

Agenda Item	10
Report No	HCW/10/23

THE HIGHLAND COUNCIL

Committee: Health, Social Care and Wellbeing Committee

Date: 18 May 2023

Report Title: Health and Social Care – Service Performance Reporting for Q4 – 1 January 2023 to 31 March 2023

Report By: Executive Chief Officer Health and Social Care

1. Purpose/Executive Summary

- 1.1 The report details relevant performance data and contextual information as outlined in the Directorate Service Plan. Future reports will bring together revenue and performance information into a single monitoring report to support financial governance, inform decision making, and enable improvement actions to be identified. This approach is intended to strengthen Member scrutiny and improve accessibility for a wider audience including the public

2. Recommendations

- 2.1 Members are asked to scrutinise the Service's performance information.

3. Implications

- 3.1 **Resource** - There are no implications arising as a direct result of this report.
- 3.2 **Legal:** Implications relate to meeting statutory requirements for public performance reporting (PPR) and the statutory duty of Best Value. These require the Council to provide balanced and transparent information which informs the public on Council performance and how public money is used.
- 3.3 **Risk:** There are no implications arising as a direct result of this report. However, the Service Plan has a section on the Corporate Risks that the Service is responsible for,

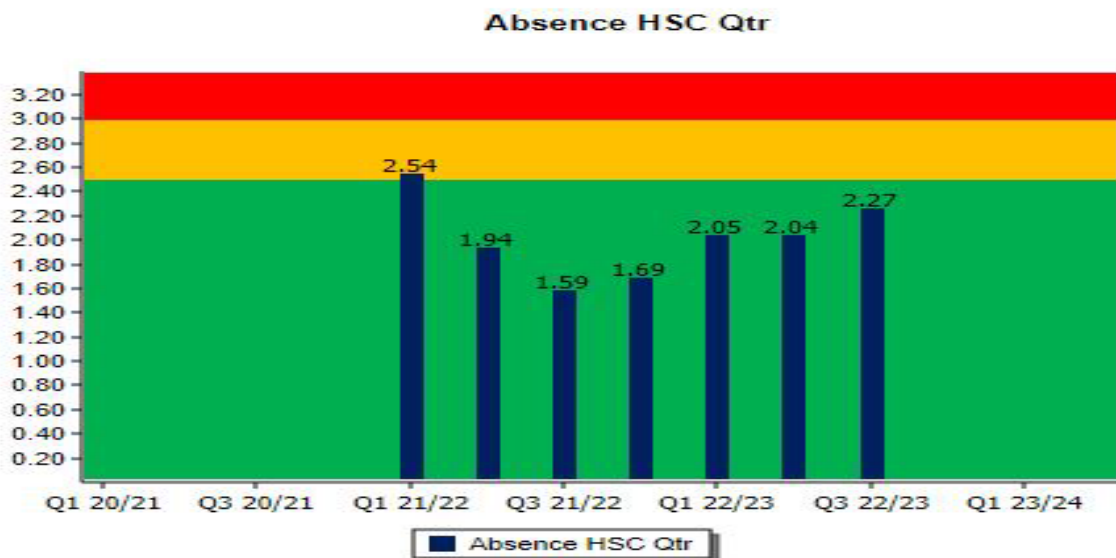
and monitoring of the mitigating actions is undertaken on quarterly basis. The Service manages operational risk through a Service risk register.

4. Health and Social Care Performance Information

4.1 The following section shows the Service performance for Absence, Complaints, FOIs and Invoice payments.

4.2 Service Sickness Absence

The indicator for staff sickness absence is a nationally benchmarked indicator and it is important that all managers focus on effective absence management in order to support staff, maintain productivity and contribute to the Council's overall benchmarked performance. For Q3 2022/23 (last available data) the Service shows an average of 2.27 days lost per employee compared to a rate of 2.03 for the Council as a whole. Absence rates have fluctuated during the year which mirrors the pattern shown overall for the Council. The target of being below the Council average has not been met for the first time this quarter.



4.3 Service Complaints Response Times

The Model Complaint Handling Procedure was introduced in April 2021 to set out the Council's corporate ambitions to improve performance. The reported measures below represent the end-to-end process, and therefore the combined performance of the Complaints Handling Team in Communities & Place (allocation, quality assurance and issue) and Health and Social Care Service (checking records, investigation, responding to complaints and approvals). Collaboration across the Directorates continues to identify process and other quality improvements to improve performance for frontline resolution within 5-days and those complaints that are escalated with a performance target of 20 days.

The combined performance for the end-to-end process in respect of complaints during Q4 against a corporate target of 80% was as follows:

	Target	Service	Highland Council
5-day Frontline Resolution	80%	66.7% (3 cases)*	90.1%
20-days Investigation	80%	12.5% (8 cases)**	41.3%
20-days Escalation	80%	0% (1 case) ***	33.3%

Due to the complexity of some HSC cases, extensions are often requested both at Frontline resolution from 5-10 working days, and for Investigation complaints to be extended beyond the 20 working day timescales. Where this happens the SPSO still considers this out with timescale for reporting purposes, however as per the model complaints handling procedure customers are kept informed at various point in the process where timescales are not able to be met.

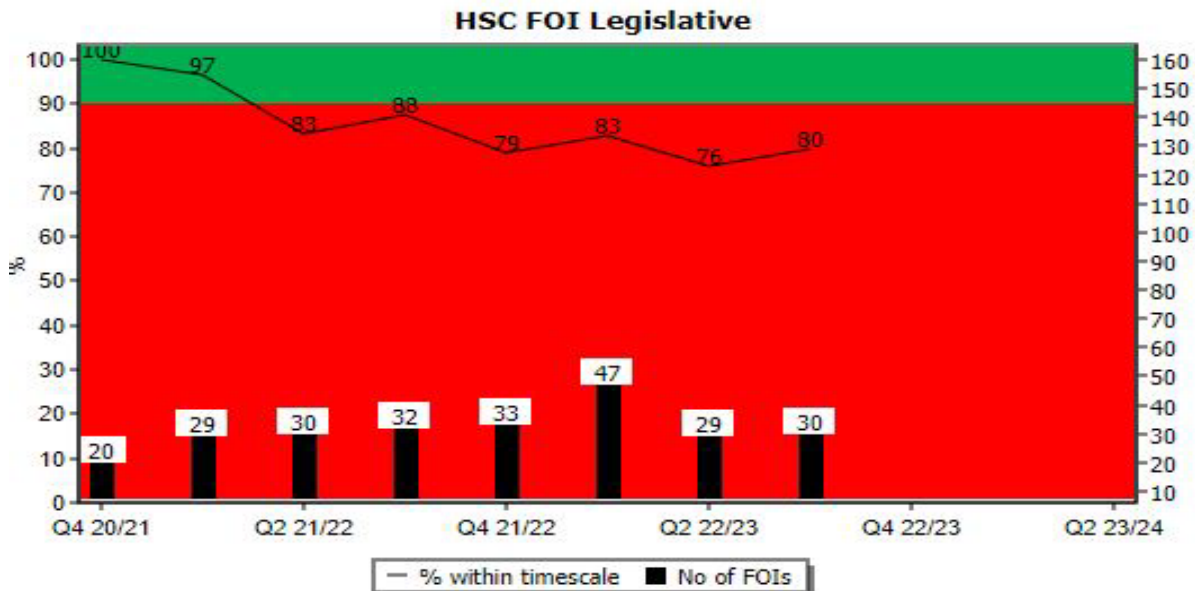
*Out of 3 cases recorded 2 were responded to within the 5 day timescale, and 1 case was granted an extension to 10 working days.

**Out of 8 cases recorded 1 was responded to within the 20 day timescale, and 2 had an authorised extension applied

***This case was raised initially at Frontline and responded to but the customer remained dissatisfied. The case was extended as an escalated complaint.

4.4 Service Freedom of Information (FOI) Response Times

FOI responses are an area where the Service is making effort to make improvements in response times. The Corporate target is for 90% of cases to be responded to within the statutory 20 day deadline and the Service has remained steady during the past 12 months despite increasing numbers of inquiries. This trend needs to be improved so that the Service is consistently meeting or exceeding the target.



4.5 Invoice Payments

These indicators measure the Council's efficiency of paying invoices and analyses the number of invoices paid within 10 days and 30 days of receipt as a percentage of all

invoices paid. The Service is consistently making a positive contribution to achieving corporate targets, noting that invoices paid within 30 days is a Council Statutory Performance Indicator (SPI). Current available data for Q4 is outlined below:

- Q4 2022/23 for invoices paid within 10 days the Service paid 83.2% against a target of 77% compared to 71.6% for the Council overall.
- Q4 2022/23 for invoices paid within 30 days the Service paid 96.3% against a target of 95% and compared to 94.9% for the Council overall.

5. Service Plan Dashboard

- 5.1 Appendix 1 includes the full performance information for the Directorate as outlined in the Draft Directorate Service Plan approved by Committee on 24 August 2022. This is provided for completeness.

6. Service Risks

- 6.1 In addition to leading on several Corporate Risks, which are reported to Audit & Scrutiny Committee every quarter, the Service maintains a Service Risk Register. The Service manages operational risk through a Service risk register. This data will be included in this report in future.

7. Contribution to the Corporate Plan

- 7.1 Future reports will also include the Service's contribution to the Corporate Plan. The full Corporate Plan is reviewed yearly at full Council in Quarter 2.

Designation: Executive Chief Officer Health and Social Care

Date: 25 April 2023

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Appendix 1

Health and Social Care PRMS Performance Dashboard

Members should note this is taken from the Council's performance and risk management system (PRMS).

Electronic Monitoring of Bail Q4 22/23						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Develop systems/process re electronic monitoring of bail supervision	Q3 22/23	No Significant Progress	Q4 22/23	Some Slippage		Target ongoing
No. assessments for Bail Supervision	Q3 22/23		Q4 22/23		1	
No. assessments for EM Bail - due to start Q3 22/23	Q3 22/23		Q4 22/23			

Non-Fatal Overdose Pathway Team Q4 22/23						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
CP1.09 Establish 4-yr pilot project re Non-Fatal Overdoses in Inverness	Q3 22/23	On Target	Q4 22/23	On Target		Due to complete Q4 25/26
Establish new project to increase community engagement with drug related services	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing
No. individuals in community engaged with Non-Fatal Overdose Pathway Team Project - due to start FY23/24	Q3 22/23		Q4 22/23			
Reduce the number of drug related deaths - due to start reporting FY23/24	Q3 22/23		Q4 22/23			

Family 1st Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
% referrals to Family Nurse Partnership programme	M11 22/23	85.3 %	M12 22/23	85.3 %	85.0 %	
Develop early intervention and preventative services with 3rd sector	Q3 22/23	On Target	Q4 22/23	On Target		Target is ongoing
HSC Workforce Plan in progress	Q3 22/23	On Target	Q4 22/23	Completed		
Introduce Family Group Conferencing - due to start Q3 22/23	Q3 22/23	On Target	Q4 22/23	Some Slippage		due to completed Q3 23/24
No. Children Accommodated	M11 22/23	319	M12 22/23	321	327	
No. children needing to live away from the family home but supported in kinship care increases - Monthly	M11 22/23	19.8 %	M12 22/23	18.4 %	21.0 %	
No. Children placed in residential care	M11 22/23	61	M12 22/23	57	64	
No. Children placed in secure accommodation	M11 22/23	1	M12 22/23	1	4	
Promote "Trauma is everyone's business" within THC	Q3 22/23	On Target	Q4 22/23	Some Slippage		Target ongoing
Shift the balance of care to promote family-based care	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing
Spend on Out of Authority Placements	Q3 22/23		Q4 22/23		42 %	
The number of LAC accommodated outwith Highland will decrease [spot purchase placements]	M11 22/23	19	M12 22/23	19	19	
Uptake of specialist CP advice/guidance	M11 22/23	231	M12 22/23	216	59	

Health and Wellbeing Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Analysis of core themes from Highland Child Protection Dataset	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing
CHN22 - % of child protection re-registrations within 18 months	FY 21/22	2.22 %	FY 22/23			
Implement the Scottish Child Interview Model in Highland	Q3 22/23	On Target	Q4 22/23	On Target		Due to complete Aug 23
Increase training opportunities offered - due to start Q4 22/23	Q3 22/23		Q4 22/23	On Target		Target ongoing
No. of offence based referrals to SCRA reduces - Monthly	M11 22/23	40	M12 22/23	24		

Highland will Keep the Promise Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Brothers and Sisters project	Q3 22/23	On Target	Q4 22/23	Completed		Target ongoing
Capture the views of children and young people in residential care	Q3 22/23	Completed	Q4 22/23			Due to complete Q3 22/23
Change the language of care	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing
Promote Highland's vision of The Promise	Q3 22/23	On Target	Q4 22/23	Completed		Target ongoing

Highland Health and Social Care Partnership Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Highland HSCP: develop Tier 2 CAMHS within HSC	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing
Highland HSCP: supporting delivery of future Adult Social Care	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing

HSC Quality Assurance Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Build business intelligence approach in HSC	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing
Delivery of network sessions using model for improvement - due to start Q1 23/24	Q3 22/23		Q4 22/23			Target ongoing
Develop the current HSC performance framework	Q3 22/23		Q4 22/23			Due to complete Q2 22/23
The service will evaluate 2 quality indicators - due to start Q4 22/23	Q3 22/23		Q4 22/23	Some Slippage		Target ongoing
Utilise the PMF and business intelligence to support improvement - due to start Q3 22/23	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing

HSC Workforce development Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
HSC Workforce Plan in progress	Q3 22/23	On Target	Q4 22/23	Completed		

Managing Mental Health Officers [MHO] service demand Q4 22/23

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Target Date
Mental Health Officer Posts Total FTE	Q3 22/23	22.00	Q4 22/23		20.00	
The AWI Waiting List - month	M11 22/23	3	M12 22/23	4	0	
Enhance MHO staffing levels by developing a 'grow your own' resource and support to new trainees	Q3 22/23	On Target	Q4 22/23	On Target		Target ongoing