Agenda Item	**13**
Report No	**HP/42/26**

The Highland Council

Committee: **Housing & Property**

Date: **4 November 2026**

Report Title: **Performance Monitoring Q2 2026/27**

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

1 Purpose/Executive Summary

1.1 This report provides Members with the Q2 2026/27 performance monitoring information for the Housing and Property Service as follows:-

- Corporate Indicators
- Contribution to the Performance Plan
- Statutory Performance Indicators (SPIs) out with the Performance Plan
- Service Plan progress
- Service updates out with the Corporate Indicators or Service Plan

1.2 Additional performance information such as longer term trend analysis and comparisons against Highland Council's family group average as well as the national picture is available via the Local Government Benchmarking Data if required.

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.

Recommendations

2.1 Members are asked to:-

i. **Scrutinise** and **note** the performance information for the Housing and Property Cluster; and
ii. **Note** the additional Corporate Indicator: Mandatory Training.

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.

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 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, Invoice Payments and Mandatory Training are set out in the following sub-sections.

5.2 Service Attendance Management

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 Absence data is now reported by Chief Officer service area. This is available from quarter 2 2025/26 and detailed in the table below. Quarter 2 data, and previous data trends are provided for comparator purposes in the second table.

Service Sickness Absence - Place Cluster

Average number working days per employee lost through sickness absence

Average Days Lost	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Q2 26/27	Q3 26/27	Q4 26/27	Q1 27/28
Enterprise and Investment			0.82	0.38				
Facilities and Fleet Management	3.32	4.36	4.77	4.53				
Housing and Communities	3.06	4.83	4.48	4.19				
Operations and Maintenance	5.50	5.32	5.35	5.45				
Property and Assets	1.53	1.29	1.86	2.55				
Place	3.80	4.49	4.40	4.31				
Highland Council	3.02	4.09	3.97	3.55				

Service Sickness Absence - Housing and Property

Average number working days per employee lost through sickness absence

Average Days Lost	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26
Housing and Property	2.43	4.60	4.39	4.49	3.27	3.85	4.63	4.45
Highland Council	2.08	3.35	3.48	3.24	2.54	3.42	3.95	3.55

Place Absence Stats	Average Days Lost (June 2026)	Average Days Lost (July 2026)	Average Days Lost (August 2026)
Enterprise and Investment	0.0	0.1	0.0
Facilities and Fleet Management	1.7	1.3	1.0
Housing and Communities	1.5	1.5	1.4
Operations and Maintenance	2.0	2.0	2.1
Property and Assets	0.7	0.9	1.2
Place Total	**1.6**	**1.4**	**1.4**

5.2.3 For both Housing and Communities and Property and Assets, Q2 absence monitoring information was not available at the time of preparing this report. Based on analysis of monthly absence data for June, July and August 2026, and Q2 absence data from 2024/25 and 2025/26, it is anticipated that there may be a small increase in absences compared to Q1 26/27.

The pattern of absence is generally higher amongst Housing and Communities which will, in part, be related to the higher number of manual workforces in this service area. Based on the absence data available, long-term absence represents a disproportionate level of FTE days lost compared to the number of employees affected. The top three reasons for absence amongst Housing and Communities staff were vial, broken bones and stress (not work related) and amongst Property and Assets staff this related to viral, blood clot/thrombosis and neurological conditions.

5.2.4 Reducing absence rates through a strong and consistent approach to attendance management is a particular focus for the services. 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 and additional officers have been recruited to support service managers across the Council.

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.

5.2.5 The causes of absence are being proactively addressed through a coordinated and preventative approach including the effective use of return-to-work interviews, enhanced Occupational Health input and the recruitment of additional Attendance Support Officers enables timely intervention and supports informed decision-making to promote attendance and reduce avoidable absence.

5.2.6 This approach is further strengthened through employee access to an internal physiotherapy service, the Employee Assistance Programme (EAP), mentally healthy workplace training, attendance management training and Employee Review and Development (ERD) meetings. Stress risk assessments covering both work and non-work-related factors together with a focus on courageous conversations and positive workplace culture support managers to have regular, meaningful discussions about health, safety and wellbeing with their teams.

5.2.7 As detailed within the Place Cluster Workforce Planning report, key proactive intervention measures include:-

- Recruitment of three additional Attendance Support Officers to increase capacity and provide targeted support to managers in managing attendance across the Council.
- Review of absence data and analysis provided to managers to increase the quality and frequency of information to enable robust absence management.
- Mandatory and earlier referrals to Occupational Health for stress-related absence to ensure timely medical advice and appropriate intervention.
- Consistent use of structured return-to-work meetings to identify required support, reasonable adjustments and return arrangements.
- Increased promotion and consistent use of the Occupational Health physiotherapy service to support early intervention for musculoskeletal conditions, reduce the likelihood of absence escalating into long-term cases and support earlier and sustainable returns to work.
- Formal attendance management review meetings undertaken in line with policy to address short-term absence patterns and progress long-term cases.
- Enhanced training and ongoing support for line managers to strengthen confidence, consistency and capability in managing attendance.
- Completion and regular review of stress risk assessments to identify and mitigate workplace factors contributing to absence.
- Targeted management support to address workload pressures and role clarity, reducing the risk of escalation of stress-related absence.
- Continued promotion and utilisation of the Employee Assistance Programme (EAP), providing confidential access to counselling and mental health and wellbeing support at an early stage.

5.3 Service Complaints Response Times

5.3.1 The Complaints data up to and including Q2 2026/27 is shown below: -

Service Complaints - Housing and Property

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

Frontline Resolution within 5 days

	Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26		Q1 26/27		Q2 26/27	
Housing and Property	32	84 %	42	83 %	23	83 %	43	86 %	50	88 %	58	69 %	67	70 %	76	79 %
Highland Council	155	88 %	183	87 %	174	91 %	223	90 %	200	85 %	262	82 %	261	84 %	259	83 %

Investigation Resolution within 20 days

	Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26		Q1 26/27		Q2 26/27	
Housing and Property	25	28 %	12	42 %	20	40 %	28	39 %	19	26 %	17	35 %	17	24 %	27	19 %
Highland Council	90	42 %	71	51 %	68	47 %	86	40 %	94	55 %	110	51 %	111	43 %	140	34 %

Escalated Resolution within 20 days

	Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26		Q1 26/27		Q2 26/27	
Housing and Property	9	22 %	13	46 %	7	14 %	9	56 %	6	17 %	10	30 %	18	22 %	13	15 %
Highland Council	26	46 %	34	44 %	30	33 %	27	26 %	22	27 %	31	23 %	45	24 %	39	36 %

5.3.2 Whilst performance in responding to frontline complaints has improved since Q1 it remains below expected levels at Q2. This will, in part, be due to resource challenges over the summer holiday period. Work continues with service management teams to improve response times and maintain consistency.

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

5.4.1 The FOI data up to and including Q2 26/27 is shown below: -

Service Freedom of Information Requests - Housing & Property Commitee

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Housing and Communities Quarterly	Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26		Q1 26/27		Q2 26/27	
	89	69 %	83	69 %	97	76 %	110	74 %	146	73 %	97	67 %	70	87 %	115	62 %

% FOIs Compliant - Property and Assets Quarterly	Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26		Q1 26/27		Q2 26/27	
	5	60 %	17	53 %	15	67 %	30	60 %	16	56 %	17	29 %	12	67 %	20	70 %

% FOIs Compliant - Highland Council Quarterly	Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26		Q1 26/27		Q2 26/27	
	570	73 %	617	71 %	577	81 %	601	77 %	581	73 %	578	65 %	563	84 %	599	65 %

5.4.2 Overall, performance in relation to closing out FOI requests has declined from Q1. This is largely due to resource challenges over the summer holiday period but is also due to the increasing complexity of FOI content, including those generated with the use of AI.

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.

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

Invoice Payment Times - PLACE

Invoice Payment within 30 days	Q1 26/27	Q2 26/27	Q3 26/27	Q4 26/27	Q1 27/28	Q2 27/28	Q3 27/28	Q4 27/28
Place	94.2 %	92.3 %						
Highland Council	93.7 %	92.3 %						

Invoice Payment less than 10 days	Q1 26/27	Q2 26/27	Q3 26/27	Q4 26/27	Q1 27/28	Q2 27/28	Q3 27/28	Q4 27/28
Place	62.0 %	62.0 %						
Highland Council	63.5 %	63.4 %						

Service Invoice Payment Times - Housing and Property

Invoice Payment within 30 days	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Housing & Property	85.8 %	94.4 %	93.9 %	94.4 %	94.3 %	96.8 %	95.9 %	96.3 %
Highland Council	87.7 %	91.4 %	92.9 %	92.9 %	93.0 %	94.8 %	94.3 %	95.2 %

Invoice Payment less than 10 days	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Housing & Property	31.0 %	64.0 %	52.5 %	55.0 %	54.0 %	68.8 %	68.1 %	60.2 %
Highland Council	57.0 %	68.5 %	63.8 %	63.3 %	64.7 %	72.5 %	72.3 %	69.6 %

5.2.3 Performance in invoice payment remains strong and largely in line with the Council average.

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	Q1 26/27	Some Slippage	Q2 26/27	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	FY 24/25	35	FY 25/26	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]	FY 24/25	53.95	FY 25/26	43.96		annual update June
No. serving and ex-armed forces personnel allocated housing	FY 24/25	14	FY 25/26	23		
No. serving and ex-armed forces personnel applying for housing	FY 24/25	110	FY 25/26	158		
Average days to complete medical adaptation applications	FY 24/25	27.07	FY 25/26	29.71		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	Q1 26/27	Completed	Q2 26/27			Completed Q1 26/27
Asset Management - % Suitability (CORP-ASSET01)	FY 24/25	77.9 %	FY 25/26	77.9 %		annual update August
Asset Management - Condition (CORP-ASSET02)	FY 24/25	82.4 %	FY 25/26	82.2 %		annual update August
Gross rent arrears as % of rent due (HSN01b)	FY 24/25	6.42 %	FY 25/26	5.84 %		annual update June

7 SPI's Outwith the Performance Plan

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

7.2

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 24/25	£ 4.88	FY 25/26	£ 5.00		annual update June
Avg. time to complete emergency repairs [hours] Annual	FY 24/25	3.5	FY 25/26	4.7		annual update June

8 Service Plan Progress

8.1 The following outlines service performance against the service plan.

Housing and Building Maintenance Q2 26/27						
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 24/25	81.9 %	FY 25/26	91.9 %	90.0 %	
Ave time taken to complete non-emergency repairs Highland Wide [days] Qtr	Q1 26/27	6.6	Q2 26/27	8.6	8.9	
Ave time to complete emergency repairs [hours] Highland Wide Qtr	Q1 26/27	4.3	Q2 26/27	4.8		
Scottish Govt and SHR deadlines for reporting met	FY 24/25	100 %	FY 25/26	100 %	100 %	

Property and Facilities Management Q2 26/27						
Actions & PIs being monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
No. site condition survey completed per annum	FY 24/25	50	FY 25/26	82		
Improve Asset Condition: Progress of condition surveys completed Qtr [reporting starts 23/24]	Q1 26/27	117 %	Q2 26/27	103 %	90 %	

Designation: Assistant Chief Executive - Place

Date: 22 October 2026

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Background Papers: None

Appendices: None