The Highland Council

Committee: **Corporate Resources**

Date: **20 November 2025**

Report Title: **Corporate Service – Performance Monitoring Q2 2025/26**

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

1. Purpose/Executive Summary

1.1   This report provides Members with the Q2 2025/26 performance monitoring position for the Corporate Cluster (Performance & Governance, ICT & Digital Transformation and Resources & Finance).

1.2   This report provides the following performance information:
- Corporate Indicators.
- Contribution to the Performance Plan.
- Service Plan progress.
- Service updates out with the Corporate Indicators or Service Plan.

1.3   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:

     i.   Scrutinise and **note** the performance information for the Corporate Cluster.

3. Implications

3.1   **Resource:** There are no resource implications arising as a direct consequence of this 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.

     For the provision of welfare support, the Council has a legal duty to provide such services for specified groups, which, as detailed in the Welfare Budget, includes for example the outsourced services delivered by Citizens Advice. These duties are specified in the

Social Work (Scotland) Act 1968, the Carers (Scotland) Act 2016 and the Child Poverty (Scotland) Act 2017.

3.3   **Risk:** There is a risk that the ongoing cost of living impacts on households will place pressure on the Welfare Budget.

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 arising as a direct result of 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 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 Sickness Absence**

5.2.1   Absence data used to be recorded by the previous Council Service areas. Data by new service area is now available and will be provided going forward.

	Average days lost 25/26	
	Quarter 1	Quarter 2
Corporate cluster	2.22	2.54
All Council	3.55	3.02
Corporate Cluster services*		
Business Solutions		2.27
Corporate Finance		1.67
HR and Communications		3.50
Legal and Corporate Governance		2.11
Revenues and Commercialisation		2.75

*New reporting per cluster from Q2. See **Appendix 1** for previous reporting per service.

5.3 Corporate Sickness Absence – Corporate Cluster

5.3.1 Sickness absence for the Corporate Cluster remains lower than the Council average expect in HR and Communications. In this service, long-term sickness has had an impact and is being closely managed. Sickness absence data across the clusters and Chief Officer teams can be found at **Appendix 2**.

5.3.2 Colds and viruses and musculo-skeletal issues continue to contribute to short-term absences, with mental health remaining a factor also. Further work is to be carried out across the Council to research causes of mental ill health and potential supports available.

5.3.3 The ongoing roll out of Investors in People (IiP) is expected to positively impact staff engagement and will help to inform any future action that could support wellbeing and attendance. The first stage of the IiP appraisal process is now underway in the Corporate cluster with an 83% response rate achieved to the anonymous survey. Face to face conversations are taking place with a sample of staff to provide qualitative feedback.

5.4 Service Complaints Response Times

5.4.1 Monitoring complaints provides important feedback which can facilitate decision making and service design. Each Cluster is responsible for responding to complaints, which are issued on their behalf by the Complaints and Information Team (CIT).

5.4.2

Service Complaints - Corporate Services Cluster

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	
ICT Services	0		1	100 %	0		0		0		0		0		0	
Performance & Governance	2	100 %	4	100 %	26	100 %	17	35 %	0		2	100 %	0		1	100 %
Resources & Finance	18	89 %	23	70 %	15	80 %	3	100 %	19	89 %	25	76 %	29	93 %	21	95 %
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	
ICT Services	0		0		0		0		0		0		0		0	
Performance & Governance	1	100 %	1	100 %	2	50 %	2	50 %	3	0 %	1	0 %	1	100 %	0	
Resources & Finance	2	100 %	3	100 %	8	88 %	36	69 %	8	63 %	4	0 %	3	33 %	8	38 %
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	
ICT Services	0		0		0		0		0		0		0		0	
Performance & Governance	1	100 %	0		0		1	100 %	0		1	100 %	1	0 %	0	
Resources & Finance	3	67 %	1	100 %	3	67 %	3	67 %	2	50 %	0		3	0 %	4	75 %
Highland Council	28	57 %	34	35 %	47	32 %	28	50 %	26	46 %	34	44 %	30	33 %	27	26 %

5.4.3   Officers continue to take steps to resolve complaints within the target completion timescales recognising that some complaints can require significant work to obtain data and information to inform the final response. This can also involve more than one team from one or more Cluster.

5.5   **Service Freedom of Information (FOI) Response Times**

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

5.5.2

Service Freedom of Information Requests - Corporate Service Cluster

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - ICT Services	Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26	
	13	92 %	24	92 %	20	65 %	25	80 %	17	76 %	15	73 %	19	89 %	17	82 %

% FOIs Compliant - Performance & Governance	Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26	
	26	92 %	51	80 %	44	77 %	51	88 %	53	81 %	52	75 %	55	93 %	53	89 %

% FOIs Compliant - Resources & Finance	Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26	
	34	88 %	60	87 %	51	86 %	56	77 %	54	74 %	75	75 %	71	76 %	70	71 %

% 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	77 %

5.5.3   All teams within the Corporate Services Cluster continue to take steps to monitor performance and to identify further improvement actions.

5.6   **Corporate Cluster Invoice Payment Times**

5.6.1   These indicators measure the Council's efficiency at paying invoices within 30 days and 10 days of receipt as a percentage of all invoices paid. While 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 targets for performance are 95% and 77% respectively for 30- and 10-days.

5.6.2

Service Invoice Payment Times - Corporate Service Cluster

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
ICT Services	99.1 %	99.2 %	76.7 %	86.9 %	81.0 %	84.0 %	92.0 %	94.2 %
Performance & Governance	98.1 %	94.8 %	97.5 %	97.3 %	96.5 %	88.3 %	93.0 %	95.4 %
Resources & Finance	98.1 %	98.5 %	79.9 %	88.3 %	96.4 %	93.3 %	96.9 %	95.4 %
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
ICT Services	95.6 %	91.0 %	41.7 %	60.0 %	54.8 %	48.7 %	49.1 %	56.5 %
Performance & Governance	83.2 %	79.3 %	81.3 %	79.8 %	82.6 %	56.9 %	83.6 %	82.1 %
Resources & Finance	91.2 %	79.3 %	43.6 %	53.7 %	68.0 %	57.7 %	75.6 %	78.1 %
Highland Council	75.3 %	69.7 %	57.0 %	68.5 %	63.8 %	63.3 %	64.7 %	72.5 %

5.6.3   For this 30-day measure, Resources & Finance and Performance & Governance within the Corporate Cluster were ahead of the reported Council performance at 95.4% for both these services. This performance also exceeds the 95% performance target. ICT Service's performance was 94.2% which is a material improvement on Q2 2024/25 (86.9%), thus demonstrating the value of performance information and the ongoing work within teams for further improvement.

5.6.4   During Q2, for the 10-day measure, performance improved on the Q2 position for 2024/25, with both Performance & Governance and Resources & Finance performing above the 10-day corporate target of 77%. Officers continue to review processes with the aim of achieving further improvements across Clusters.

5.7   Council Invoice Payments – SPI Owner

5.7.1   The Council's Q2 performance for payments within 30 Days was 94.8% for invoice processing, compared with 91.4% for the same period in 2024/25. For invoice payments less than 10 days, Q2 performance was 72.5%, which is an improvement on the Q2 position in 2024/25 at 68.5%. Council-wide performance is provided in **Appendix 3** to this report.

5.7.2   Activity continues to monitor performance with steps being taken to improve performance at the various stages in the overall process, with the aim of continually improving performance for both measures across all Clusters.

6.   Contribution to the Performance Plan

6.1   ICT & Digital Transformation:

PIs/Actions in the Performance Plan	Period	Data	Period	Data	Period	Data
ERDs being completed - DCE || CP5.01	Q4 24/25		Q1 25/26		Q2 25/26	
Digital Strategy implemented || CP5.04	Q4 24/25	On Target	Q1 25/26	On Target	Q2 25/26	On Target
ICT Strategy implemented || CP5.04	Q4 24/25	On Target	Q1 25/26	On Target	Q2 25/26	On Target

6.2 Performance & Governance:

PIs/Actions in the Performance Plan	Period	Data	Period	Data	Period	Data
Culture and heritage events promoted through press and social media || CP1.12	Q4 24/25	On Target	Q1 25/26	Completed	Q2 25/26	
Highland AR App used to promote Highland heritage and culture || CP1.12	Q4 24/25		Q1 25/26		Q2 25/26	
No. Gaelic culture reports promoted through press releases and social media || CP1.12	FY 22/23	44	FY 23/24	73	FY 24/25	41
Work with partners to support campaigns to keep public spaces clean and safe || CP2.07	Q4 24/25	Completed	Q1 25/26		Q2 25/26	
ERDs being completed - PGV || CP5.01	Q4 24/25	Some Slippage	Q1 25/26	On Target	Q2 25/26	On Target

6.3 Resources & Finance:

PIs/Actions in the Performance Plan	Period	Data	Period	Data	Period	Data
Avg days to process Housing Benefit & Council Tax Reductions - Changes of Circumstance || CP1.02	FY 22/23	1.9	FY 23/24	1.6	FY 24/25	1.5
Avg days to process Housing Benefit & Council Tax Reductions - New Claims || CP1.02	FY 22/23	11.0	FY 23/24	10.0	FY 24/25	10.6
No. newly enrolled and upskilled via THC Modern Apprenticeships per year || CP1.03	FY 22/23	64	FY 23/24	100	FY 24/25	81
% of procurement spend on local enterprises || CP2.11 || ECON04	FY 22/23	49.10 %	FY 23/24	51.80 %	FY 24/25	
% of indicators in OHS Strategy with green rating || CP5.01	FY 22/23	90 %	FY 23/24	60 %	FY 24/25	80 %
ERDs being completed - RSF || CP5.01	Q4 24/25	Some Slippage	Q1 25/26	On Target	Q2 25/26	On Target
Finance element of new HR system [OneCouncil] implemented || CP5.01	Q4 24/25	Completed	Q1 25/26		Q2 25/26	
Identify and agree Corporate Training priorities: achieve compliance with training || CP5.01	Q4 24/25	On Target	Q1 25/26	On Target	Q2 25/26	Some Slippage
Identify and agree Corporate Training priorities: improve ERD recording || CP5.01	Q4 24/25	Some Slippage	Q1 25/26	On Target	Q2 25/26	Some Slippage
Identify and agree Corporate Training priorities: Managers mandatory || CP5.01	Q4 24/25		Q1 25/26		Q2 25/26	
Sickness Days Lost per Employee || CP5.01	FY 22/23	8.58	FY 23/24	11.39	FY 24/25	13.17
Council Tax - Annual % received || CP5.10 || CORP07	FY 22/23	96.71 %	FY 23/24	95.89 %	FY 24/25	95.65 %

7. Service Plan Progress

7.1 ICT & Digital Transformation

7.1.1

Digital: Maximising the use of new processes and technology Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Biennial Digital Maturity Assessment	2021 - 2023	2.50	2023 - 2025	2.59	3.00	level 5/5 by 2027
Digital Strategy implemented || CP5.04	Q1 25/26	On Target	Q2 25/26	On Target		Due to complete Q1 27/28
Implementation of Digital Foundations to support digital transformation	Q1 25/26		Q2 25/26			Completed Q4 24/25

7.1.2

Strategic Improvement Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Corporate programmes and projects with evidence of full lifecycle management	Q1 25/26		Q2 25/26			Completed - 100% achieved by March 2024
Ensure Strategic Improvement Board is operating consistently to the terms of reference	Q1 25/26		Q2 25/26			Completed Q4 23/24
Establish full lifecycle management process for the corporate portfolio of programmes and projects	Q1 25/26		Q2 25/26			Completed Q1 24/25
Implement new team structure and align to corporate priority programmes and projects	Q1 25/26		Q2 25/26			Completed Q3 23/24

7.1.3

ICT: Provision of robust, secure and sustainable in-house ICT service Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
ICT % customers satisfied - monthly	M5 25/26	97.2 %	M6 25/26	98.5 %	95.0 %	
ICT % service contacts resolved within 24 hrs - monthly	M5 25/26	63.6 %	M6 25/26	52.1 %	56.0 %	
ICT Avg wait time [seconds] for Service Desk contacts - monthly	M5 25/26	45	M6 25/26	45	60	
ICT User Satisfaction [SOCITM] - Annual	FY 23/24	5.43	FY 24/25			Completed
% windows devices functional and receiving all security updates	Q1 25/26	77	Q2 25/26	97	100	
ICT Strategy implemented || CP5.04	Q1 25/26	On Target	Q2 25/26	On Target		Due to complete 2027
Consolidate the in-house ICT Service	Q1 25/26		Q2 25/26			Completed Q3 23/24
Reduce the reliance on the Data Centre	Q1 25/26	Completed	Q2 25/26			Completed Q1 25/26
Start a rolling refresh programme for Windows devices and software	Q1 25/26		Q2 25/26			Completed Q2 24/25
ICT User Satisfaction % customers satisfied - Annual	FY 23/24	78.57 %	FY 24/25	89.29 %		

The % of ICT service contacts resolved within 24 hours showed a dip in performance for the month of September 2025. This is normal at the start of a new school year due to the volume of calls being submitted. However, overall customer satisfaction remains high.

A significant improvement can be seen in the PI covering % of Windows devices receiving updates. 97% compliance is very high compared to general industry trends and is due to the completion of the move to a new device management platform.

7.1.4

ICT: Provision of robust, secure and sustainable in-house ICT service Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Continue to review value for money of ICT service	Q1 25/26		Q2 25/26			Completed Q3 23/24
Full ICT team recruited	Q1 25/26		Q2 25/26			Completed Q4 23/24
Cybersecurity protection implement first phase of ICT Strategy	Q1 25/26		Q2 25/26			Completed Q4 23/24
Set up cyber incident support contract	Q1 25/26		Q2 25/26			Completed Q2 23/24
Update and test cyber incident response plan	Q1 25/26	Some Slippage	Q2 25/26	Some Slippage		Due to complete Q2 25/26
Implement printer rationalisation and introduce cloud printing	Q1 25/26		Q2 25/26			Completed Q3 24/25
Roll out new corporate telephony to support new ways of working	Q1 25/26		Q2 25/26			Completed Q1 24/25
Implement new network model to support move to SWAN2	Q1 25/26	Some Slippage	Q2 25/26	Completed		Due to complete Q2 25/26
Further develop partnership working and engagement with NHS[H] re ICT requirements	Q1 25/26		Q2 25/26			Completed Q1 24/25

7.2   Performance and Governance

7.2.1

Legal & Governance: Provide High-Quality Legal Advice and representation Q2 25/26

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Monitor Guardianship applications within 30 days	Q1 25/26	100 %	Q2 25/26	100 %	90 %	
Short Term Lets Licensing Regime	Q1 25/26		Q2 25/26			Completed Q3 23/24

7.2.2

Legal & Governance: Tackle Unfair & Unsafe Trading Practices and Assist Business Growth Q2 25/26

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop new Trading Standards Performance Indicator	Q1 25/26		Q2 25/26			Completed Q4 23/24
Cost of Trading Standards, Money Advice and Citizen Advice per 1000 population || ENV5a	FY 23/24	£ 8,755	FY 24/25		£ 10,811	annual update November
Trading Standards - business advice - 14 days	FY 23/24	69.15 %	FY 24/25	80.20 %	79.0 %	annual update June

7.2.3

Communications & Resilience: Internal & External Communications Q2 25/26

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Culture and heritage events promoted through press and social media || CP1.12	Q1 25/26	Completed	Q2 25/26			Completed Q1 25/26
Highland AR App used to promote Highland heritage and culture || CP1.12	Q1 25/26		Q2 25/26			Completed Q1 23/24
Work with partners to support campaigns to keep public spaces clean and safe || CP2.07	Q1 25/26		Q2 25/26			Completed Q4 24/25
Monitor and report Business Continuity training uptake and plan completion	Q1 25/26	Some Slippage	Q2 25/26	Some Slippage		Due to Complete Mar 26
Report debrief learning in Resilience Group action plans	Q1 25/26	On Target	Q2 25/26	On Target		Review Q4 23/24
Report on and increase overall engagement stats for social media	Q1 25/26	On Target	Q2 25/26	On Target		Reported and published regularly
Rolling programme of face-to-face and Teams staff engagement	Q1 25/26		Q2 25/26			Completed Q4 24/25

7.2.4

Corporate Performance, Audit & Information Governance: Information Governance Q2 25/26

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Increase completion of Information Management Training: Elected Members	Q1 25/26	38 %	Q2 25/26	38 %		
Increase completion of Information Management Training: Staff	Q1 25/26	44 %	Q2 25/26	47 %		

7.2.5

Corporate Performance, Audit & Information Governance: Risk Management Q2 25/26

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Review and improve Risk Management approach	Q1 25/26		Q2 25/26			Completed Q4 23/24

7.2.6

Corporate Performance, Audit & Information Governance: Performance Reporting Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Corporate Plan progress reported to Council	Q1 25/26		Q2 25/26			Completed Q2 23/24
PSIF Programme reported to Audit Committee	Q1 25/26		Q2 25/26			Completed Q4 23/24
Review Best Value Improvement Plan	Q1 25/26		Q2 25/26			Completed Q4 23/24
Review Public Performance reporting Framework	Q1 25/26		Q2 25/26			Completed Q4 24/25
Robust and Consistent Quarterly Performance Reporting	Q1 25/26		Q2 25/26			Completed Q3 23/24
Statutory Performance Indicators reported to Council annually	Q1 25/26		Q2 25/26			Completed Q4 23/24

7.2.7

Corporate Performance, Audit & Information Governance: Audit & Fraud Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Corporate fraud investigations reported to Audit Committee annually	Q1 25/26		Q2 25/26			Completed Q1 24/25

7.2.8

Legal & Governance: Elections Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Digital Accessibility Project	Q1 25/26	Some Slippage	Q2 25/26	Completed		Review Q4 23/24
High performance standards for Returning Officer	Q1 25/26		Q2 25/26			Completed Q3 23/24
Polling Station Review	Q1 25/26		Q2 25/26			Completed Q3 23/24
Support work of Electoral Commission reviewing Parliamentary Election forms	Q1 25/26		Q2 25/26			Completed Q1 23/24

7.2.9

Legal & Governance: Effective Governance Arrangements Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop improved process for Code of Corporate Governance	Q1 25/26		Q2 25/26			Completed Q4 23/24
Review arrangements for managing Council business	Q1 25/26		Q2 25/26			Completed Q3 23/24
Issue Committee papers 10 days prior to meetings	Q1 25/26	91 %	Q2 25/26	84 %		Data expected quarterly

7.3 Resources and Finance

7.3.1

Maximising Income Collections Due to the Council Q2 25/26						
Actions PIs being Monitored in Service Plan	**Period**	**Data**	**Period**	**Data**	**Target Value**	**Completion/ Update Date**
Council Tax - Annual % received || CP5.10 || CORP07	FY 23/24	95.89 %	FY 24/25	95.65 %		annual update
Overall Council Tax collection level - 5 years	FY 23/24	97.10 %	FY 24/25	97.00 %		annual update
Cost NDR collection/chargeable property	FY 23/24	£ 13.24	FY 24/25	£ 12.74	£ 14.45	annual update August
% NDR collected by year end	FY 23/24	94.67 %	FY 24/25	97.30 %	97.95 %	annual update
% income sundry debtors collected during yr	FY 23/24	86.77 %	FY 24/25	87.51 %	84.50 %	annual update
Implement a Corporate Revenues Income Maximisation Strategy	Q1 25/26		Q2 25/26			Completed Q4 24/25

7.3.2

Social and Economic Empowerment Q2 25/26						
Actions PIs being Monitored in Service Plan	**Period**	**Data**	**Period**	**Data**	**Target Value**	**Completion/ Update Date**
Benefits Admin costs - Gross cost per Case	FY 23/24	£ 28.99	FY 24/25	£ 31.48	£ 37.90	annual update August
Avg days to process Housing Benefit & Council Tax Reductions - New Claims || CP1.02	FY 23/24	10.0	FY 24/25	10.6	10.0	annual update August
Avg days to process Housing Benefit & Council Tax Reductions - Changes of Circumstance || CP1.02	FY 23/24	1.6	FY 24/25	1.5	2.0	annual update August

7.3.3

Financial Management Q2 25/26						
Actions PIs being Monitored in Service Plan	**Period**	**Data**	**Period**	**Data**	**Target Value**	**Completion/ Update Date**
Cost of Accounting - % Net Rev Budget + HRA	FY 23/24	0.26 %	FY 24/25	0.29 %	0.25 %	annual update August
Review and develop budget management good practice across the Council	Q1 25/26		Q2 25/26			Review March 2025
Support the Council develop and agree its capital investment programme	Q1 25/26		Q2 25/26			Completed Q2 24/25
Develop and implement a multi-year financial planning approach for revenue and capital budgets	Q1 25/26		Q2 25/26			Completed Q4 23/24
Support the Council in achieving and sustaining a financially sustainable position	Q1 25/26	On Target	Q2 25/26	On Target		Due to complete March 27
Council fulfils it obligations as Accountable Body to Government for the Inverness and Cromarty Firth Green Freeport	Q1 25/26	On Target	Q2 25/26	Completed		Assessment annually each autumn
Ensure the Council's lease arrangements comply with Accounting Standards for 24/25	Q1 25/26	Completed	Q2 25/26			Completed Q1 25/26

7.3.4

Joint Procurement Strategy Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
% contracts with community benefits clause included	FY 23/24	92 %	FY 24/25	65 %	95 %	
% contracts with carbon reduction clause included	FY 23/24	77 %	FY 24/25	68 %	75 %	
% Contract Spend - collaborative contracts [exc. frameworks]	FY 23/24	1 %	FY 24/25	0 %	10 %	
% Contract Spend - Cat. A or B frameworks	FY 23/24	7 %	FY 24/25	4 %	10 %	
Council Spend with Highland Small & Medium sized businesses	FY 23/24	33 %	FY 24/25	29 %	30 %	
% contracts with fair work practices included	FY 23/24	77 %	FY 24/25	80 %	95 %	
Efficiency savings - cashable [% of addressable spend]	FY 23/24	£ 853,000	FY 24/25	£ 1,979,000		
% Spend covered by contract	FY 23/24	74.4 %	FY 24/25	68.6 %	80.0 %	
Cost Procurement Sectn % Net Rev Budget	FY 23/24	% 0.092	FY 24/25	% 0.087	% 0.097	annual update July
% of procurement spend on local enterprises || CP2.11 || ECON04	FY 23/24	51.80 %	FY 24/25	42.00 %		annual update Dec
Progress key actions within the Procurement & Community Wealth Building Thematic	Q1 25/26		Q2 25/26			Completed Q3 24/25
Review and reissue of Delegated Procurement Training	Q1 25/26		Q2 25/26			Completed Q3 24/25
Development of Supplier Relationship Management Model [superseded]	Q1 25/26	Completed	Q2 25/26			Action suspended
Implementation / Roll-out of Contract Module within Technology One [superseded]	Q1 25/26	Completed	Q2 25/26			Action suspended

Separate detailed reports provide more information regarding procurement and related performance and outcomes. The Annual Procurement Report for 2024/25 is a separate report on the agenda of this Committee meeting. That report highlights key outcomes and achievements from procurement, as well as providing context and commentary on any aspects where performance has reduced or not met targets. On 6 November, the Communities and Place Committee considered an Annual Report on Community Benefits from Procurement with that reporting noting that the "*Community Benefit Policy was approved and implemented part-way through the 2024-2025 financial year. The community benefits reported for 2024-2025 will set the benchmark of activity against which the policy will be monitored for future years.*"

7.3.5

People Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Accident Injury Rate	FY 23/24	155	FY 24/25	162	144	annual update June
Sickness THC - Non Teachers - Avg working days lost || CORP06b	FY 23/24	12.71	FY 24/25	14.48		annual update August
Sickness Days Lost per Employee || CP5.01	FY 23/24	11.39	FY 24/25	13.17	12.50	annual update August
Women managers in top 2% of earners	FY 23/24	53.6 %	FY 24/25	49.1 %	47.6 %	annual update August
Support, monitor and report on completion rates of ERDs/Induction Training/Mandatory Courses	Q1 25/26	On Target	Q2 25/26	Some Slippage		Review quarterly

7.3.6

People and Finance Systems Programme Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Replacement of the current financial system	Q1 25/26		Q2 25/26			Completed Q1 24/25
Implement a new pensions payroll module within the existing pensions ICT system	Q1 25/26		Q2 25/26			Completed Q4 24/25
Implement a new software solution to support: management of leases / implementation of IFRS 16 accounting rules changes	Q1 25/26		Q2 25/26			Completed Q1 24/25

7.3.7

Pensions Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Conclude the triennial Pension Fund Actuarial Valuation at 31/3/23	Q1 25/26		Q2 25/26			Completed Q4 23/24
Implement a new pension scheme members self-serve portal	Q1 25/26		Q2 25/26			Completed Q4 23/24
Implement the revised Pensions staffing structure	Q1 25/26		Q2 25/26			Completed Q2 24/25

7.3.8

Efficiencies and Improvement in Service Delivery Q2 25/26						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Implement Revenues & Business Support Development Plan	Q1 25/26		Q2 25/26			Completed Q4 24/25

8. ICT, Strategic Improvement & Digital Services

8.1 The table in section 8.2 shows the performance for the in-house ICT Service Desk for Q2 2025/26.

Key points to take from this data are:
- Customer satisfaction remains high.
- Drop in performance for the resolution of incidents within 24-hour and 7-day time periods. This is normal at the start of a school year due to the volume of incidents raised. However, the performance in September 2025 is noticeably better than in September 2024, as shown in the table below:

PI	Sept 2024	Sept 2025
% Service Desk calls abandoned	12.60%	4.50%
Average wait time	62s	45s
% of incidents resolved within 24 hours	50.38%	52.10%
% of incidents resolved within 7 days	73.38%	77.83%

8.2

Measure	Target Performance			Actual Performance					
Description	Red	Amber	Green	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25
% Satisfied customers	85%	85-95%	95%	98.01%	96.34%	98.11%	98.92%	97.19%	98.54%
% Service Desk calls abandoned	10%	10-5%	5%	5.06%	4.00%	3.19%	2.88%	4.88%	4.50%
Average Service Desk wait time	120s	120-60s	60s	31s	31s	25s	23s	45s	45s
% Incidents resolved within 24 hours	50%	50-56%	56%	67.96%	57.31%	55.00%	58.78%	63.60%	52.10%
% Incidents resolved within 7 days	70%	70-80%	80%	83.55%	82.64%	78.00%	77.52%	85.57%	77.83%
% Incidents resolved within 28 days	90%	90-95%	95%	96.33%	96.16%	96.20%	93.40%	94.85%	97.21%
Number of Active Incidents	N/A	N/A	N/A	469	549	520	325	537	537
Number of Active Requests	N/A	N/A	N/A	1697	1577	1606	1466	1818	1778
Number of incidents opened	N/A	N/A	N/A	1823	2466	2399	1404	2469	2833
Number of incidents closed	N/A	N/A	N/A	1769	2420	2415	1606	2253	2833
Number of requests opened	N/A	N/A	N/A	2151	2402	2308	2126	3016	2978
Number of requests closed	N/A	N/A	N/A	2202	2403	2179	2067	2513	2854
Number of Chromebook repairs opened	N/A	N/A	N/A	254	469	504	92	357	585
Number of Chromebook repairs closed	N/A	N/A	N/A	321	366	716	500	379	469

8.3 The Wipro contract performance is measured by a set of KPIs as shown in the table below. These KPIs have been measured from April 2022 – the point at which the majority of service transitioned in-house. The measures are largely technical and relate to management of infrastructure in the data centre. Figures are given for the 3 months up to September 2025. All Wipro KPIs met the targets for that period.
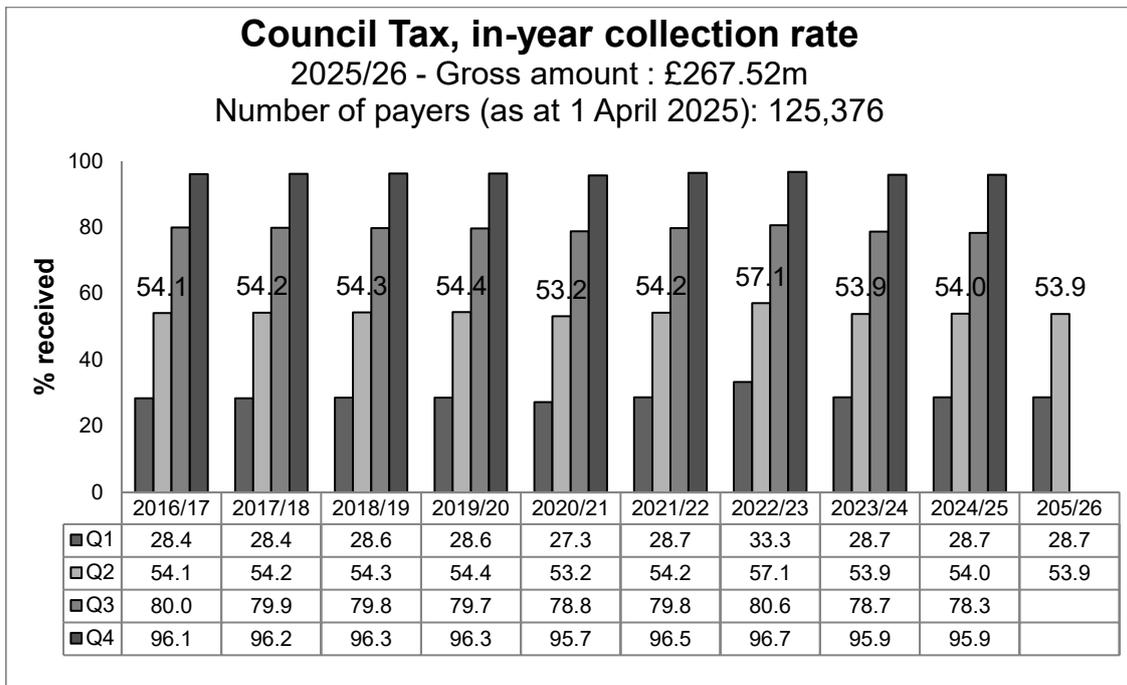
8.4

S.No`	SLA	Target Performance Level	July'25 SLA	Aug'25 SLA	Sep'25 SLA	Service Points	RAG
KPI 01	Severity 1 Incident resolution	n	0	0	0	0	↑
KPI 02	Severity 2 Incident resolution	n	0	0	1	0	↑
KPI 03	Severity 3 Incident resolution	95%	100%	100%	100%	0	↑
KPI 04	Severity 4 Incident resolution	95%	100%	100%	100%	0	↑
KPI 05	Number of Severity 1 Incidents - **Rolling Three months**	3	0	0	0	0	↑
KPI-06	Wintel Server software release	5	0	0	0	0	↑
KPI-07	Wintel Database system software release	1	0	0	0	0	↑
KPI-08	Infrastructure availability	99.90%	100%	100%	100%	0	↑
KPI-09	Server Patching	100.00%	100%	100%	100%	0	↑
KPI-10	System Backups	100%	100%	100%	100%	0	↑
KPI-11	Core Infrastructure software	100%	100%	100%	100%	0	↑
KPI 12	Catalogue Implementation including IMACs	95%	100%	100%	100%	0	↑
KPI 13	IMAC Request – Impact Assessment	95%	NA	NA	NA	-	-
KPI 14	Asset Register Accuracy	4	100%	100%	100%	0	↑
KPI 15	Vulnerability scans, health checks and penetration testing	100%	NA	NA	100%	0	↑

9. Resources and Finance

9.1 Council Tax In-Year Collection Rate

9.1.1 A collection rate of 53.9% is reported for Q2 2025/26 which is slightly lower (0.1%) than the same collection rate as Q2 2024/25.

9.1.2 Council Tax contributes around 20.4% of the Council's General Fund and is used to bridge the difference between the block grant and the Council's estimated expenditure. There is therefore a sharp focus on council tax collections' performance and actions to mitigate performance fluctuations. For example, Direct Debits now make up 77.05% of council tax bill payments (Q2), which is higher than the performance for the comparable period last year, which was at 76.7%, representing 84.1% of Council Tax receipts. Direct Debit continues to be the Council's preferred payment method as it is secure and efficient, and convenient for taxpayers.

9.1.3 Direct debit payments and the value of receipts support collections performance, reduce bank charges resulting in cost avoidance, and enable the Council to better predict future income levels, which are important for treasury management and financial planning purposes.

9.1.4

Council Tax, in-year collection rate
2025/26 - Gross amount : £267.52m
Number of payers (as at 1 April 2025): 125,376

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	205/26
▪Q1	28.4	28.4	28.6	28.6	27.3	28.7	33.3	28.7	28.7	28.7
▫Q2	54.1	54.2	54.3	54.4	53.2	54.2	57.1	53.9	54.0	53.9
▪Q3	80.0	79.9	79.8	79.7	78.8	79.8	80.6	78.7	78.3	
▪Q4	96.1	96.2	96.3	96.3	95.7	96.5	96.7	95.9	95.9	

9.1.5   The number of Council Tax payers included in the above bar chart shows the position as at 1 April 2025. As new builds come onto the market and are made available for ownership, private rented and social housing; and as properties transfer between Council Tax and Non-Domestic Rates, there is a natural movement in the tax base and number of Council Tax payers throughout the year. The annual billing position is therefore used year on year to provide trend data and to develop business intelligence. Having such rich data, helps to inform improved performance and decision making.

9.2   **Non-Domestic Rates In-Year Collection Rate**

9.2.1   The Council's total revenue funding provided by the Scottish Government is made up of 3 components: General Revenue Grant (GRG); Distributable Non-Domestic Rate Income (NDRI); and specific ring-fenced grants. NDR contributes around 20.9% of the Council's general fund.

9.2.2   Economic volatility is very quickly evident from fluctuations in Non-Domestic Rates income and underlines the importance of understanding and acting upon the trend information detailed in the table below. Keeping abreast and responding to external influences continue to be an important focus for the Revenues Team.

9.2.3   The collection rate for Q2 of 58.4% shows an improvement when compared with the same period in the previous year of 57.8% and exceeds Q2 performance for prior years. The Non-Domestic Rates team continue to identify potential entitlement to relief and to progress recovery in accordance with legislative timescales.

9.2.4

Non-Domestic rates, in-year collection rate
2025/26 - Gross amount: £232.40m
Number of Ratepayers (as at 1 April 2025): 24,818

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Q1	26.8	27.3	29.5	0.3	14.6	19.0	19.7	33.9	34.4
Q2	52.7	53.1	54.2	40.4	53.9	55.7	51.8	57.8	58.4
Q3	80.5	80.2	80.5	75.1	80.2	80.2	76.2	80.3	
Q4	97.3	97.7	97.8	96.0	97.5	97.9	94.7	97.3	
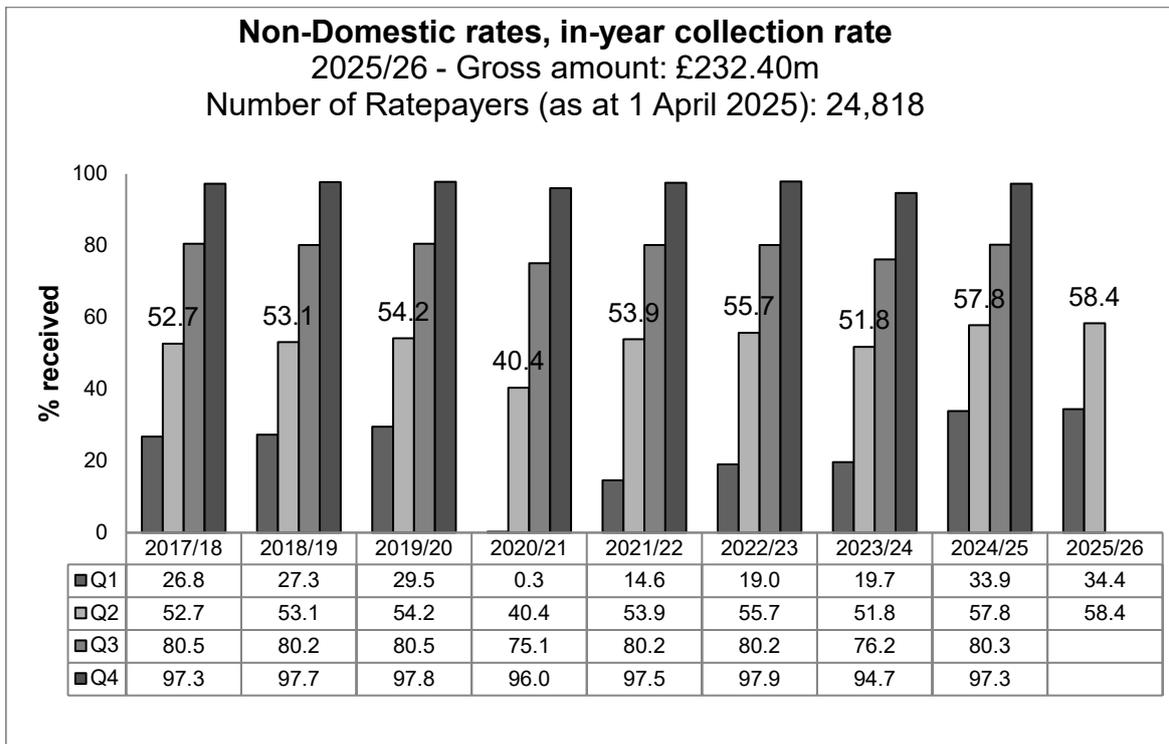
10. Business Improvement Districts (BID)

10.1 The Revenues Team is responsible for managing the administration and collection of the 5 BIDs currently operating within Highland and for the recovery of the associated annual administrative costs from each BID. Officers continue to progress billing and recovery of each BID in accordance with planned annual schedules.

10.2 When monitoring collection performance for each BID, Members will wish to note that billing for the Inverness, Inverness & Loch Ness Tourism and Dornoch BID levies was undertaken in line with financial years, i.e. April-June is Q1. The Nairn BID billing year commences in October and the Dornoch BID billing year commences March each financial year. For the Fort William BID, the billing year commenced 1st December 2024.

11.   Inverness BID Levy

11.1   There is decrease in Q2 performance compared with the previous year which may reflect the competing pressures on businesses operating within the Inverness BID area. The Revenues Team continue to pursue the outstanding sums with the aim of maximising collections.

Inverness BID Levy
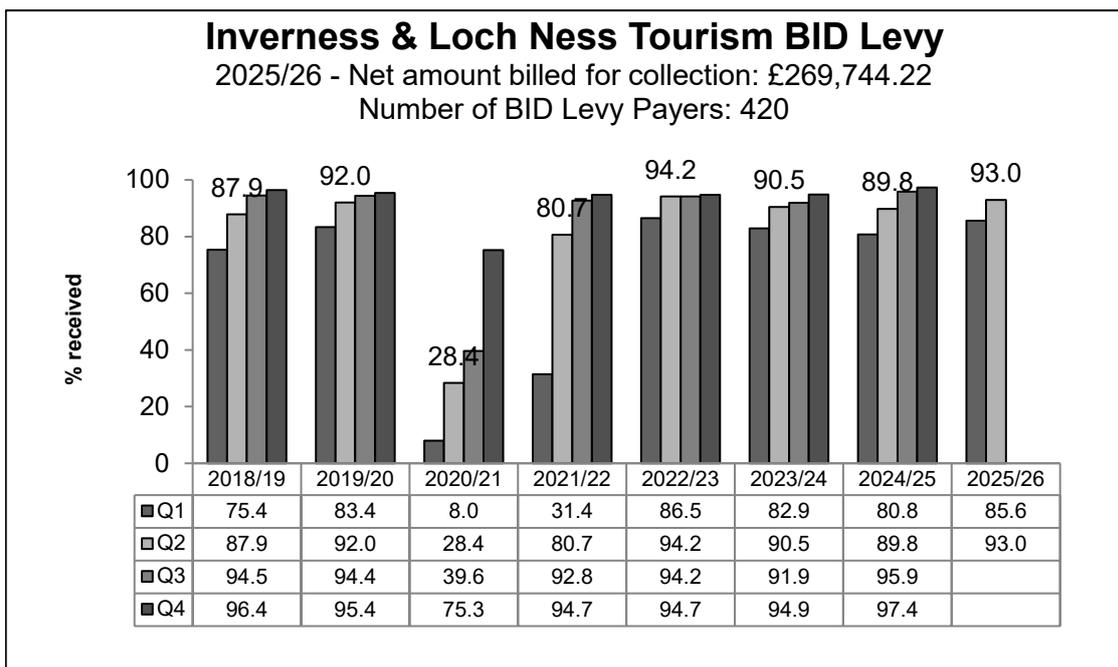2025/26 - Net amount billed for collection: £195,150.34
Number of Bid Levy Payers: 711

% received

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Q1	81.1	85.2	29.1	25.4	75.9	73.2	81.6	72.5
Q2	89.2	91.9	43.7	80.2	82.8	80.3	88.3	83.1
Q3	93.3	92.3	62.0	87.2	92.0	87.2	88.8	
Q4	93.7	95.7	75.4	89.5	92.0	91.5	90.4	
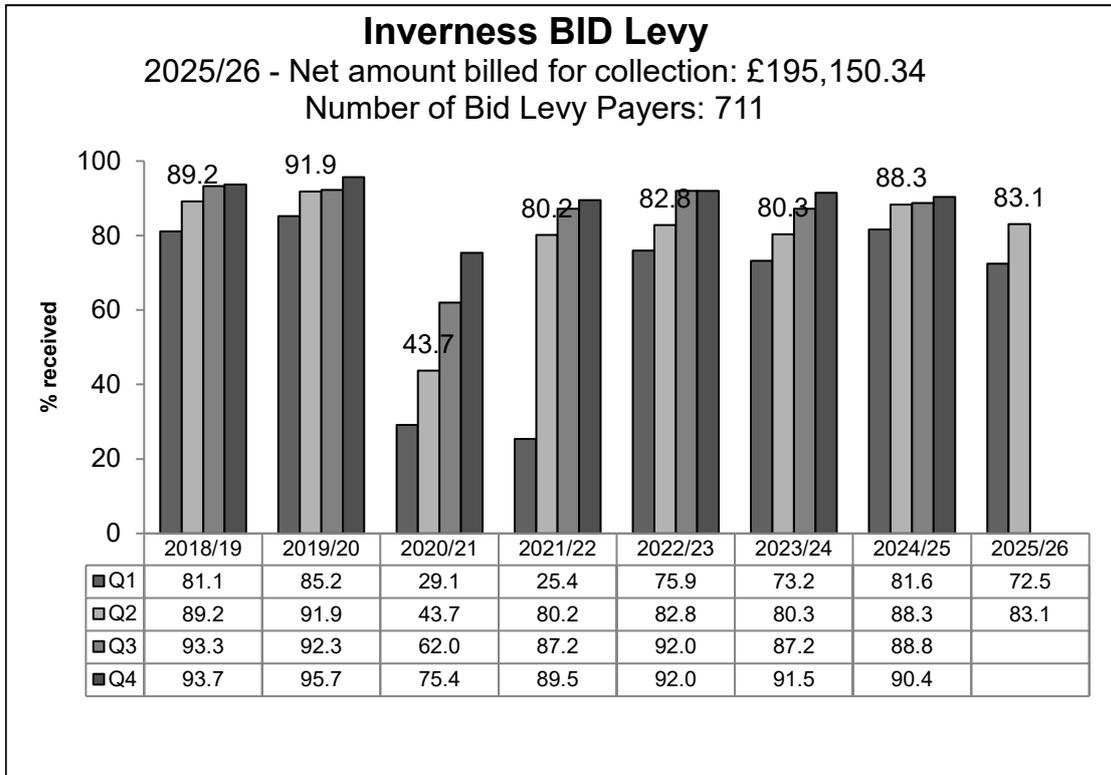
11.2   Inverness & Loch Ness Tourism BID Levy

By the end of Q2, 93.0% of the BID levies have been paid which is a significant improvement for the same period in 2024/25 in terms of monetary value for Inverness & Loch Ness Tourism BID. Recovery action continues as planned to maximise incomes.

Inverness & Loch Ness Tourism BID Levy
2025/26 - Net amount billed for collection: £269,744.22
Number of BID Levy Payers: 420

% received

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Q1	75.4	83.4	8.0	31.4	86.5	82.9	80.8	85.6
Q2	87.9	92.0	28.4	80.7	94.2	90.5	89.8	93.0
Q3	94.5	94.4	39.6	92.8	94.2	91.9	95.9	
Q4	96.4	95.4	75.3	94.7	94.7	94.9	97.4	

11.3 Nairn Connects BID Levy

The Nairn Connects billing year commences 1 October each year. Performance in Period 4 (Q2) shows a collection rate of 91.7%, which is slightly lower th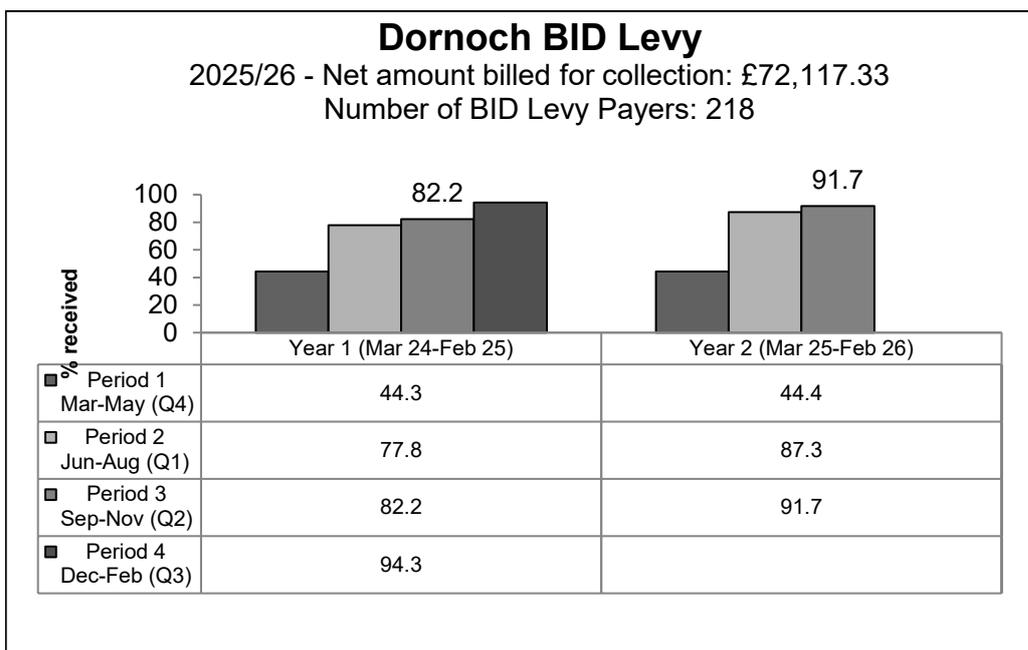an the same period last year and may reflect the competing pressures on businesses in the Nairn Connects BID area. Recoveries continue as scheduled.
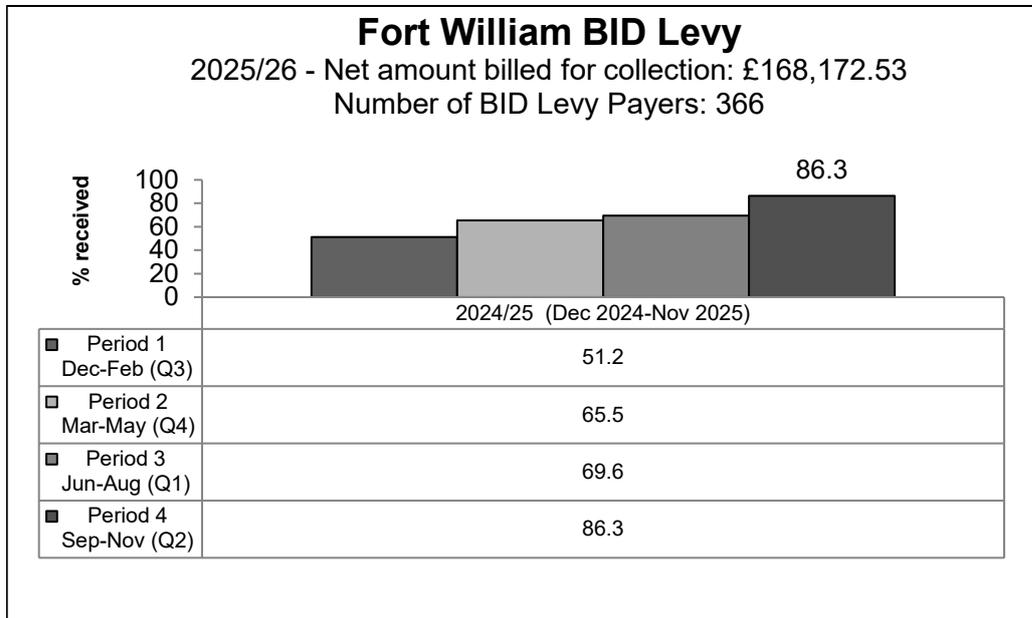
Nairn Connects BID Levy
2025/26 - Net amount billed for collection: £108,046.47
Number of BID Levy Payers: 337

	Year 1 (Oct 18 - Sep 19)	Year 2 (Oct 19 - Sep 20)	Year 3 (Oct 20 - Sep 21)	Year 4 (Oct 21 - Sep 22)	Year 5 (Oct 22 - Sep 23)	Year 6 (Oct 23 - Sep 24)	Year 7 (Oct 24 - Sep 25)
Period 1 (Q3)	57.0	74.5	63.5	63.0	74.8	67.7	77.1
Period 2 (Q4)	82.2	87.5	75.7	91.6	94.4	87.3	91.6
Period 3 (Q1)	86.3	90.4	93.5	92.6	96.3	93.6	92.5
Period 4 (Q2)	89.2	89.5	95.4	95.4	95.4	93.6	91.7

11.4 Dornoch BID Levy

BID bills were issued as planned on 20 February 2025 with an annual billing period of 1 March 2025 to 28 February 2026. The collection rate reflects the position as at 30/09/2025 (91.7%). Recovery actions continue.

Dornoch BID Levy
2025/26 - Net amount billed for collection: £72,117.33
Number of BID Levy Payers: 218

	Year 1 (Mar 24-Feb 25)	Year 2 (Mar 25-Feb 26)
Period 1 Mar-May (Q4)	44.3	44.4
Period 2 Jun-Aug (Q1)	77.8	87.3
Period 3 Sep-Nov (Q2)	82.2	91.7
Period 4 Dec-Feb (Q3)	94.3	

11.5   **Fort William BID Levy**

For Period 4, the figures below reflect the position at 30th September 2025. The collection rate of 86.3% reflect 2 months of Period 4. BID bills were issued as planned on 1 December 2024 with an annual billing period of 1 December 2024 to 30 November 2025. Recovery actions continue as scheduled.

Fort William BID Levy
2025/26 - Net amount billed for collection: £168,172.53
Number of BID Levy Payers: 366

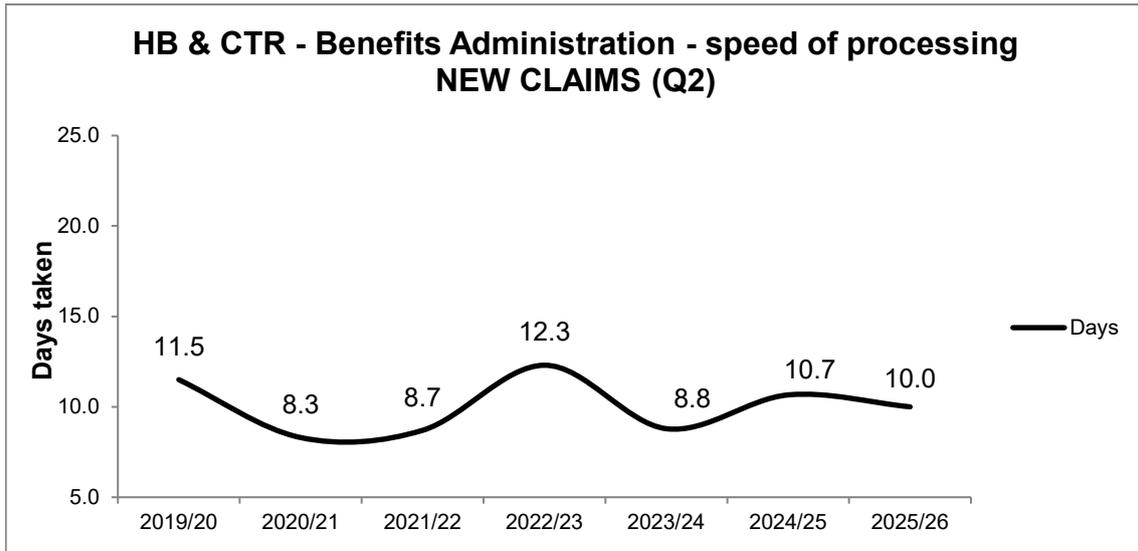|	2024/25 (Dec 2024-Nov 2025)
■ Period 1 Dec-Feb (Q3)	51.2
□ Period 2 Mar-May (Q4)	65.5
■ Period 3 Jun-Aug (Q1)	69.6
■ Period 4 Sep-Nov (Q2)	86.3

12.   Single Grant Applications (SGA)

12.1   The Business Support team provides support for all Clusters, including the Community Development team, in the administrative process for SGAs.

12.2   130 SGAs were received during Q2, 2025/26 of which 99.2% were processed within the 5 days target. The comparable figures for Q2 2024/25 were 85 applications with a performance figure of 98.8%, demonstrating the continued high and improving performance.

Single Grant Applications
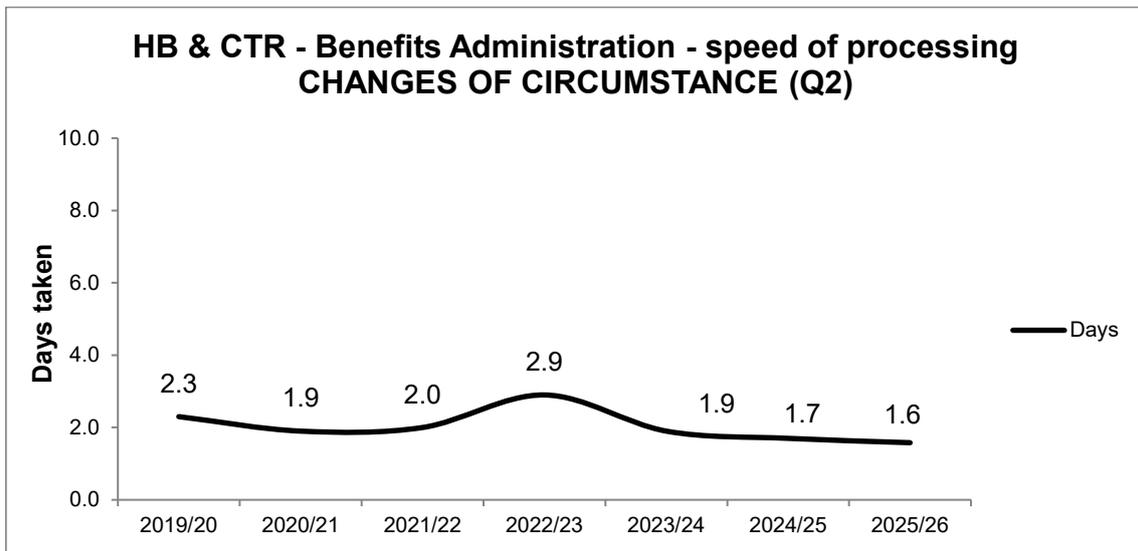Percentage logged, acknowledged & distributed within 5 days target

2019/20	2020/21	2021/22	2022/23	2023/ 24	24/25	25/26 to date
98.9%	99.2%	97.1%	97.8%	99.8%	99.4%	98.6%

12.3 **Speed of processing performance: Housing Benefit and Council Tax Reduction**

HB & CTR - Benefits Administration - speed of processing NEW CLAIMS (Q2)

A line chart titled "HB & CTR - Benefits Administration - speed of processing NEW CLAIMS (Q2)". The y-axis is labelled "Days taken" and ranges from 5.0 to 25.0. The x-axis shows years from 2019/20 to 2025/26. Data points: 2019/20 = 11.5, 2020/21 = 8.3, 2021/22 = 8.7, 2022/23 = 12.3, 2023/24 = 8.8, 2024/25 = 10.7, 2025/26 = 10.0. Legend: Days.

12.4 This performance of 10 days for Q2, compares with 10.7 days in the same period in the prior year, reflecting an improvement in performance.

12.5

HB & CTR - Benefits Administration - speed of processing CHANGES OF CIRCUMSTANCE (Q2)

A line chart titled "HB & CTR - Benefits Administration - speed of processing CHANGES OF CIRCUMSTANCE (Q2)". The y-axis is labelled "Days taken" and ranges from 0.0 to 10.0. The x-axis shows years from 2019/20 to 2025/26. Data points: 2019/20 = 2.3, 2020/21 = 1.9, 2021/22 = 2.0, 2022/23 = 2.9, 2023/24 = 1.9, 2024/25 = 1.7, 2025/26 = 1.6. Legend: Days.

12.6 Performance of 1.6 days for Q2 2025/26 demonstrates the Council's commitment to ensuring the right amount of benefit is paid to the right people, at the right time, while also effectively managing increasing volumes of work. The volumes behind these statistics have seen a notable increase.

12.7 95.7% of all Q2 benefit claims received relate to Changes in Circumstances. Prompt processing of Changes in Circumstances supports the Welfare Budget, and in particular, the Housing Benefit budget, as the overall value of benefit overpayments created are lower than would otherwise be the case, enabling more successful recovery of overpaid benefits and therefore a lower Bad Debt Provision.

12.8 The latest statistics published by the DWP for Housing Benefit relates to Q1, and reports that the Highland Council was ranked 3rd equal for New Claims and ranked 1st equal (with Dundee and Orkney) for Changes in Circumstances in Scotland. For the DWP data, Change in Circumstances represented 88.6% of the caseload.

12.9   Officers continue to collaborate with UK Government, Scottish Government and CoSLA to develop and progress welfare-related matters.

13.   Climate Change/Carbon Clever

13.1   A framework agreement for second-hand and recycled domestic furniture and the provision of new goods supports delivery of the Scottish Welfare Fund as reported in the Welfare Budget. For the period July-September 2025, over 26.7 tonnes of waste were diverted from landfill, and 5.53 metric tonnes of CO_2e were avoided. (CO_2e, or carbon dioxide equivalent, is a metric used to standardise the measurement of greenhouse gas emissions).

Designation:	Assistant Chief Executive – Corporate
Date:	7 November 2025
Authors:	Hannah Kollef, Portfolio Manager
	Lucy Lallah, Business Management Analyst
	Sheila Armstrong, Chief Officer – Revenues & Commercialisation
	Stewart Fraser, Chief Officer – Legal & Corporate Governance
	Ruth Fry, Chief Officer – HR & Communications
	Brian Porter, Chief Officer – Corporate Finance
	Jon Shepherd, Chief Officer – Business Solutions
	Elaine Barrie, Head of People
Appendices:	Appendix 1 – Previous Absence Monitoring
	Appendix 2 – Absence Monitoring
	Appendix 3 – SPI Invoices

Service	21/22	22/23					23/24					24/25					25/26
	Annual	Q1	Q2	Q3	Q4	Annual	Q1	Q2	Q3	Q4	Annual	Q1	Q2	Q3	Q4	Annual	Q1
C&P	12.86	3.42	3.45	2.74	3.60	13.21	3.80	4.27	4.38	4.31	16.74	4.21	4.41	4.99	5.14	18.74	4.80
E&L – non-teaching	7.36	2.62	1.19	1.82	2.66	8.29	1.71	2.08	4.21	4.82	13.59	3.88	2.67	4.00	4.55	15.17	4.00
E&L – teaching	5.58	1.74	0.96	1.67	2.66	7.02	2.59	0.98	2.65	2.80	8.26	2.38	3.22	2.70	3.40	9.94	2.62
H&SC	7.75	2.05	2.04	2.27	2.87	9.23	2.82	2.56	2.87	3.24	11.50	3.41	1.47	3.89	4.44	14.96	4.76
I&E	2.59	1.67	1.76	1.55	2.95	7.93	2.85	2.11	2.03	1.59	8.58	2.32	1.81	2.33	2.91	9.38	2.54
P&G	2.11	0.65	1.15	1.08	2.13	5.01	1.53	1.75	2.06	2.08	7.36	1.09	2.82	2.18	2.18	8.27	2.61
P&H	8.56	2.67	1.75	2.11	3.48	10.02	2.93	2.43	4.60	4.39	14.34	4.49	3.27	3.85	4.63	16.24	4.45
R&F	6.47	2.07	2.36	2.21	2.48	9.13	2.38	2.91	2.24	1.99	9.54	2.32	2.59	2.94	2.44	10.29	2.17
ICT&DT	2.36	2.17	1.40	2.23	2.19	7.99	1.42	2.14	1.93	1.80	7.37	2.32	2.43	2.22	2.18	9.14	2.08
THC (non-teaching)	**8.17**	**2.45**	**1.89**	**2.03**	**2.97**	**9.35**	**2.44**	**2.54**	**3.65**	**3.76**	**12.71**	**3.60**	**2.98**	**3.71**	**4.16**	**14.48**	**3.90**
THC all employees (inc. teachers)	**7.39**	**2.24**	**1.61**	**1.92**	**2.88**	**8.65**	**2.48**	**2.08**	**3.35**	**3.48**	**11.39**	**3.24**	**2.54**	**3.42**	**3.95**	**13.17**	**3.55**

SPIs NEW STRUCTURE	2025-26 BY NEW SERVICE
	Q2
	Average Days Lost per employee
Business Solutions	2.27
Corporate Finance	1.67
Facilities & Fleet Management*	3.32
Health & Social Care	5.08
Housing & Communities*	3.06
HR & Communications	3.50
Integrated People Services	2.08
Legal & Corporate Governance	2.11
Operations & Maintenance	5.50
Property & Assets	1.53
Revenues & Commercialisation	2.75
Education (Teaching)	1.73
Education (Non-Teaching)	2.90
All HC (Non-Teaching)	3.51
Total	**3.02**

*A new Chief Officer for Enterprise and Investment is currently being recruited. Currently, Development and Regeneration teams are included in figures for Housing and Communities; and Climate Change and Planning teams are included in Facilities and Fleet.

SPIs	2025-26 BY CLUSTER	
	Q1	Q2
	Average Days Lost per employee	Average Days Lost per employee
Corporate	2.22	2.54
People (Educ)	3.24	2.25
People (H&SC)	4.76	4.89
Place	4.06	3.80
All THC Non-Teaching	3.90	3.51
All THC	**3.55**	**3.02**

Invoice Payments <10 days													
	21/22	22/23	23/24					24/25					25/26	
Service	Annual	Annual	Q1	Q2	Q3	Q4	Annual	Q1	Q2	Q3	Q4	Annual	Q1	Q2
C&P	76.4	75.9	81.2	90.6	89.2	86.0	86.9	49.7	66.7	52.1	46.5	54.3	53.5	64.9
E&L	71.0	74.3	76.9	72.8	77.3	76.3	76.0	68.7	63.7	71.8	72.7	69.7	71.2	68.6
HW&SC	78.4	88.5	93.5	90.0	93.0	89.0	91.4	86.2	90.8	91.9	85.3	88.6	87.6	89.9
I&E	76.7	82.2	86.9	85.7	86.1	82.5	85.3	70.7	77.0	81.2	78.9	76.8	78.1	84.8
P&G	81.3	86.9	93.4	90.8	83.2	79.3	86.4	81.3	79.8	82.6	56.9	75.9	83.6	82.1
P&H	62.8	48.2	55.4	72.3	56.0	49.0	59.6	31.0	64.0	52.5	55.0	52.8	54.0	68.8
R&F	84.9	92.0	91.1	98.4	91.2	79.3	94.5	43.6	53.7	68.0	57.7	55.4	75.6	78.1
ICT	69.9	91.1	95.2	86.8	95.6	91.0	92.1	41.7	60.0	54.8	48.7	51.3	49.1	56.5
Capital	70.7	68.9	70.5	71.2	71.4	80.1	72.6	52.3	64.8	67.3	69.5	63.5	66.2	62.0
THC	**69.3**	**70.7**	**72.8**	**80.9**	**75.3**	**69.7**	**75.1**	**57.0**	**68.5**	**63.8**	**63.3**	**63.3**	**64.7**	**72.5**

Invoice Payments <30 days													
	21/22	22/23	23/24					24/25					25/26	
Service	Annual	Annual	Q1	Q2	Q3	Q4	Annual	Q1	Q2	Q3	Q4	Annual	Q1	Q2
C&P	94.9	96.9	97.5	98.4	98.6	96.9	97.9	80.8	88.2	87.9	88.7	86.4	88.2	94.4
E&L	91.8	90.8	93.4	88.8	92.3	92.1	91.8	89.2	82.7	90.0	90.7	88.6	91.2	86.6
HW&SC	94.9	97.2	98.6	97.9	98.5	97.5	98.1	96.4	95.8	97.5	97.2	96.8	97.0	97.4
I&E	96.1	97.0	97.8	97.7	96.8	95.1	96.8	90.3	93.5	95.9	94.8	93.6	93.3	95.5
P&G	97.1	96.6	98.5	95.4	98.1	94.8	96.9	97.5	97.3	96.5	88.3	95.2	93.3	95.5
P&H	93.1	93.6	93.0	97.5	94.8	91.2	94.4	85.8	94.4	93.9	94.4	92.9	94.3	96.8
R&F	98.3	98.4	98.8	99.5	98.1	98.5	99.2	79.9	88.3	96.4	93.3	89.1	96.9	95.4
ICT	95.5	96.8	98.8	98.9	99.1	99.2	99.0	76.7	86.9	81.0	84.0	82.3	92.0	94.2
Capital	93.2	92.8	95.4	94.1	93.0	95.6	94.7	87.4	92.3	94.6	93.2	92.0	93.5	92.6
THC	**93.8**	**94.6**	**95.1**	**96.7**	**95.6**	**93.6**	**95.3**	**87.7**	**91.4**	**92.9**	**92.9**	**91.4**	**93.0**	**94.8**