

Agenda Item	<b>12</b>
Report No	<b>HP/10/26</b>

# The Highland Council

**Committee:**           **Housing and Property**

**Date:**                   **28 January 2026**

**Report Title:**       **Service Performance Reporting for Q3 October 2025 to December 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;
- Statutory Performance Indicators; 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:-

1. **Scrutinise** and **agree** the performance information for the Housing and Property Service;
2. **Note** the changes to presentation of the Housing and Property Service data in section 6 in order to more clearly show alignment with Performance Plan commitments; and
3. **Note** the inclusion of SPI's out with the Performance Plan to further support transparency and scrutiny of performance reporting.

## **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**
- 5.2.1 Absence data for Q3 25/26 was not yet available within the timeline for drafting this report. Q3 25/26 Absence data will be provided in the next Service Performance report.
- 5.2.2 Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance.
- 5.2.3 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.
- 5.2.4 Mental health related absences continue to appear within the top three long term absence reasons for all Clusters. Stress related absences, including non-work-related stress is the most common reason for absence within the service and some managers requested additional support and training on how to support staff dealing with stress. This additional support is being explored and will be rolled out across the

services. The mental health and wellbeing helpline is available to employees which provides easy access to the following mental health support services: EAP; NHS 24; Samaritans and mental health representatives. 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. 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.

5.2.5 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 Complaints data for Q3 25/26 was not available within the timeline for drafting this report. Q3 25/26 Complaints data will be provided in the next Service Performance report at Q4 25/26.

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

5.4.1 FOI data for Q3 25/26 was not available within the timeline for drafting this report. Q3 25/26 FOI data will be provided in the next Service Performance report at Q4 25/26.

### 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 10- and 30-days during Quarter 3 against a target of 77% and 95%, respectively, was as follows:-

#### Service Invoice Payment Times - Housing and Property

Invoice Payment within 30 days	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26
Housing and Property	91.2 %	85.8 %	94.4 %	93.9 %	94.4 %	94.3 %	96.8 %	95.9 %
Highland Council	93.6 %	87.7 %	91.4 %	92.9 %	92.9 %	93.0 %	94.8 %	94.3 %

Invoice Payment less than 10 days	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26
Housing and Property	49.0 %	31.0 %	64.0 %	52.5 %	55.0 %	54.0 %	68.8 %	68.1 %
Highland Council	69.7 %	57.0 %	68.5 %	63.8 %	63.3 %	64.7 %	72.5 %	72.3 %

## 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.

6.2

Housing & Property: Contribution to the Performance Plan						
Strategic Priority 1 Fair & Caring Highland	Period	Data	Period	Data	Target Value	Completion/ Update Date
Deliver Portree Public Sector Co-location Project    CP1.06	Q2 25/26	Some Slippage	Q3 25/26	Some Slippage		Due to complete Q4 24/25
Strategic Priority 2 Resilient and Sustainable Communities	Period	Data	Period	Data	Target Value	Completion/ Update Date
Homelessness - case duration [weeks] for all applications    CP2.05	FY 23/24	35	FY 24/25	35		annual update August
Strategic Priority 3 Accessible and Sustainable Highland Homes	Period	Data	Period	Data	Target Value	Completion/ Update Date
Avg. time taken to re-let properties in last yr [days]    CP3.02	FY 23/24	38.68	FY 24/25	53.95		annual update June
% of council dwellings that are energy efficient    CP3.02    HSN5    SPI	FY 23/24		FY 24/25			annual update June
No. serving and ex-armed forces personnel allocated housing    CP3.04	FY 23/24	12	FY 24/25	14		
No. serving and ex-armed forces personnel applying for housing    CP3.04	FY 23/24	147	FY 24/25	110		
Avg. days to complete medical adap applications    CP3.05	FY 23/24	38.12	FY 24/25	27.07		annual update June
Strategic Priority 5 A Resilient and Sustainable Council	Period	Data	Period	Data	Target Value	Completion/ Update Date
ERDs being completed - PRH    CP5.01	Q2 25/26	Some Slippage	Q3 25/26	Some Slippage		Due to complete Q4 24/25
Asset Management - % Suitability    CP5.08    CAST1	FY 23/24	76.8 %	FY 24/25	77.9 %		annual update August
Asset Management - Condition    CP5.08    CAST2	FY 23/24	85.9 %	FY 24/25	82.4 %		annual update August
Deliver £1.2M savings target from asset rationalisation    CP5.08	Q2 25/26		Q3 25/26			Taken forward in Delivery Plan marked as completed Q1 24/25
Gross rent arrears as % of rent due    CP5.10    HSN1b	FY 23/24	7.16 %	FY 24/25	6.42 %		annual update June

7 The following outlines Housing and Place Statutory Performance Indicators outwith the Performance Plan.

7.1

Housing & Property: SPIs						
SPIs not monitored in Performance Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
School Meals - gross cost per meal provided	FY 23/24	£ 4.59	FY 24/25	£ 4.88		annual update June
Avg. time to complete emergency repairs [hours] Annual	FY 23/24	4.1	FY 24/25	3.5		annual update June

## 8 Service Plan Progress

8.1 The following outlines service performance against the service plan.

8.2

Housing and Building Maintenance Q3 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	Q2 25/26	6.8	Q3 25/26	7.3	8.9	
Ave time to complete emergency repairs [hours] Highland Wide Qtr	Q2 25/26	3.9	Q3 25/26	4.2		
Gypsy/Traveller sites: Compliance with revised standards	Q2 25/26	100 %	Q3 25/26	100 %	100 %	
Review of housing support arrangements	Q2 25/26		Q3 25/26			Completed Q4 23/24
Scottish Govt and SHR deadlines for reporting met	FY 23/24	100 %	FY 24/25	100 %	100 %	

8.3

Property and Facilities Management Q3 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	Q2 25/26		Q3 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]	Q2 25/26	107 %	Q3 25/26	100 %	90 %	
Renewable Energy generated per annum	FY 23/24		FY 24/25			

Designation: Assistant Chief Executive - Place

Date: 9 January 2026

Author: Sophie Stuart, Portfolio Manager

Background Papers: None

Appendices: None