

Agenda Item	15
Report No	HP/46/25

The Highland Council

Committee: **Housing and Property**

Date: **5 November 2025**

Report Title: **Service Performance Reporting for Q2 June 2025 to September 2025**

Report By: **Assistant Chief Executive - Place**

1 Purpose/Executive Summary

1.1 The report details relevant performance monitoring information for the Housing and Property Service as follows:-

- Corporate Indicators;
- Contribution to the Performance Plan; and
- Service Plan Progress

1.2 The content and structure are intended to: -

- assist Member scrutiny and performance management;
- inform decision making to aid continuous improvement; and
- provide transparency and accessibility.

2 Recommendations

2.1 Members are asked to **scrutinise** and **note** the Service's performance information.

3 Implications

3.1 **Resource** - Any resource implications are detailed in the report.

3.2 **Legal** - This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.

3.3 **Risk** - There are no implications arising as a direct result of this report.

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - There are no immediate health and safety implications arising from this report.

3.5 **Gaelic** - There are no implications for Gaelic arising from this report.

4 Impacts

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 This is a monitoring and update report and therefore an impact assessment is not required.

5 Service Performance – Corporate Indicators

- 5.1 Service performance in relation to Absence, Complaints, FOIs, and Invoice Payments are set out in the following sub-sections.

5.2 Service Attendance Management

Absence data for Q2 25/26 was not yet available within the timeline for drafting this report. Q2 25/26 Absence data will be provided in the next Service Performance report in January 2026.

- 5.2.1 Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance.
- 5.2.2 Reducing absence rates through a strong and consistent approach to attendance management is a particular focus for the service. Mandatory online and face-to-face training is available for managers. Attendance Support Officers continue to play a vital role in assisting both managers and employees. Managers are undertaking employee review and development (ERD) meetings with staff to identify any training and wellbeing requirements. The Employee Assistance Programme also provides staff and their families with access to a confidential counselling service and many other wellbeing services including legal and financial information, life coaching and health information.
- 5.2.3 Mental health related absences continue to appear within the top three long term absence reasons for all Clusters. It should be noted that employees often require multiple treatments and ongoing support which may extend periods of absence. Additionally, there continues to be long NHS waiting lists to access appropriate mental health services.
- 5.2.4 As way of supporting stress/debility issues the occupational health, safety and wellbeing team have been hosting drop-in on-line sessions for staff on wellbeing, mental health and stress management. There has also been a focus on recruiting and training an additional 21 mental health representatives, bringing the total in the Council to 91 reps.

- 5.2.5 The mental health and wellbeing helpline provides easy access to the following mental health support services: EAP; NHS 24; Samaritans and mental health representatives.
- 5.2.6 Musculoskeletal reasons also continue to appear in the top three absence reasons for the service and managers are mindful of the largely manual workforce and the impact of those jobs on employee health and wellbeing. Therefore, occupational health and physiotherapy referrals are progressed as and when required. This is particularly important based on the aging workforce and the requirement to ensure staff receive the appropriate risk assessments, training and PPE to undertake their roles safely.

5.3 Service Complaints Response Times

- 5.3.1 Monitoring complaints provides important feedback which can facilitate decision making and service design. Services are responsible for responding to complaints which are issued on their behalf by the Complaints and Information Team ('CIT').

Performance for complaints during Q2 2025/26 against a corporate target of 80% was as follows:-

Service Complaints - Housing and Property

Number of closed complaints and the % compliant with the legislative timescale

Frontline Resolution within 5 days

	Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26	
Housing and Property	43	63 %	38	66 %	37	65 %	33	76 %	32	84 %	42	83 %	25	84 %	43	86 %
Highland Council	150	80 %	189	76 %	219	84 %	196	78 %	155	88 %	183	87 %	177	92 %	223	90 %

Investigation Resolution within 20 days

	Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26	
Housing and Property	4	50 %	23	57 %	15	53 %	11	55 %	25	28 %	12	42 %	20	40 %	28	39 %
Highland Council	67	48 %	98	46 %	86	47 %	101	57 %	90	42 %	71	51 %	68	47 %	86	40 %

Escalated Resolution within 20 days

	Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26	
Housing and Property	8	50 %	13	31 %	16	19 %	7	29 %	9	22 %	13	46 %	7	14 %	9	56 %
Highland Council	28	57 %	34	35 %	47	32 %	28	50 %	26	46 %	34	44 %	30	33 %	15	47 %

Front line complaint handling within the service has met the corporate target of over 80% for the past year. Investigation complaint performance has fallen slightly since the preceding quarter, however there is improved performance in responding to escalated complaints over this period. There is a continued focus from service teams to improve performance in this area.

5.4 Service Freedom of Information ('FOI') Response Times

5.4.1 FOI requests are co-ordinated by CIT in collaboration with the Service teams which may hold information relevant to the request.

The performance for FOI response times during Quarter 2 against a corporate target of 90% was as follows:-

Service Freedom of Information Requests - Housing and Property

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Housing and Property	Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26	
		44	91 %	60	63 %	53	70 %	42	71 %	50	78 %	54	70 %	60	73 %	74

% FOIs Compliant - Highland Council	Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26	
		338	89 %	548	77 %	511	81 %	479	76 %	568	73 %	616	71 %	577	81 %	598

Tables display the number of FOIs closed within the quarter and % of those that were compliant with the legislative timescale (20 working days) for the service and the Highland Council overall. The Scottish Information Commissioner requires the Council to achieve a minimum compliance rate of 90%.

5.4.2 FOI performance across Housing and Property remains below the Council average and has not improved in the latest period. Work is continuing to improve response times against the 90% corporate target.

5.5 Service Invoice Payment Times

5.5.1 Payment of invoices within 30 days of receipt is a Council Statutory Performance Indicator. The Council also monitors the number of invoices paid within 10 days of receipt.

The performance for invoice payment times within 30 days and 10 days during Quarter 2 against a target of 95% and 77%, respectively, was as follows:-

Service Invoice Payment Times - Housing and Property

Invoice Payment within 30 days	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26
Housing and Property	94.8 %	91.2 %	85.8 %	94.4 %	93.9 %	94.4 %	94.3 %	96.8 %
Highland Council	95.6 %	93.6 %	87.7 %	91.4 %	92.9 %	92.9 %	93.0 %	94.8 %

Invoice Payment less than 10 days	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26
Housing and Property	56.0 %	49.0 %	31.0 %	64.0 %	52.5 %	55.0 %	54.0 %	68.8 %
Highland Council	75.3 %	69.7 %	57.0 %	68.5 %	63.8 %	63.3 %	64.7 %	72.4 %

5.5.2 Performance in the payment of invoices across the service has remained consistent over the past year. The service continues to perform above the Council average for invoice payment within 30 days but is tracking slightly behind against payment within 10 days. Q2 figures for within 10 days has improved and is much closer to Council average, in line with performance for the same time period for 24/25.

6 Service Contribution to the Performance Plan

6.1 The following summarises performance against the Housing and Property performance indicators in the Council's Performance Plan. It should be noted that some data is not yet available for 2024/25 and for others, these have not yet been rated as this relates to Highland's comparative performance nationally which is not yet available.

6.2

PIs/Actions in the Performance Plan	Period	Data	Period	Data	Period	Data
Deliver Portree Public Sector Co-location Project CP1.06	Q4 24/25	Some Slippage	Q1 25/26	Some Slippage	Q2 25/26	Some Slippage
Homelessness - case duration [weeks] for all applications CP2.05	FY 22/23	45	FY 23/24	35	FY 24/25	35
Avg. time taken to re-let properties in last yr [days] CP3.02	FY 22/23	32.07	FY 23/24	38.68	FY 24/25	53.95
% of council dwellings that are energy efficient CP3.02 HSN5 SPI	FY 22/23	77.3 %	FY 23/24		FY 24/25	
No. serving and ex-armed forces personnel allocated housing CP3.04	FY 22/23	6	FY 23/24	12	FY 24/25	14
No. serving and ex-armed forces personnel applying for housing CP3.04	FY 22/23	45	FY 23/24	147	FY 24/25	110
Avg. days to complete medical adap applications CP3.05	FY 22/23	38.60	FY 23/24	38.12	FY 24/25	27.07
ERDs being completed - PRH CP5.01	Q4 24/25	Some Slippage	Q1 25/26	Some Slippage	Q2 25/26	Some Slippage
Asset Management - % Suitability CP5.08 CAST1	FY 22/23	77.7 %	FY 23/24	76.8 %	FY 24/25	77.9 %
Asset Management - Condition CP5.08 CAST2	FY 22/23	85.9 %	FY 23/24	85.9 %	FY 24/25	82.4 %
Deliver £1.2M savings target from asset rationalisation CP5.08	Q4 24/25	Completed	Q1 25/26		Q2 25/26	
Gross rent arrears as % of rent due CP5.10 HSN1b	FY 22/23	7.05 %	FY 23/24	7.16 %	FY 24/25	6.42 %

The action **Deliver £1.2M savings target from asset rationalisation** has been transferred to the Reconfiguring our Asset Base Portfolio.

7 Service Plan Progress

7.1 The following outlines service performance against the service plan.

7.2

Housing and Building Maintenance Q2 25/26						
Actions & PIs being monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
% Tenants satisfied with opportunities in decision-making process	FY 23/24	81.9 %	FY 24/25	81.9 %	90.0 %	
Ave time taken to complete non-emergency repairs Highland Wide [days] Qtr	Q1 25/26	6.5	Q2 25/26	6.8	8.9	
Ave time to complete emergency repairs [hours] Highland Wide Qtr	Q1 25/26	4.9	Q2 25/26	3.9		
Gypsy/Traveller sites: Compliance with revised standards	Q1 25/26	100 %	Q2 25/26	100 %	100 %	
Review of housing support arrangements	Q1 25/26		Q2 25/26			Completed Q4 23/24
Scottish Govt and SHR deadlines for reporting met	FY 23/24	100 %	FY 24/25	100 %	100 %	

7.3

Property and Facilities Management Q2 25/26						
Actions & PIs being monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
% Energy reduction projects completed p.a. as planned	FY 23/24	100 %	FY 24/25		90 %	
% of planned GF Capital improvement programmes completed	FY 23/24	95 %	FY 24/25		90 %	
% of planned GF Revenue improvement programmes completed	FY 23/24	111 %	FY 24/25		90 %	
Develop corporate property asset management plan	Q1 25/26		Q2 25/26			Transferred to Delivery Plan
No. site condition survey completed per annum	FY 23/24	72	FY 24/25	50		
Improve Asset Condition: Progress of condition surveys completed Qtr [reporting starts 23/24]	Q1 25/26	103 %	Q2 25/26	107 %	90 %	
Renewable Energy generated per annum	FY 23/24		FY 24/25			

Designation: Assistant Chief Executive - Place

Date: 6 October 2025

Author: Sophie Stuart, Portfolio Manager

Background Papers: None

Appendices: None