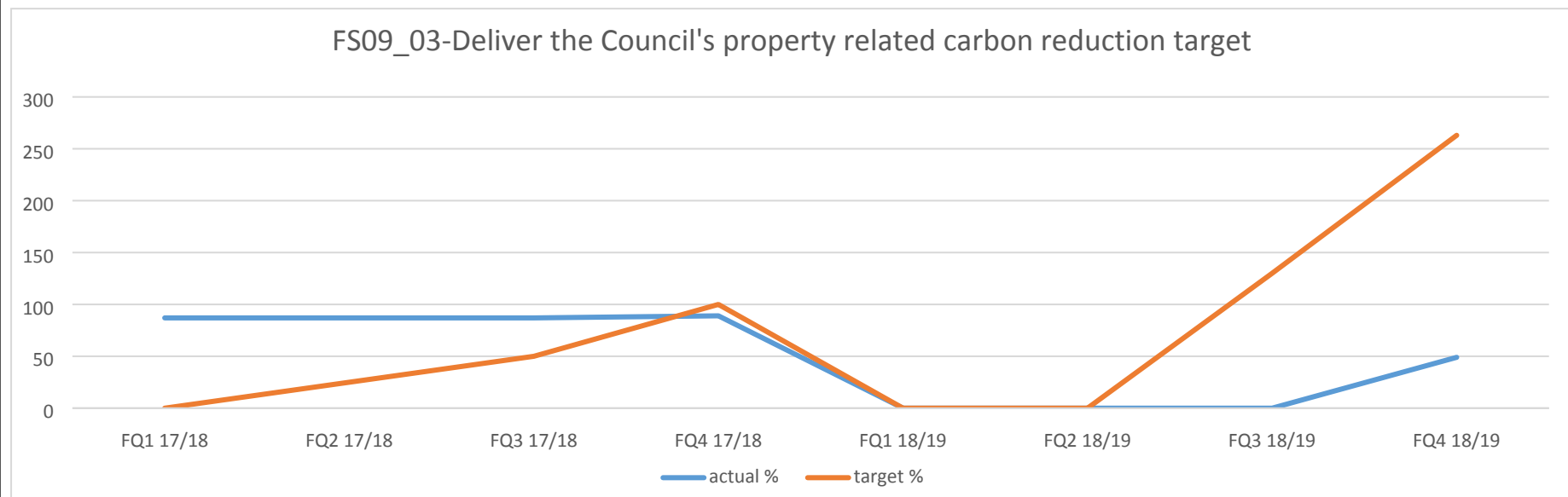


IHR05_02-Issue Gaelic press releases to promote the language (Communications)				
TREND	TARGET FQ4 18/19	ACTUAL FQ4 18/19	OWNER	COMMENTARY
↓	6	4	Jane Jarvie	Incorporating translation time required to issue releases in Gaelic at the same time as in English isn't always possible. For example - releases being needed at short notice or time required to write/sign off while juggling other demands. We have done Gaelic translation work additional to press releases - for the Gaelic Gathering. We will increase the number of releases translated over first two quarters of 2019/20.



FS09_03-Deliver the Council's property related carbon reduction target (Property Services)

TREND	TARGET FQ4 18/19	ACTUAL FQ4 18/19	OWNER	COMMENTARY
↑	263 Tonnes	49 Tonnes	Paul Gillies	With the exception of the Heat from Sewer at Aqualibrium, the projects to generate the carbon saving were delivered last financial year. For this year the target is the balance carrying forward from Aqualibrium of 130Tonnes plus a further 133Tonnes through a variety of projects covering fuel conversions and energy efficiency. The total target is therefore 263Tonnes. Site works have commenced at Aqualibrium and works were originally to be completed by the end of FQ3. However there is a delay to that contract of circa 3 months, so the anticipated completion is now the end of FQ4. The 133Tonnes from the variety of projects has been delivered.



INDICATOR	TREND	TARGET FQ4 18/19	ACTUAL FQ4 18/19	OWNER	COMMENTARY
RA14_03-Road Condition Index (RCI) - the percentage of roads in a satisfactory condition. (Quarterly Conversions)	↓	54.40 Days	45.5 %	Hugh O'Neill	RCI 45.58%. The most recent RCI results show marginal improvement compared with previous years. Deterioration of the roads network is compounded by increased levels of heavy traffic and a relatively high level of utility excavations. The RCI survey results indicate that 54.42% of the carriageway network should be considered for maintenance treatment. Results reflect the survey conducted in late summer therefore the figure reflects only a portion of the current year capital programme.
RA14_05-Percentage of street lighting repairs completed within 10 days (Street Lighting - Maintenance)	↑	75 %	70 %	Kevin McIntosh	We have experienced some delays and reductions to our targets in the OLI and MAKI areas specifically, this has been a result of the RAS transformation process and sickness absence. We are in the process of filling outstanding vacancies which have been advertised on numerous occasions. Once we are back to a full complement of staff the emphasis will be a focus on reducing the overdue jobs. Works continue to catch up with the backlog in lighting repairs which experienced delays with staff assisting Christmas lights.
ET15_01-Increase the number of air passengers carried at Oban Airport (Airports)	↑	765	677	Moya Ingram	677 passengers were carried on Argyll Air Services in FQ4 compared to 729 in the same period last financial year which is a reduction in 7%. This is due to cancellations as a result of weather conditions and some technical faults with the aircraft that have now been resolved.
ED16_02-Increase the number of looked after young people participating on the Summer Internship Programme (Authority Data)	⇒	10	6	Martin Turnbull	All eligible young people in Argyll and Bute were offered the opportunity to take part in the 2018 summer internship programme. 6 young people took up the offer. This was one more than in 2017
ED19_12-Improve outcomes in performance within national qualifications at SCQF 7 (Authority Data)	⇒	82.00 %	81.90 %	Louise Connor	There has been an improvement in attainment at A to C by 4.92% from last session at SCQF Level 7 – from 76.98% to 81.90%. This is also greater than the National Average which is 80.50%
ED19_16-All educational	⇒	100.00 %	90.00 %	Louise	Central staff are due to be trained in new SEEMiS tool Progress &

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establishments routinely use click and go to monitor and track young people's progress (Authority Data)				Connor	Achievement for roll out to all schools in session 19-20. This will supersede current system Dunoon Grammar. Hermitage Primary will be piloting this from May 2019.
ED21_02-Increase the number of 16-19 year olds participating in education, employment and training (Authority Data)	⇒	95	94	Martin Turnbull	This measure is based on the Annual Participation Measure which is reported on in Quarter 3.
ED22_01-Number of participants in activities that improve literacy and numeracy levels (Adult Learning)	↓	110	101	Martin Turnbull	Although figures are down for this quarter overall performance for the year was good, and it is hoped, that this will continue in the new financial year.
GL23_01-The percentage of taxi license & civic government licenses with objections or representation...processed within 50 working days (Insurance & Licensing)	↓	95 %	60 %	Susan Mair	Of the 5 applications received with objections, 3 have been processed within timescale, the remaining 2 are going to April PPSL
PR23_01-Determine 'All Local Planning Applications' quicker than the National Average (Planning Applications)	↑	10.0 Wks	10.2 Wks	Peter Bain	The average determination period increased slightly during FQ4 from 10 weeks to 10.2 weeks. Performance has been impacted by reduced resources in MAKI for an extended time period and has also been below expected levels in OLI as a result of a requirement to commit officer resources to a Judicial Review during FQ4. Performance has also been impacted by efforts during FQ4 to reduce the number of legacy files. Performance is expected to return to target levels during FQ1. Performance will continue to be monitored on a weekly basis. Additional performance reporting tools will be provided to ATLs and Planning Officers to better gauge performance against targets.
CS27_04-Our IT applications and databases are within	↓	85.00 %	63.20 %	James Moore	Reduction of 16.66% due to the literal translation of the performance criteria. This needs to be revised to ensure a more meaningful

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one version of current.... (Applications Support)					representation and relevance of the performance indicator. There was an increase in performance of 2.1% for this metric due to the upgrade of the social work database to the latest available version. There was no change in this performance metric during the month of February due to no application or database upgrades taking place. There was an increase in performance for this metric of 2.08% on the previous month due to the upgrade of the version of the Oracle Database that hosts the data for the E-Business Suite application.
CS28_01-Maintain the high level of Non-Domestic Rates [NDR] (Non Domestic Rates Collection)	↑	97.50 %	97.24 %	Fergus Walker	Collections stand up well this year above target and better than this time last year.
CS28_04-Total debt older than 3 months will remain below target. (Sundry Debtors)	↓	£ 900,000	£ 1,346,807	Fergus Walker	<p>Actual debt greater than 3 months old is £1,346 million which is well above the £900,000 target.</p> <p>There are a number of large outstanding debts increasing monthly with no immediate sign of being settled. Write-off for Sundry Debt was disappointing, expected more to have been presented to Director. To be followed up with Senior Solicitor.</p> <p>February 2019</p> <p>Debt greater than 3 months old continues to rise. Now £340,000 greater than the target. There are some high level debts that we have been unable to recover. Once such debt is now being discussed between the Chief Executives.</p> <p>Old debt continues to increase. We need to look at the role of the debt champions and look at properly reducing the social services arrears. There is a need for a large year-end write-off in some areas.</p>
GL28_01-Percentage of responses made within the timescales for subject access requests under the Data Protection Act (Freedom of Information/Data Protection)	↓	100 %	58 %	Iain Jackson	Most subject access requests (SAR's) are for Social Work records and they can take some time to gather in the information and prepare the files for redaction. The timescale for responding to SAR's has recently reduced from 40 working days to one calendar month which has also impacted on the timescales for responding.

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GL28_04-% of Members satisfied with new casebook facility for managing constituency workload (Members)	⇒	70 %	30 %	Tricia O'Neill	<p>The 2018 Elected Member Satisfaction Survey included a question on casebook as follows: How satisfied are you with Casebook as a tool to assist you in managing your caseload? The response was</p> <p>Very Satisfied 17.39%</p> <p>Satisfied 13.04</p> <p>Neither Satisfied or Dissatisfied 34.78</p> <p>Somewhat Dissatisfied 21.74</p> <p>Dissatisfied 13.04</p> <p>This represents a downward trend and a report has been prepared for the SMT highlighting concerns in this regard. Key concerns relate to responses and response times from Roads and Amenity Services and an action plan is being taken forward by the service on this issue.</p>
GL28_06-Percentage of Community Councils who feel supported by the service (Quarterly Conversions)	⇒	75.0 %	71.4 %	Shirley MacLeod	<p>While figures are lower than the benchmark set they are favorable when compared with the same period in 2013/14, the year in which the last review of the Scheme for the Establishment of Community Councils was conducted. At this stage of the Scheme the satisfaction rate was 65%.</p>
GL28_07-Percentage of responses made within the timescales for Freedom of Information requests (Freedom of Information/Data Protection)	↓	100 %	88 %	Iain Jackson	<p>This is the first time for many quarters that the response within timescale has dropped below 90%, the average over previous quarters being 93%. The main issue is responses from Planning & Regulatory Services and Roads & Amenity Services who have issues in getting the information providers to let them have the information within the timescale. This may be due to staff having to focus on their normal duties at the expense of spending time on responding to information requests. The Governance Unit continue to provide support to all services and can report that the response rate for April/May is on track to be 96%.</p>
IHR28_02-All HR contracts are issued within 5 working days of receipt of the Successful Candidate Form (HR)	↑	100 %	82 %	Tom Kerr	<p>Electronic successful candidate forms were fully implemented during this quarter (February). The process maps have also been improved and streamlined associated with these changes and the time taken to process contracts has significantly reduced. Resource within the team has been used to process backdated pay awards and year end activities during March which is why this indicator remains below</p>

					target. It is anticipated there will be an improvement in this indicator going forward.
IHR29_03-Corporate Health and Safety Plan (Health & Safety)	↓	Complete	Not on track	Andrew MacKrell	<p>Seven target areas within the Corporate Health and Safety Plan have fallen behind schedule as a direct result of the long term sickness. Outstanding targets are:</p> <p>The programme of high hazard workplace inspections</p> <p>The creation of new management standards for risk assessments and facilities management</p> <p>Completion of the corporate audit programme for COSHH</p> <p>Lifting equipment and arrangements for facility responsible persons.</p> <p>The completion of the training programme on risk assessment and safe systems of work for moving and handling has not been completed. This was due to the difficulty social services have had with releasing people to attend the training and who have time to carry out the risk assessments in their workplaces. Also the impact of adverse weather has resulted in ferry crossing being cancelled on two occasions. Training for a small number of staff remains to be carried out on Islay.</p>
ED31_02-Undertake a programme of Quality Improvement visits to each establishment (Authority Data)	↓	240 Ac. Year	110 Ac. Year	Louise Connor	Planned reviews will continue in FQ1 as this measure reflects activity within the academic year and term3. However staff shortages in OLI have led to less visits in that area than planned. Visits have been prioritised based on risk factors. There have been 47 pastoral visits to schools and 63 Quality Improvement Visits.
IHR31_01-A Council-wide Self-evaluation programme is implemented according to agreed timescale. (Performance Management)	↓	On track	Not on track	Carolyn McAlpine	The programme of planned ABIF meetings has started and the first draft action plan is on the agenda for the Audit and Scrutiny Committee to consider at their June meeting. The programme was delayed slightly due to resource from the team being reassigned to support the BV3 audit team. An updated programme will be completed during FQ1 to reschedule planned activities with minimal overall disruption to the overall programme timeframe for delivery.