

2026/27 FQ1 Bute and Cowal Performance Report

The information presented is a summary of the agreed measures.

Unless stated otherwise, performance is presented at both Area and Council-wide levels.

The measure shows the performance against target for the current previous three reporting periods with an explanation of performance trend.

Where appropriate a trend line has been added to illustrate movement in 'Actual' over the reporting period.

Indicator	Responsible Person	Reported	Page
Maximise distribution of Scottish Welfare Fund	Fergus Walker	A&B only	3
Percentage of clients satisfied that they are better able to deal with their financial problems following our support and intervention	Lee Roberts	A&B only	4
Number of parking penalty notices issued	Hugh O'Neill	Area	5
Car parking income to date (cumulative)	Hugh O'Neill	Area	6 - 7
Number of dog fouling complaints	Tom Murphy	Area	8
Increase the percentage of our care experienced young people that have the recommended additional tracking and monitoring plans in place	Louise Chisholm	A&B only	9
Provide quality meals within cost margins to all pupils	Christine Boyle	A&B only	10
Maximise the percentage of 16-19 year olds participating in education, training or employment	Jennifer Crocket	Area	11
Number of affordable social sector new builds completed per annum	Kelly Ferns	Area	12
Percentage of pre-planning application enquiries processed within 30 working days	Peter Bain	Area	13 - 14
Average number of weeks to determine householder planning applications	Peter Bain	Area	15 - 16
Number of empty properties	Jonathan Welch	Area	17
Number of new homeless applicants who required temporary accommodation this period	Morven Macintyre	A&B only	18
Maintain the percentage of local suppliers that benefit from the award of contracts via the procurement portal	Anne MacColl-Smith	A&B only	19

Indicator	Responsible Person	Reported	Page
Increase the number of community benefits that are delivered through contracts we award locally	Anne MacColl-Smith	A&B only	20
Percentage of street lighting faults repaired within 10 days	Tom Murphy	Area	21
Number of waste collection complaints	Tom Murphy	Area	22 - 23
Percentage of waste recycled, composted and recovered	Andy Summers	Area	24 - 25
Number of tonnes of waste sent to landfill	Andy Summers	A&B only	26
LEAMS (Local Environment Audit and Management System)	Tom Murphy	Area	27 - 28
Teacher sickness absence	Jennifer Crocket	Area	29
LGE staff (including non-Teacher) sickness absence	Carolyn Cairns	Area	30
Increase the percentage of all self-service automated contacts	Robert Miller	A&B only	31

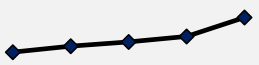
Maximise distribution of Scottish Welfare Fund

Responsible Person: Fergus Walker

Performance presented is Council-wide only.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	95.3%	141.7%	46.4%	Green - Actual exceeds Target	As at end of FQ1 26/27, total spend of SWF is £162,310 which represents 141.67% of the Scottish Government allocation profiled for the first quarter of 2026/27. Spend has increased by 19% on the same period last year and applications have increased by 6%. While expenditure exceeds the profiled quarterly allowance, it is being managed within the overall approved budget.

This indicator for FQ1 exceeds the target and performance has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	119.0%
	2025/26 FQ2	123.0%
	2025/26 FQ3	125.7%
	2025/26 FQ4	129.2%
	2026/27 FQ1	141.7%

FQ4 Commentary

As at FQ4 2025/26, total spend of £592k represents 129.2% of the Scottish Government allocation (£458k), reflecting sustained high demand and the Council's approach to maximising use of the fund to support vulnerable households. While expenditure exceeds the core grant, it is being managed within the overall approved budget and does not represent an overspend. Performance against the indicator remains positive, demonstrating that available funding is being effectively utilised to meet demand in line with policy intent.

Percentage of clients satisfied that they are better able to deal with their financial problems following our support and intervention

Responsible Person: Lee Roberts

Performance presented is Council-wide only.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	100%	100%	0%	Green - Actual meets Target	This is a voluntary survey with no obligation for clients to respond either in full or in part. It is also common for incomplete returns to be received. In FQ1 2026/27, 14 survey forms were distributed to clients. 6 were returned. Of these 6 returns, 5 responded to the question relating to being better able to deal with their financial problems. Of these 5 respondents, 5 responded positively, whilst 0 responded negatively. Accordingly, 100% of clients that responded were positive about their experience i.e. no negative comments or responses were reported.

This indicator for FQ1 meets the target with no change in performance since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	100%
	2025/26 FQ2	100%
	2025/26 FQ3	100%
	2025/26 FQ4	100%
	2026/27 FQ1	100%

FQ4 Commentary

This is a voluntary survey with no obligation for clients to respond either in full or in part. It is also common for incomplete returns to be received. In FQ4 2025/26, 11 survey forms were distributed to clients. 9 were returned. Of these 9 returns, 9 responded to the question relating to being better able to deal with their financial problems. Of these 9 respondents, 9 responded positively, whilst 0 responded negatively. Accordingly, 100% of clients that responded were positive about their experience i.e. no negative comments or responses were reported.

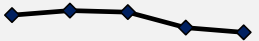
Number of parking penalty notices issued

Responsible Person: Hugh O'Neill

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	No Target	154	N/A	N/A	As noted within FQ4 24/25 , the decrease in Penalty Charge Notices may be a result of lining and signing not being refreshed and making restrictions therefore unenforceable. We are currently in the advert stage for procurement of two Traffic Service Officers (one east, one west) which is expected to increase the team resilience but also to allow review and amendment of restrictions.

This indicator for FQ1 shows the number of parking penalty notices has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	278
	2025/26 FQ2	310
	2025/26 FQ3	299
	2025/26 FQ4	187
	2026/27 FQ1	154

FQ4 Commentary

There has been a decrease in the number of Penalty Charge Notices issued, this is in part due to lining and Traffic Regulation Order issues in the area - which has meant some areas cannot be enforced due to lining requiring to be redone. At present due to having no Traffic Service Officer in place, we are unable to progress Traffic Regulation Orders, but this will be addressed once the RIS restructure has been finalised.

2026/27 FQ1	A&B	No Target	3,061	N/A	N/A	A significant increase to previous year's FQ1. This may be due to having the additional wardens in place and focus on problem areas.
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This indicator for FQ1 shows the number of parking penalty notices has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	2,536
	2025/26 FQ2	2,090
	2025/26 FQ3	1,816
	2025/26 FQ4	2,087
	2026/27 FQ1	3,061

FQ4 Commentary

Increase in Penalty Charge Notices as a result of the 2 wardens now in place and providing more high visibility patrols.

Car parking income to date (cumulative)

Responsible Person: Hugh O'Neill

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	£15,480	£9,755	-£5,725	Red - Actual below Target	There has been a delay in processing payments arising from both Pay By Phone and IPS (parking terminals). This is expected to be corrected within the next quarter.

This indicator for FQ1 shows the cumulative amount of income is lower than the cumulative target.

Actual trend line	Period	Target	Actual
There is no trend as this data is cumulative as of FQ1 each financial year.	2025/26 FQ1	£15,480	£15,459
	2025/26 FQ2	£39,336	£30,721
	2025/26 FQ3	£51,624	£48,289
	2025/26 FQ4	£67,150	£71,799
	2026/27 FQ1	£15,480	£9,755

FQ4 Commentary

FQ4 recovery has increased due to uplift in warden numbers from 6-8 full time wardens. There is now a more visible high profile presence of wardens in our area.

Income Collected During FQ1	
Guildford Square, Rothesay	£797
Church Street, Dunoon	£0
Swimming Pool, Dunoon	£1,950
Dunoon Pier	£720
Moir Street, Dunoon	£2,210
Argyll Street, Dunoon	£1,280
Jane Villa, Dunoon	£2,390
B&C	£408
Total	£9,755

Car parking income to date (cumulative)

Responsible Person: Hugh O'Neill

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	£309,443	£174,988	-£134,455	Red - Actual below Target	In total, inclusive of cash, Card and Pay by Phone, payments should be approximately £354,600 for FQ1, however, there has been a delay, in particular, with the processing of payments for Card and Pay By Phone. This is expected to be corrected within the next quarter.

This indicator for FQ1 shows the cumulative amount of income is lower than the cumulative target.

Actual trend line	Period	Target	Actual	FQ4 Commentary
There is no trend as this data is cumulative as of FQ1 each financial year.	2025/26 FQ1	£309,143	£309,660	FQ4 recovery has increased due to the uplift in warden numbers from 6-8 full time wardens. There is now a more visible high profile presence of wardens in our areas.
	2025/26 FQ2	£681,962	£675,793	
	2025/26 FQ3	£914,382	£930,248	
	2025/26 FQ4	£1,018,758	£1,086,570	
	2026/27 FQ1	£309,443	£174,988	

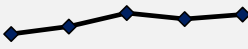
Number of dog fouling complaints

Responsible Person: Tom Murphy

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	No Target	21	N/A	N/A	Bute and Cowal received 21 dog fouling complaints over the months of April, May and June. Bute received 16 and Cowal received 5.

This indicator for FQ1 shows the number of dog fouling complaints has increased since the last reporting period.

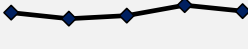
Actual trend line	Period	Actual
	2025/26 FQ1	8
	2025/26 FQ2	13
	2025/26 FQ3	22
	2025/26 FQ4	18
	2026/27 FQ1	21

FQ4 Commentary

A total of 18 dog fouling complaints were received this quarter, with Bute receiving 3 complaints and Cowal 15. No fines were issued this quarter.

2026/27 FQ1	A&B	No Target	46	N/A	N/A	In total there were 46 dog fouling complaints received for the whole of Argyll and Bute this quarter. There were no fines issued. In order for the Warden service to issue fines they can only act on information received from members of the public or if they witness the act actually being committed. The Warden service will continue to patrol when they can.
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This indicator for FQ1 shows the number of dog fouling complaints has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	44
	2025/26 FQ2	36
	2025/26 FQ3	40
	2025/26 FQ4	54
	2026/27 FQ1	46

FQ4 Commentary

A total of 54 dog fouling complaints were received across the whole of Argyll and Bute for the months of January, February and March. Only one fine was issued in the Kintyre area. The Warden service will continue with patrols in their areas and speak to members of the public to educate them on dog fouling as well as hand out bags.

Increase the percentage of our care experienced young people that have the recommended additional tracking and monitoring plans in place

Responsible Person: Louise Lawson

Performance presented is Council-wide only.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	100%	100%	0%	Green - Actual meets Target	Each care experienced child and young person (CECYP) enrolled in an authority school continues to have tracking and monitoring in place via our education management system, known as Seemis. Data collected includes attendance, exclusions, progress and attainment and wellbeing information. The Virtual School adds an additional layer of scrutiny to this process through a series of attainment meets and partnership working, helping to ensure our CECYP have the supports required. A new CECYP data dashboard has been instrumental in supporting our data tracking and monitoring. The data supports identification of themes and supports prioritisation of interventions alongside wider agency partnership working. We continue to track data against Scottish Governments Improving Educational outcomes of Care Experienced Children and Young People Framework – and we include all care experienced young people, not just 'looked after.'

This indicator for FQ1 meets the target with no change in performance since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	100%
	2025/26 FQ2	100%
	2025/26 FQ3	100%
	2025/26 FQ4	100%
	2026/27 FQ1	100%

FQ4 Commentary

Each care experienced child and young person (CECYP) enrolled in an authority school continues to have tracking and monitoring in place via our Education management system, known as Seemis. Data collected includes attendance, exclusions, progress and attainment and wellbeing information. The Virtual School adds an additional layer of scrutiny to this process through a series of attainment meetings and partnership working, helping to ensure our CECYP have the supports required. As part of our improvement planning, additional tracking and monitoring at individual, school and authority level is planned. This support 'Improving Educational outcomes of CECYP' framework developments and will include local stretch aims for a range of outcomes.

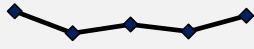
Provide quality meals within cost margins to all pupils

Responsible Person: Christine Boyle

Performance presented is Council-wide only.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	+/-5.00%	2%	3%	Green - Actual exceeds Target	We will continue to monitor locations not achieving +/-5% target. B&C 4.44%, H&L 1.41%, MAKI -2.26%, 4.75%

This indicator for FQ1 within the +/-5.00% variance and performance has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	3.17%
	2025/26 FQ2	-3.50%
	2025/26 FQ3	-0.81%
	2025/26 FQ4	-2.94%
	2026/27 FQ1	1.80%

FQ4 Commentary

We will continue to monitor locations not achieving +/-5% target.
B&C 0.86%, H&L -4.55%, MAKI -7.63%, OLI 0.87%

Maximise the percentage of 16-19 year olds participating in education, training or employment

Responsible Person: Jennifer Crocket

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	94.00%	90.30%	-3.70%	Red - Actual below Target	As of 7th July 2026 the participation figure (16–19-year-olds in employment, training or education) in Bute and Cowal was 679 young people, which equates to 90.3%. This is 3.7% below the target and 4.3% below the annual Argyll and Bute participation figure of 94.6% which was released by Skills Development Scotland at the end of August 2025. The participation figure of 90.3% for FQ1 of 2026/27 is an increase of 1.4% on the participation figure for FQ4 of 2025/26, and represents a decrease of 2.95% on the equivalent FQ1 figure from 2025/26.

This indicator for FQ1 is lower than the target however performance has increased since the last reporting period.

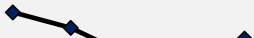
Actual trend line	Period	Actual
	2025/26 FQ1	93.25%
	2025/26 FQ2	92.30%
	2025/26 FQ3	89.60%
	2025/26 FQ4	88.90%
	2026/27 FQ1	90.30%

FQ4 Commentary

As of 8th April 2026 the participation figure (16–19-year-olds in employment, training or education) in Bute and Cowal was 694 young people, which equates to 88.9%. This is 5.1% below the target and 5.6% below the annual Argyll and Bute participation figure of 94.5% which was released by Skills Development Scotland at the end of August 2025. The participation figure of 88.9% for FQ4 of 2025/26 is a decrease of 0.7% on the participation figure for FQ3 of 2025/26, and represents a decrease of 4.9% on the equivalent FQ4 figure from 2024/25.

2026/27 FQ1	A&B	94.00%	93.00%	-1.00%	Red - Actual below Target	As of 7th July 2026 the participation figure (16–19-year-olds in employment, training or education) for the whole of Argyll and Bute was 3188 young people, which equates to 93.0%. This is 1.0% below the target and 1.6% below the annual Argyll and Bute participation figure of 94.6% which was released by Skills Development Scotland at the end of August 2025. The participation figure of 93.0% for FQ1 of 2026/27 is an increase of 1.2% on the participation figure for FQ4 of 2025/26, and represents a decrease of 1.71% on the equivalent FQ1 figure from 2024/25.
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This indicator for FQ1 is lower than the target however performance has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	94.71%
	2025/26 FQ2	93.70%
	2025/26 FQ3	91.90%
	2025/26 FQ4	91.80%
	2026/27 FQ1	93.00%

FQ4 Commentary

As of 8th April 2026 the participation figure (16–19-year-olds in employment, training or education) across the whole of Argyll and Bute was 3140 young people, which equates to 91.8%. This is 2.2% below the target and 2.7% below the annual Argyll and Bute participation figure of 94.5% which was released by Skills Development Scotland at the end of August 2025. The participation figure of 91.8% for FQ4 of 2025/26 is an decrease of 0.1% on the participation figure for FQ3 of 2025/26, and represents a decrease of 1.7% on the equivalent FQ4 figure from 2024/25.

Number of affordable social sector new builds completed per annum

Responsible Person: Kelly Ferns

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	0	0	0	Green - Actual meets Target	No completions in FQ1 - there has been a delay to the handover of Strachur properties which should be complete in FQ2. Bute project due to complete later in 2026.

This indicator for FQ1 meets the target with no change in performance since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	0
	2025/26 FQ2	0
	2025/26 FQ3	0
	2025/26 FQ4	0
	2026/27 FQ1	0

FQ4 Commentary

No completions 2025/26 - two projects remain on site in Bute and Strachur which are due to complete in 2026.

2026/27 FQ1	A&B	0	0	0	Green - Actual meets Target	No completions in FQ1 - a number of projects are on site due to complete this financial year.
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This indicator for FQ1 meets the target however performance has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	0
	2025/26 FQ2	0
	2025/26 FQ3	0
	2025/26 FQ4	16
	2026/27 FQ1	0

FQ4 Commentary

Only 16 new build units completed in 2025/26 which while was anticipated is well below the annual LHS target of 215. RSL partners continue to consider buyback and off the shelf purchases to increase the supply fo affordable homes.

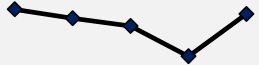
Percentage of pre-planning application enquiries processed within 30 working days

Responsible Person: Peter Bain

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	75.0%	42.9%	-32.1%	Red - Actual below Target	Performance across the Development Management Service is still being recovered and impacted upon by the management of a significant backlog of casework. Overall output and performance across the service is improving as staff resource issues have been resolved. However, timeliness measures continue to be adversely impacted through the prioritisation of older statutory 'legacy' casework for determination. During FQ1, 21 pre-applications were responded to within Bute and Cowal. 9 responses (43%) were issued within the target of 30 days. Significant effort has been put in during this period to complete legacy Pre-Applications. It is acknowledged that performance is still significantly below target on this measure but is expected to continue to improve as casework pressure on available staff resource from 'legacy' items decreases over time. Please note: From 2026/27 FQ1 the target for this measure has been revised from processing within 20 working days to 30 working days in alignment with the Development Management Service Plan (approved September 2024).

This indicator for FQ1 is lower than the target however performance has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	45.9%
	2025/26 FQ2	40.0%
	2025/26 FQ3	35.0%
	2025/26 FQ4	15.2%
	2026/27 FQ1	42.9%

FQ4 Commentary

Performance across the Development Management Service is still being recovered and impacted upon by the management of a significant backlog of casework. Overall output and performance across the service is improving as staff resource issues have been resolved. However, timeliness measures continue to be adversely impacted through the prioritisation of older statutory 'legacy' casework for determination. The target for the handling of pre-application enquiries has been set to 30 days although this change has not yet been reflected in the format of corporate reporting. During FQ4, 33 pre-applications were responded to within Bute and Cowal. 5 responses (15%) were issued within 20 days; 7 responses (21%) were issued within the revised target of 30 days. Significant effort has been put in during this period to complete legacy Pre-Applications. It is acknowledged that performance is still significantly below target on this measure but is expected to continue to improve as casework pressure on available staff resource from 'legacy' items decreases over time.

Percentage of pre-planning application enquiries processed within 30 working days

Responsible Person: Peter Bain

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	75.0%	69.4%	-5.6%	Red - Actual below Target	Performance across the Development Management Service is still being recovered and impacted upon by the management of a significant backlog of casework. Overall output and performance across the service is improving as staff resource issues have been resolved. However, timeliness measures continue to be adversely impacted through the prioritisation of older statutory 'legacy' casework for determination. During FQ1, 134 pre-applications were responded to across Argyll and Bute. 93 responses (69%) were issued within 30 days. Please note: From 2026/27 FQ1 the target for this measure has been revised from processing within 20 working days to 30 working days in alignment with the Development Management Service Plan (approved September 2024).

This indicator for FQ1 is lower than the target however performance has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	63.5%
	2025/26 FQ2	59.0%
	2025/26 FQ3	57.6%
	2025/26 FQ4	48.4%
	2026/27 FQ1	69.4%

FQ4 Commentary

Performance across the Development Management Service is still being recovered and impacted upon by the management of a significant backlog of casework. Overall output and performance across the service is improving as staff resource issues have been resolved. However, timeliness measures continue to be adversely impacted through the prioritisation of older statutory 'legacy' casework for determination. The target for the handling of pre-application enquiries has been set to 30 days although this change has not yet been reflected in the format of corporate reporting. During FQ4, 124 pre-applications were responded to across Argyll and Bute. 60 responses (48%) were issued within 20 days; 64 responses (52%) were issued within the revised target of 30 days.

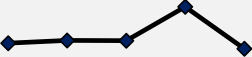
Average number of weeks to determine householder planning applications

Responsible Person: Peter Bain

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	10.0	7.6	-2.4	Green - Actual below Target	Performance across the Development Management Service has been impacted by a significant backlog of casework. Whilst issues relating to staff resource availability have been resolved and output has significantly improved it is highlighted that KPI's measuring average time taken remain adversely affected by the resolution of 'legacy' casework. By FQ1 only a handful of 'householder' 'legacy' items remained. During FQ1, 6 'householder' applications were determined in Bute and Cowal. Please note: From 2026/27 FQ1 the target for this measure has been revised from determining householder applications within 8 weeks, to 10 weeks in alignment with the Development Management Service Plan (approved September 2024).

This indicator for FQ1 is lower than the target however performance has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	9.1
	2025/26 FQ2	9.8
	2025/26 FQ3	9.7
	2025/26 FQ4	18.6
	2026/27 FQ1	7.6

FQ4 Commentary

Performance across the Development Management Service has been impacted by a significant backlog of casework. Whilst issues relating to staff resource availability have been resolved and output has significantly improved it is highlighted that KPI's measuring average time taken remain adversely affected by the resolution of increasing volumes of 'legacy' casework. The Council's target for 'householder' applications has been revised to 10 weeks although this is not yet reflected in the format of corporate reports. By FQ4 only a handful of 'householder' 'legacy' items remained, this has resulted in a general improvement across this particular performance measure. During FQ4, 6 'householder' applications were determined in Bute and Cowal, two of which were 'legacy' items. Excluding the legacy items, the remaining 4 applications were determined within an average time of 10.9 weeks.

Average number of weeks to determine householder planning applications

Responsible Person: Peter Bain

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	10.0	12.1	2.1	Red - Actual exceeds Target	Performance across the Development Management Service has been impacted by a significant backlog of casework. Whilst issues relating to staff resource availability have been resolved and output has improved it is highlighted that KPI's measuring average time taken remain adversely affected by the resolution of 'legacy' casework. By FQ1 only a handful of 'householder' 'legacy' items remained. During FQ1, 57 'householder' applications were determined across Argyll and Bute, a 27% increase on the previous quarter. Three of these were 'legacy' items - excluding these, the remaining 54 applications were determined within an average time of 10.1 weeks. Please note: From 2026/27 FQ1 the target for this measure has been revised from determining householder applications within 8 weeks, to 10 weeks in alignment with the Development Management Service Plan (approved September 2024).

This indicator for FQ1 exceeds the target and performance has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	10.4
	2025/26 FQ2	7.9
	2025/26 FQ3	10.6
	2025/26 FQ4	11.9
	2026/27 FQ1	12.1

FQ4 Commentary

Performance across the Development Management Service has been impacted by a significant backlog of casework. Whilst issues relating to staff resource availability have been resolved and output has improved it is highlighted that KPI's measuring average time taken remain adversely affected by the resolution of increasing volumes of 'legacy' casework. The Council's target for 'householder' applications has been revised to 10 weeks although this is not yet reflected in the format of corporate reports. By FQ4 only a handful of 'householder' 'legacy' items remained, this has resulted in a general improvement across this particular performance measure. During FQ4, 45 'householder' applications were determined across Argyll and Bute including 5 'legacy' items. Excluding the 'legacy' items, the remaining 40 applications were determined within an average time of 8.9 weeks.

Number of empty properties

Responsible Person: Jonathan Welch

Performance presented is at area level and Council-wide.

Period	Area	Baseline	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	79	93	14	Red - Actual exceeds Baseline	Bute and Cowal's empty business property relief rate remains the highest in the authority, at 5.61%, with another increase of 0.87% in the most recent quarter. This is certainly as a result of increased audit and reporting, but the figures do not reflect recent new tenancies / reopening of properties following a series of council interventions, that we shall see the results of in the next quarter. Rothesay still has the highest rate, but we are engaged in a number of projects in the town centre including the reopening of Criterion Bar and addressing a missing shopfront on High Street. On a positive note, the forthcoming Dunoon Town Centre Investment Scheme will be a positive intervention and assist in reducing the rate of relief in the admin area.

This indicator for FQ1 shows the cumulative number of empty properties has exceeded the baseline.

Actual trend line	Period	Actual
	2025/26 FQ1	77
	2025/26 FQ2	70
	2025/26 FQ3	68
	2025/26 FQ4	90
	2026/27 FQ1	93

FQ4 Commentary

The rate of empty property relief stands at 5.84%. We have granted assisted 11 projects with a total of £100,000 plus others such as The Royal Hotel, Tighnabruaich with rates relief as it is undergoing comprehensive refurbishment. 6 projects have concluded with 4 underway. The increased numbers of empty properties is driven by a number of industrial and office units in the Sandbank. There remains a high volume of grant enquiries from Dunoon and we've a number of pipeline projects in Rothesay which will result in openings.

2026/27 FQ1	A&B	277	337	60	Red - Actual exceeds Baseline	The empty relief rate has increased once again by 0.72% in the first quarter of the financial year. This could be driven many factors, including an interruption of financial support due to a budget saving impact activity, improved reporting/audits between Empty Business Property Officer and NDR team. Macro-economic matters are playing out as business closures are on the increase, and we are seeing this across the authority. There also appears to be possible anomalies in the return, as the reports could be listing some properties that are actually in productive use. Empty Business Property Officer will investigate a list of properties (c20+) that need queried and review of data quality.
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This indicator for FQ1 shows the cumulative number of empty properties has exceeded the baseline.

Actual trend line	Period	Actual
	2025/26 FQ1	276
	2025/26 FQ2	267
	2025/26 FQ3	249
	2025/26 FQ4	322
	2026/27 FQ1	337

FQ4 Commentary

The empty relief rate has increased by almost 1% in the past quarter, however, this is the first FQ4 reporting and arguably the toughest in terms of trading conditions as a result of seasonality, poor weather plus the anticipation of impacts of the macro economic environment on subjects such as revaluations and resultant increases in rateable value plus National Minimum Wage and National Insurance contributions will have resulted in more exits from the market. On that basis, it is critically important that we continue to advance interventions in our town centres, and help address market failure re: costs of repurposing etc are going to act as barriers to investment.

Number of new homeless applicants who required temporary accommodation this period

Responsible Person: Morven Macintyre

Performance presented is Council-wide only.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	No Target	31	N/A	N/A	During FQ1, the housing service took 133 homeless applications and provided temporary accommodation for 31 new homeless households. B&C: Out of 42 Homeless Applications, 7 new households went in to temporary accommodation (6 x Serviced Accommodation, 1 x Bed & Breakfast 3 x Registered Social Landlord). H&L: Out of 33 Applications, 6 new households went in to temporary accommodation (4 x Serviced Accommodation, 2 x Bed & Breakfast). MAKI: Out of 35 Homeless Applications, 7 new households went in to temporary accommodation (4 x Private Sector Lease, 1 x Serviced Accommodation, 1 x Supported Accommodation, 1 x Bed & Breakfast). OLI: Out of 23 Homeless Applications, 11 new households went in to temporary accommodation (2 x Private Sector Lease, 7 x Supported Accommodation, 1 x Registered Social Landlord, 1 x Serviced Accommodation). Please note: • The Registered Social Landlord and Private Rented Sector properties are leased by the Council and sub-let to homeless households as temporary accommodation. • Serviced Accommodation is available in Cowal and Helensburgh and is for single people providing an en-suite bedroom and shared kitchen facilities. • Supported accommodation is provided in Lorn by Blue Triangle Housing Association. • Emergency accommodation may on occasion be provided out with the location of the original presentation due to the pressure on the availability of temporary accommodation.

This indicator for FQ1 shows the number of applicants has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	27
	2025/26 FQ2	31
	2025/26 FQ3	23
	2025/26 FQ4	42
	2026/27 FQ1	31

Please note:

- The Registered Social Landlord and Private Rented Sector properties are leased by the Council and sub-let to homeless households as temporary accommodation.
- Serviced Accommodation is available in Cowal and Helensburgh and is for single people providing an en-suite bedroom and shared kitchen facilities.
- Supported accommodation is provided in Lorn by Blue Triangle Housing Association.
- Emergency accommodation may on occasion be provided out with the location of the original presentation due to the pressure on the availability of temporary accommodation.

FQ4 Commentary

During FQ4, the housing service took 137 homeless applications and provided temporary accommodation for 42 new homeless households.

B&C: Out of 44 Homeless Applications, 8 new households went in to temporary accommodation (7 x Serviced Accommodation, 1 x Registered Social Landlord).

H&L: Out of 32 Applications, 17 new households went in to temporary accommodation (9 x Serviced Accommodation, 6 x Bed & Breakfast, 1 x Private Sector Lease, 1 x Registered Social Landlord).

MAKI: Out of 34 Homeless Applications, 3 new households went in to temporary accommodation (1 x Private Sector Lease, 2 x Serviced Accommodation).

OLI: Out of 27 Homeless Applications, 14 new households went in to temporary accommodation (2 x Private Sector Lease, 11 x Supported Accommodation, 1 x Registered Social Landlord).

Please note:

- The Registered Social Landlord and Private Rented Sector properties are leased by the Council and sub-let to homeless households as temporary accommodation.
- Serviced Accommodation is available in Cowal and Helensburgh and is for single people providing an en-suite bedroom and shared kitchen facilities.
- Supported accommodation is provided in Lorn by Blue Triangle Housing Association.
- Emergency accommodation may on occasion be provided out with the location of the original presentation due to the pressure on the availability of temporary accommodation.

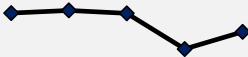
Maintain the percentage of local suppliers that benefit from the award of contracts via the procurement portal

Responsible Person: Anne MacColl-Smith

Performance presented is Council-wide only.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	20.0%	20.7%	0.7%	Green - Actual exceeds Target	During FQ1 there were 27 tender/quick quote contract awards, with 29 successful suppliers. 6 of which were local suppliers (20.7% - above target) with an estimated value of £332k. Note: Only 8 contracts received bids from local suppliers (the nature and types of contracts awarded can impact on submissions of local bidders) with 6 being successful, a win rate of 75.0%.

This indicator for FQ1 exceeds the target and performance has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	32.9%
	2025/26 FQ2	34.7%
	2025/26 FQ3	32.8%
	2025/26 FQ4	9.5%
	2026/27 FQ1	20.7%

FQ4 Commentary

The nature of the types of contracts awarded can impact on submissions of local bidders. The YTD % is showing as 25.8% which is performing above target. From the 74 tender/quick quote contract awards during FQ4, there were 84 successful suppliers, 8 of which were local suppliers with a total estimated value of £340k. However, only 12 tenders/quick quotes received local bids (therefore a win rate of 66.7%).

Increase the number of community benefits that are delivered through contracts we award locally						
Responsible Person: Anne MacColl-Smith						
Performance presented is Council-wide only and reported in FQ2 and FQ4.						
Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	No Target	0	N/A	N/A	Reported six monthly - next report available October 2026.
Actual trend line		Period	Actual	FQ4 Commentary		
		2025/26 FQ1	-	During FQ3 and FQ4, 42 community benefits were achieved through Contract Management, Contract Awards and the Request List.		
		2025/26 FQ2	62			
		2025/26 FQ3	-			
		2025/26 FQ4	42			
		2026/27 FQ1				

Percentage of street lighting faults repaired within 10 days

Responsible Person: Tom Murphy

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	75%	100%	25%	Green - Actual exceeds Target	Low number of faults reported in FQ1 - with strong team performance.

This indicator for FQ1 exceeds the target with no change in performance since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	99%
	2025/26 FQ2	90%
	2025/26 FQ3	98%
	2025/26 FQ4	100%
	2026/27 FQ1	100%

FQ4 Commentary

Lower number of faults in FQ4, with continued strong performance in dark lamp repairs.

2026/27 FQ1	A&B	75%	77%	2%	Green - Actual exceeds Target	Good overall performance considering we are awaiting delivery of materials and power supplier attendance.
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This indicator for FQ1 exceeds the target however performance has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	90%
	2025/26 FQ2	95%
	2025/26 FQ3	88%
	2025/26 FQ4	93%
	2026/27 FQ1	77%

FQ4 Commentary

Excellent performance over what was and is historically a busy quarter for the Service.

Number of waste collection complaints

Responsible Person: Tom Murphy

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	Bute	No Target	0	N/A	N/A	There were no waste collection complaints received for the Isle of Bute this quarter.

This indicator for FQ1 shows the number of waste collection complaints has remained the same since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	0
	2025/26 FQ2	0
	2025/26 FQ3	0
	2025/26 FQ4	0
	2026/27 FQ1	0

FQ4 Commentary

No waste collection complaints were received for the Isle of Bute in FQ4.

2026/27 FQ1	Cowal	No Target	4	N/A	N/A	A total of 4 waste collection complaints were received this quarter for the Cowal area.
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This indicator for FQ1 shows the number of waste collection complaints has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	2
	2025/26 FQ2	5
	2025/26 FQ3	3
	2025/26 FQ4	3
	2026/27 FQ1	4

FQ4 Commentary

In the Cowal area in FQ4 3 waste collection complaints were received.

Number of waste collection complaints

Responsible Person: Tom Murphy

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	No Target	21	N/A	N/A	The service received 21 waste collection complaints in FQ1. Given the amount of properties the service collect general , recycling, glass and food waste from this is a very good level of service

This indicator for FQ1 shows the number of waste collection complaints has remained the same since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	34
	2025/26 FQ2	36
	2025/26 FQ3	28
	2025/26 FQ4	21
	2026/27 FQ1	21

FQ4 Commentary

A total of 21 waste collection complaints were received for the whole of Argyll and Bute in FQ4. Given the number of properties and the different types of waste collected, general, recycling, glass and food, this is a very good level of service.

Percentage of waste recycled, composted and recovered

Responsible Person: Andy Summers

Performance presented is by Council-wide service provision.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	45.0%	95.1%	50.1%	Green - Actual exceeds Target	95.1% recycling, composting and recovery (39.1% recycling and composting plus 56.0% recovery). This is the second quarter since the municipal landfill ban was introduced in January 2026 and overall percentages are similar to the previous quarter. The Council submitted applications to SEPA which were granted by SEPA for further 6 month landfill derogations for the island landfills on Islay (at Gartreck) and on Mull (Glengorm). These derogations will ensure that landfill can continue at these sites at least until 31st December 2026.

This indicator for FQ1 exceeds the target however performance has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	66.6%
	2025/26 FQ2	63.2%
	2025/26 FQ3	56.0%
	2025/26 FQ4	95.3%
	2026/27 FQ1	95.1%

FQ4 Commentary

95.3% recycling, composting and recovery (41.3% recycling/composting plus 54% recovery). This is the first quarter since the municipal landfill ban was introduced by The Scottish Government from 1st January 2026. The Council is fully compliant with the landfill ban in the Waste PPP and Helensburgh Lomond areas. A relatively small amount of municipal landfill has continued at the Council waste disposal sites at Glengorm (on Mull) and Gartbreck (on Islay) after the Council was successful in a temporary derogation application submission to SEPA. The temporary derogations for both of these island sites expires on 30th June, however the Council intends to apply for further 6 month extensions. Further future 6 monthly derogation extensions may be allowed by SEPA up until the end of 2027 at the latest.

2026/27 FQ1	Renewi	No Target	100.0%	N/A	N/A	100% recycling, composting and recovery (35.3% recycling and composting plus 64.7% recovery). This is the second quarter since the municipal landfill ban was introduced in January 2026 and overall percentages are similar to the previous quarter. The municipal waste landfill ban arrangements are working well with our PPP contractor.
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This indicator for FQ1 shows the percentage of waste recycled has remained the same since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	51.5%
	2025/26 FQ2	48.9%
	2025/26 FQ3	38.0%
	2025/26 FQ4	100.0%
	2026/27 FQ1	100.0%

FQ4 Commentary

100% recycling/composting and recovery (36.9% recycling composting plus 63.1% recovery). Waste PPP area from 1st January 2026 was fully compliant with the municipal landfill ban. From January, general waste is being bulked up and transported to the central belt where it is being processed into refuse derived fuel (RDF) for energy from waste (EfW).

Percentage of waste recycled, composted and recovered

Responsible Person: Andy Summers

Performance presented is by Council-wide service provision.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	Islands	No Target	52.9%	N/A	N/A	52.9% recycling, composting and recovery (43.0% recycling and composting plus 9.9% recovery). Islands landfill figure is 47.1%. The Council submitted applications to SEPA (which were subsequently granted by SEPA) for further 6 month landfill derogations for the Island landfills on Islay (at Gartreck) and on Mull (Glengorm). These derogations will ensure that landfill can continue at these sites at least until 31st December 2026.

This indicator for FQ1 shows the percentage of waste recycled has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	52.5%
	2025/26 FQ2	40.1%
	2025/26 FQ3	53.7%
	2025/26 FQ4	46.8%
	2026/27 FQ1	52.9%

FQ4 Commentary

46.8% recycling, composting and recovery (38.1% recycling/composting plus 8.7% recovery). This is the first quarter since the municipal landfill ban was introduced by The Scottish Government from 1st January 2026. The Council is fully compliant with the landfill ban in the Waste PPP and Helensburgh Lomond areas. A relatively small amount of municipal landfill has continued at the Council waste disposal sites at Glengorm (on Mull) and Gartbreck (on Islay) after the Council was successful in a temporary derogation application submission to SEPA. The temporary derogations for both of these island sites expires on 30th June, however the Council intends to apply for further 6 month extension. Further future 6 monthly derogation extensions may be allowed by SEPA up until the end of 2027 at the latest. The general from Tiree and Coll is, landfill ban compliant as it has been transported to a central belt contractor for refuse derived fuel (RDF)/energy from waste (EFW) since 2024.

2026/27 FQ1	H&L	No Target	100.0%	N/A	N/A	100% recycling, composting and recovery (47.8% recycling and composting plus 52.2% recovery). This is the second quarter since the municipal landfill ban was introduced in January 2026, however the Helensburgh and Lomond area residual waste has been compliant with the landfill ban since 2024.
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This indicator for FQ1 shows the percentage of waste recycled has remained the same since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	100.0%
	2025/26 FQ2	100.0%
	2025/26 FQ3	100.0%
	2025/26 FQ4	100.0%
	2026/27 FQ1	100.0%

FQ4 Commentary

100% recycling/composting and recovery (50.7% recycling composting plus 49.3% recovery). Since 2024, general waste from Helensburgh and Lomond has been taken to contractors in Renfrewshire where it is being processed into refuse derived fuel (RDF) for energy from waste (EfW).

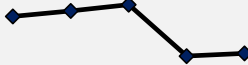
Number of tonnes of waste sent to landfill

Responsible Person: Andy Summers

Performance presented is Council-wide only.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	5,850	798	-5,052	Green - Actual below Target	This is the second quarter since the municipal landfill ban was introduced in January 2026. Landfill tonnages for this quarter are low and similar to the previous quarter, whereby it is only at two Island landfill where the Council is continuing to landfill general residual municipal waste under derogation by SEPA. The Council submitted applications to SEPA, which were subsequently granted for further 6 month landfill derogations for the Island landfills on Islay (at Gartreck) and on Mull (Glengorm). These derogations will ensure that landfill can continue for residual waste at these sites at least until 31st December 2026.

This indicator for FQ1 is lower than the target (lowest is best).

Actual trend line	Period	Target	Actual
	2025/26 FQ1	5,850	3,267
	2025/26 FQ2	5,550	3,625
	2025/26 FQ3	5,100	4,049
	2025/26 FQ4	5,000	621
	2026/27 FQ1	5,850	798

FQ4 Commentary

This is the first quarter since the municipal landfill ban was introduced by The Scottish Government from 1st January 2026. The Council is fully compliant with the landfill ban in the Waste PPP and Helensburgh Lomond areas. A relatively small amount of municipal landfill has continued at the Council waste disposal sites at Glengorm (on Mull) and Gartbreck (on Islay) after the Council was successful in a temporary derogation application submission to SEPA. The temporary derogations for both of these island sites expires on 30th June, however the Council intends to apply for further 6 month extensions. Further future 6 monthly derogation extensions may be allowed by SEPA up until the end of 2027 at the latest.

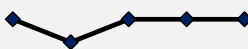
LEAMS (Local Environment Audit and Management System)

Responsible Person: Tom Murphy

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	Bute	73	81	8	Green - Actual exceeds Target	The LEAMS figure for the Isle of Bute for FQ1 sits at 81, exceeding both the national and benchmark figures.

This indicator for FQ1 exceeds the target with no change in performance since the last reporting period.

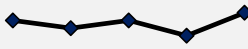
Actual trend line	Period	Actual
	2025/26 FQ1	81
	2025/26 FQ2	78
	2025/26 FQ3	81
	2025/26 FQ4	81
	2026/27 FQ1	81

FQ4 Commentary

FQ4 overall street cleanliness figure for the isle of Bute is 81.

2026/27 FQ1	Cowal	73	81	8	Green - Actual exceeds Target	The Cowal area received a street cleanliness score of 81 in FQ1.
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This indicator for FQ1 exceeds the target and performance has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	80
	2025/26 FQ2	79
	2025/26 FQ3	80
	2025/26 FQ4	78
	2026/27 FQ1	81

FQ4 Commentary

Cowal's overall street cleanliness figure for FQ4 is 78.

LEAMS (Local Environment Audit and Management System)

Responsible Person: Tom Murphy

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	73	86	13	Green - Actual exceeds Target	The overall street cleanliness score for FQ1 across Argyll and Bute sits at 86. This score shows that the streets and/or open spaces checked are well maintained with very little litter/weeds visible. The street cleanliness score incorporates litter, fly posting, fly tipping, detritus, weeds and more.

This indicator for FQ1 exceeds the target with no change in performance since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	84
	2025/26 FQ2	86
	2025/26 FQ3	85
	2025/26 FQ4	86
	2026/27 FQ1	86

FQ4 Commentary

The street cleanliness score for FQ4 is 86, exceeding the bench marking target of 73. This shows the area is well maintained on the whole with very little litter visible on the streets and/or open spaced checked.

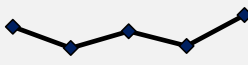
Teacher sickness absence

Responsible Person: Jennifer Crocket

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	No Target	2.86	N/A	N/A	Sickness absence has increased during the quarter, indicating a slight decline in attendance levels compared with the previous reporting period, as well as the same quarter last year. Continued monitoring will be important to identify any emerging trends and ensure appropriate support and management interventions are applied where necessary. Maintaining a focus on attendance management, employee wellbeing, and early intervention will help support workforce resilience, minimise operational disruption, and promote sustained attendance improvement.

This indicator for FQ1 shows the number of sickness absence days has increased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	2.70
	2025/26 FQ2	2.41
	2025/26 FQ3	2.64
	2025/26 FQ4	2.44
	2025/26 FQ1	2.86

FQ4 Commentary

Working days lost due to sickness have reduced in FQ4 and remains below those recorded in the same period last year. While this is a positive local position, it sits within a wider context of sustained national increase and longer-term upward trends in sickness absence. To sustain improvement and future risk, proactive absence management will continue, supported by interventions such as refresher training for managers on attendance procedures, timely case reviews, and consistent application of support measures.

2026/27 FQ1	A&B	No Target	2.32	N/A	N/A	Sickness absence has reduced this quarter, representing a positive improvement in attendance levels, however it is higher than the same quarter, last year. The reduction suggests that attendance has improved compared with the previous quarter, helping to support workforce capacity and service delivery. While the improvement is encouraging, continued focus on employee wellbeing, early intervention, and consistent application of attendance management processes will be important to sustain this positive trend and support further improvements in absence performance.
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This indicator for FQ1 shows the number of sickness absence days has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	2.13
	2025/26 FQ2	1.75
	2025/26 FQ3	2.58
	2025/26 FQ4	2.58
	2026/27 FQ1	2.32

FQ4 Commentary

Overall, sickness absence performance in FQ4 has been mixed, with some areas showing positive reductions in working days lost, while others have seen a slight increase or remained in line with the same period last year. This suggests that while some progress is being made, absence patterns continue to vary across services. Targeted support, focused management engagement, and ongoing monitoring will remain key to sustaining improvement and addressing areas of higher absence. Target training in the Supporting Attendance at Work Procedures has been undertaken with managers.

LGE staff (including non-Teacher) sickness absence

Responsible Person: Carolyn Cairns

Performance presented is at area level and Council-wide.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	B&C	No Target	3.96	N/A	N/A	Sickness absence has reduced this quarter, and is lower than the same quarter last year, representing a positive improvement in attendance levels. The reduction suggests that attendance has improved compared with the previous quarter, helping to support workforce capacity and service delivery. While the improvement is encouraging, continued focus on employee wellbeing, early intervention, and consistent application of attendance management processes will be important to sustain this positive trend and support further improvements in absence performance.

This indicator for FQ1 shows the number of sickness absence days has decreased since the last reporting period.

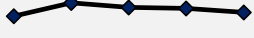
Actual trend line	Period	Actual
	2025/26 FQ1	4.17
	2025/26 FQ2	4.12
	2025/26 FQ3	4.20
	2025/26 FQ4	4.43
	2026/27 FQ1	3.96

FQ4 Commentary

Working days lost due to sickness have increased slightly in FQ4 but still remain below those recorded in the same period last year and sits within a wider context of sustained national increase and longer-term upward trends in sickness absence. To sustain improvement and future risk, proactive absence management will continue, supported by interventions such as refresher training for managers on attendance procedures, timely case reviews, and consistent application of support measures.

2026/27 FQ1	A&B	No Target	3.89	N/A	N/A	Sickness absence has reduced this quarter (with a slight increase against the same quarter last year), representing a positive improvement in attendance levels. The reduction suggests that attendance has improved compared with the previous quarter, helping to support workforce capacity and service delivery. While the improvement is encouraging, continued focus on employee wellbeing, early intervention, and consistent application of attendance management processes will be important to sustain this positive trend and support further improvements in absence performance.
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This indicator for FQ1 shows the number of sickness absence days has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	3.82
	2025/26 FQ2	4.06
	2025/26 FQ3	3.98
	2025/26 FQ4	3.96
	2026/27 FQ1	3.89

FQ4 Commentary

Overall, sickness absence performance in FQ4 has been mixed, with some areas showing positive reductions in working days lost, while others have seen a slight increase or remained in line with the same period last year. This suggests that while some progress is being made, absence patterns continue to vary across services. Targeted support, focused management engagement, and ongoing monitoring will remain key to sustaining improvement and addressing areas of higher absence. Target training in the Supporting Attendance at Work Procedures has been undertaken with managers.

Increase the percentage of all self-service automated contacts

Responsible Person: Robert Miller

Performance presented is Council-wide only.

Period	Area	Target	Actual	Variance	Status	FQ1 Commentary
2026/27 FQ1	A&B	70.0%	78.2%	8.2%	Green - Actual exceeds Target	In FQ1 there were 37,266 customer transactions dealt with by Customer Service Agents (21.8%) and 134,015 were automated/digital self-service transactions (78.2%) so the 70.0% target was substantially bettered.

This indicator for FQ1 exceeds the target however performance has decreased since the last reporting period.

Actual trend line	Period	Actual
	2025/26 FQ1	76.1%
	2025/26 FQ2	78.4%
	2025/26 FQ3	79.5%
	2025/26 FQ4	80.3%
	2026/27 FQ1	78.2%

FQ4 Commentary

In FQ4 there were 36,318 customer transactions dealt with by Customer Service Agents (19.7%) and 147,990 were automated/digital self-service transactions (80.3%) so the 70.0% target was substantially bettered.