

The Highland Council

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| Agenda Item | 5 |
| Report No | HCW/18/23 |

Committee: Health, Social Care and Wellbeing Committee

Date: 15 November 2023

Report Title: Health and Social Care - Revenue Budget Monitoring and Performance Reporting for Q2 2023/24 – 01 July 2023 to 30 September 2023

Report By: Executive Chief Officer, Health and Social Care

1. Purpose/Executive Summary

- 1.1 This report provides Members with a revenue monitoring position for Q2 of the current 2023/24 financial year, to the end of September 2023. **Appendix 1** sets out the monitoring forecast.
- 1.2 Members will recall in terms of monitoring reports in 22/23 that a significant underspend was forecast. That underspend amounted to £4m against an annual budget of £181.294m. That underspend continues into 23/24 in terms of the monitoring for Q1 and Q2 albeit the underspend arises as a result of vacancies and can be balanced against the – currently unallocated – savings target. This position will be expanded upon in the narrative of the report. It should however be noted that there has been some work in terms of the re alignment of the budgets for looked after children to better reflect the current position.
- 1.3 There is an update on progress with budget saving delivery for 23/24 albeit detail is provided as a narrative within the body of the report. Members will recall that all savings were achieved by the Service in 22/23 and the narrative of the report provides further detail in relation to the anticipated position for 23/24 which is also set out within **Appendix 2**.
- 1.4 This report also provides performance information on:
 - Corporate Indicators
 - contribution to the Corporate Plan
 - Service Plan progress
 - mitigation of Service Risks
 - Service updates out with the Corporate Indicators or Service Plan.

The content and structure is intended to:

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

For the purpose of this report details have been provided from the dashboard showing the latest updates on the HSC Service Plan which was approved by Members at the last meeting. Information is also included in relation to those indicators which are relevant for Adult Care Services. The Committee will be aware of services delivered by NHS Highland and form part of separate assurance reporting.

2. Recommendations

2.1 Members are asked to:

- i. **Consider** the forecast revenue position as at Q2 of the 2023/24 financial year.
- ii. **Note** the progress update provided in relation to budget savings delivery.
- iii. **Scrutinise** the Service's performance and risk information.

3. Implications

- 3.1 **Resource** - The report and Appendices provide an up to date forecast of the financial position, including progress with delivery of savings. There are no specific recommendations at this time with particular implications to highlight. As noted below in the risk section, there remains ongoing uncertainty and challenge in financial forecasting as a result of the current financial crisis. There may also be resource implications in terms of the continuing delivery of adult social care and details in relation to that will be provided to subsequent meetings.
- 3.2 **Legal** - No particular implications to highlight. 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 **Community (Equality, Poverty, Rural and Island)** - The Service continues to respond to service need across our communities, within the resources available, and the ongoing redesign of staffing structures and re-alignment of budgets as a result is with the focus of ensuring the available resources are aligned with Council priorities and service needs.
- 3.4 **Climate Change / Carbon Clever** - No implications to highlight.
- 3.5 **Risk** - This report and Appendices reflect best available information and assessment of expected service impacts, including those residual Covid-19 impacts on service demand, and the financial crisis. There remains the risk of changes in circumstance that may have an adverse variance on financial forecasts. The risk in relation to the adult care service delivered by NHS Highland is ongoing and is likely to result in a projected significant overspend in terms of which will be discussed at the Joint Monitoring Committee. The risk in relation to the care home service is set out and referenced within the Council's corporate risk register and remains relevant. The Committee are also sighted on the risk in relation to recruitment challenges across social work which is a significant contributing factor to the reported underspend. That risk creates a risk in terms of service delivery which is reflected in the Council's Corporate Risk Register.

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

4. **Q2 Monitoring Forecast**

- 4.1 **Appendix 1** sets out the Q2 monitoring position for the new financial year. The only change to the H&SC net budget between Q1 and Q2 is a £2k reduction in the “Other Services for Children” budget. This was a one-off corporate savings adjustment to offset water refunds received as a result of the Schneiders water audit.
- 4.2 In terms of that position against a budget for the year of £183.935m, a very small underspend is forecast. This is contributed to by the position in relation to staff vacancies and the need to deliver savings at £3.138m. The service is confident that a balanced budget will be delivered because of the level of vacancies that persist. It must however be noted that it is the position of the service that these vacancies do not represent a saving but ultimately do contribute to the delivery of a balanced budget. There has however been some work to seek to realign the budgets for looked after children to show the work that the service has done in terms of the Families First policy. That work is aimed at the service being able to deliver a balanced budget in relation to those lines for looked after children which have historically been overspent.
- 4.3 Members will recall that for 23/24 there is no covid response budget heading and as such the underspend is likely to be less over this financial year notwithstanding the fact that very significant staff vacancies are continuing to lead to significant risk in relation to service delivery as well as contributing to an ongoing underspend. That underspend is predicted to be less than in 22/23 as a result of this but what is key is the reduction of the predicted overspend for Looked After Children and it is these budget lines which are the focus of the Service. The Families First Strategy is intended to improve outcomes in regard to service delivery and will also contribute to reducing what has historically been a significant overspend.
- 4.3.1 Members will recall from previous reports, the positive trends being shown in Looked After Children, with it forecast that the number of children in out of authority residential provision was approaching the lowest level it had been at for some years. That work continues and is referred to in detail at paragraph 4.9.
- 4.4 The following sections provide some further narrative relating to service developments which will inform future reporting in terms of anticipated variances.
- 4.5 Family Teams – past reports to Committee over recent years have highlighted a legacy underspend against this budget heading. The Committee are aware of actions being taken to (a) address some of the local and national challenges around recruitment, (b) redesign of the service and (c) re-alignment of the budget. The staff vacancies throughout the service are of significant concern and this remains particularly challenging in the Family Teams. The Committee will recall a previous report in relation to that associated risk which continues and is now reflected in the Corporate Risk Register.

- 4.6 Fostering, Kinship and Adoption – Members will recall that there has been a review of allowances in relation to the payment of foster carers and Kinship carers in acknowledgement that allowances have not increased for many years and as a result, this has had negative impacts on recruiting and retaining foster carers in particular. The Committee should be aware that this issue has also received national attention in that the Scottish Government have recently provided some further funding which will contribute to some further increases. The national intention is to look to standardise rates across the country. The use of local – Highland – provision is a key part of the Family First strategy in terms of seeking to keep children in their communities. It is intended that this strategy will – as well as improving outcomes for children and young people who are looked after – also contribute to savings by reducing reliance on purchased placements out of Highland which come at an increased cost. Meantime in terms of reporting positive trends the increase in allowances for Kinship Carers has meant that more family members are able to afford to take on the care of their younger relatives. There has also been an increase in the number of Kinship Orders being granted which not only legally secures the children with their kin but also has a positive impact on the budget spend. That number has increased by 8 to 82 in quarter 2.
- 4.6.1 In terms of fostering placements out with Highland until June 2023 there had been no placements with Independent Fostering providers since September. After quarter 1 there had been three such placements since the end of June which is reflective of what is a busy time being the school holiday period. There have however been none since that time. This is a positive trend consistent with the Family First Strategy, and it is anticipated will lead to a reduction in what has historically been an overspend and this is reflected in the reported figures. In terms of recruitment of foster carers, it should be noted that there has been an increase in terms of applications which is also positive in terms of keeping children in Highland Communities. In 23/24, there have been six new approvals of Foster Carers.
- 4.6.2 The position in relation to external residential provision is included within the narrative in relation to Looked After Children below.
- 4.7 Looked After Children – ‘The Promise’ is at the heart of practice within Highland Council. Consequently, we have been focussed on shifting the balance of care so that children and young people remain at home – when safe to do so. This is reflected in the Family First strategy reflected above.
- 4.7.1 That vision to safely keep children within their families and communities is achieving impact with less children coming into the statutory social work system. This is evidenced through our ‘Looked After Children’ statistics over a 3-year trend. From 2020 to 2022/23 there has been an 18-20% reduction in Looked After Children from **495** (2020), **469** (2021), **402** (2022) and **405** (2023). That figure is now at **415**.
- 4.7.2 In terms of those children and young people in residential placements out with the Highland area, the outlook is extremely positive. There are currently 9 children (down from 23 last year and 17 last quarter) out with the Highland area in spot purchased placements and only 14 in total both in and out of Highland. This is the lowest number of external residential placements ever and a result of significant, continuous effort by the Home to Highland team and the family teams. This will have a positive effect on the budget spend as well as improving outcomes and it is expected that those trends will be shown in reported variances going forward.
- 4.7.3 Whilst the trends in relation to residential placements is positive and it is anticipated that it will result in savings it should be noted that whilst the overall numbers are

decreasing, the cost of living crisis is such that in real terms the cost of individual placements is significantly increasing. Consequently, we will be monitoring this situation closely and update Committee accordingly.

- 4.8 Commissioned Adult Services – There have been significant funding streams made available in terms of adult social care which reflect the ongoing pressures in service delivery in that sector which have been recognised by Scottish Government in terms of extra funding. Further funding has been made available to deal with particular winter pressures and that funding will be passported directly to NHS Highland as the lead agency. The Committee will be aware that the delivery of adult social care and the associated funding is discussed at the Joint Monitoring Committee, and that there remain regular and ongoing discussions on financial matters between Senior Officials within both organisations. Due to current pressures within adult social care, close budget monitoring is actively being pursued to identify and address potential budget pressures before year end. It is understood that the current savings required in order to deliver adult services in budget is £4.1m and there are active and ongoing discussions with NHS Highland in terms of how that might be delivered. It is expected that there will be challenges in terms of delivering adult social care on budget. A Cost Improvement Plan is in place and there have been some changes to previous predicted costs as a result of the position in relation to the support of care homes. Members will recall that the NHS budget for 23/24 was set based upon a drawdown of £9.8m from reserves held by the Council on behalf of NHS. It would be expected to fully exhaust that reserve and as such is a significant factor regarding the next financial year.

5. Budget Savings Delivery

- 5.1 In relation to progress with delivery of budget savings for 23/24 the Committee should refer to **Appendix 2**.
- 5.2 In relation to Q2 the Committee should note progress in terms of Appendix 2. In terms of the reported figures in Appendix 1 the Committees should note too that £2.947m is reported as amber in terms of the saving line which leads to a balanced budget as a result of the level of vacancies. That is not to say that there is no progress in terms of the delivery of those savings and members should note the detail in paragraph 4 in terms of positive progress in terms of outcomes achieved – and expected linked savings – as a result of the ongoing work in relation to Families 1st Strategy. It is expected that work will ultimately be shown in terms of allocation of those savings in terms of the budget lines for residential childcare and Fostering and Adoption.
- 5.2.1 In terms of efficiency savings, the Service is continuing to aim for a 1.5% budget reduction across all budgets that all managers are responsible for. There are also expected to be some savings in terms of staffing which will be crystallised as the ongoing recruitment drive progresses and will be reflected in the variances and are shown as achieved in **Appendix 2**.

6. Service Performance – Corporate Indicators

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

Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked

performance. In Q1 2023/24, the Service lost an average of 2.82 days per employee compared to an average of 2.48 for the Council as a whole.

Health and Social Care

Average number working days per employee lost through sickness absence

| Average Days Lost | Q3 21/22 | Q4 21/22 | Q1 22/23 | Q2 22/23 | Q3 22/23 | Q4 22/23 | Q1 23/24 | Q2 23/24 |
|------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Health and Social Care | 1.59 | 1.69 | 2.05 | 2.04 | 2.27 | 2.87 | 2.82 | |
| Highland Council | 1.83 | 2.22 | 2.24 | 1.58 | 1.89 | 2.88 | 2.48 | |

Please note that Q2 was not yet available at the time of writing this report.

6.3 Service Complaints Response Times

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 Customer and Resolution Improvement Team ('CRIT').

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

Complaints - Health and Social Care

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

Frontline Resolution within 5 days

| | Q3 21/22 | | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | |
|------------------------|----------|------|----------|------|----------|------|----------|-------|----------|-------|----------|------|----------|-------|----------|-------|
| Health and Social Care | 6 | 67 % | 4 | 50 % | 2 | 0 % | 6 | 100 % | 2 | 100 % | 3 | 67 % | 2 | 100 % | 3 | 100 % |
| Highland Council | 207 | 62 % | 161 | 62 % | 170 | 61 % | 163 | 90 % | 137 | 93 % | 101 | 90 % | 160 | 92 % | 135 | 79 % |

Investigation Resolution within 20 days

| | Q3 21/22 | | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | |
|------------------------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|
| Health and Social Care | 5 | 60 % | 7 | 29 % | 3 | 33 % | 14 | 36 % | 9 | 33 % | 8 | 13 % | 6 | 67 % | 9 | 44 % |
| Highland Council | 68 | 54 % | 48 | 44 % | 65 | 46 % | 54 | 31 % | 49 | 47 % | 63 | 41 % | 97 | 63 % | 85 | 49 % |

Escalated Resolution within 20 days

| | Q3 21/22 | | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | |
|------------------------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|----------|------|
| Health and Social Care | 2 | 0 % | 2 | 50 % | 4 | 0 % | 3 | 33 % | 1 | 0 % | 1 | 0 % | 3 | 0 % | 3 | 33 % |
| Highland Council | 45 | 51 % | 57 | 37 % | 38 | 18 % | 34 | 32 % | 22 | 36 % | 15 | 33 % | 32 | 50 % | 32 | 41 % |

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

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

The performance for FOI response times during Q1 against a corporate target of 90% was as follows:

Freedom of Information Requests - Health and Social Care

% of FOIs closed compliant with the legislative timescale

| % FOIs Compliant - Health and Social Care | Q3 21/22 | | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | |
|---|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|--|
| | | 36 | 86 % | 28 | 93 % | 48 | 73 % | 25 | 84 % | 34 | 76 % | 40 | 83 % | 25 | 92 % | |

| % FOIs Compliant - Highland Council | Q3 21/22 | | Q4 21/22 | | Q1 22/23 | | Q2 22/23 | | Q3 22/23 | | Q4 22/23 | | Q1 23/24 | | Q2 23/24 | |
|-------------------------------------|----------|-----|----------|-----|----------|-----|----------|-----|----------|-----|----------|-----|----------|-----|----------|--|
| | | 414 | 84 % | 400 | 76 % | 462 | 73 % | 364 | 82 % | 478 | 81 % | 536 | 75 % | 399 | 84 % | |

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%.

Please note that Q2 was not yet available at the time of writing this report.

6.5 Service Invoice Payment Times

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 and 10 days during Q2 against a target of 95% and 77%, respectively, was as follows:

Health and Social Care - Invoice Payments

| Invoice Payment within 30 days | Q3 21/22 | Q4 21/22 | Q1 22/23 | Q2 22/23 | Q3 22/23 | Q4 22/23 | Q1 23/24 | Q2 23/24 |
|--------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Health and Social Care | 92.4 % | 94.0 % | 97.6 % | 97.5 % | 97.5 % | 96.3 % | 98.6 % | 97.9 % |
| Highland Council | 94.2 % | 89.1 % | 94.1 % | 94.2 % | 95.1 % | 94.9 % | 95.1 % | 96.7 % |

| Invoice Payment less than 10 days | Q3 21/22 | Q4 21/22 | Q1 22/23 | Q2 22/23 | Q3 22/23 | Q4 22/23 | Q1 23/24 | Q2 23/24 |
|-----------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Health and Social Care | 74.7 % | 59.4 % | 92.5 % | 91.7 % | 85.8 % | 83.2 % | 93.5 % | 90.0 % |
| Highland Council | 67.8 % | 53.1 % | 67.5 % | 73.4 % | 70.4 % | 71.6 % | 72.8 % | 80.9 % |

7. Service Contribution to the Corporate Plan

- 7.1 The full Corporate Plan, "Our Future Highland", can be viewed on the Highland Council website. It sets out how the Council will achieve the Council programme for 2022-27 and is reviewed annually. The Service's contribution to the Corporate Plan is set out below, along with commentary for any indicators making no significant progress for Q2 2023/24. For some indicators information is not yet available for 2023/24.

Health and Social Care - PIs in Corporate Plan

| PIs/Actions in the Corporate Plan | Period | Data | Period | Data | Period | Data |
|--|----------|---------------|----------|-----------|----------|---------------|
| CP1.08 % of Children and Young People in formal kinship care | FY 20/21 | 22.7 % | FY 21/22 | 19.1 % | FY 22/23 | 18.4 % |
| CP1.08 CHN09 - % of Children and Young People in care in the community | AY 20/21 | 85.39 % | AY 21/22 | 83.83 % | AY 22/23 | |
| CP1.08 Establish a pilot funded by Whole Family Wellbeing Fund in Lochaber | Q4 22/23 | On Target | Q1 23/24 | On Target | Q2 23/24 | On Target |
| CP1.08 No. of H&SC staff trained in Solihull Approach - begins 2023/24 | FY 20/21 | | FY 21/22 | | FY 22/23 | |
| CP1.08 The average number of children and young people accommodated outwith Highland - Annual | FY 20/21 | 28 | FY 21/22 | 24 | FY 22/23 | 20 |
| CP1.08 The number of foster carer approvals - annual | FY 20/21 | 16 | FY 21/22 | 13 | FY 22/23 | 8 |
| CP1.09 Establish 4-yr pilot project re Non-Fatal Overdoses in Inverness | Q4 22/23 | On Target | Q1 23/24 | On Target | Q2 23/24 | Some Slippage |
| CP2.05 SW02 - Direct payments spend on 18+ adults | FY 20/21 | 6.63 % | FY 21/22 | 7.46 % | FY 22/23 | |
| CP2.05 SW03a - % of people aged 65+ with long-term care needs receiving personal care at home | FY 20/21 | 55.57 % | FY 21/22 | 55.76 % | FY 22/23 | 52.92 % |
| CP3.05 HC and NHS develop strategic proposal to reduce no. residents in Residential Care Homes | Q4 22/23 | On Target | Q1 23/24 | On Target | Q2 23/24 | Some Slippage |
| CP5.01 ERDs being completed - HSC | Q4 22/23 | Some Slippage | Q1 23/24 | On Target | Q2 23/24 | On Target |

- 7.2 **The number of Foster Carer approvals:** This dropped from 13 in 2021/22 to 8 in 2022/23 against an annual target of 16. This annual target will have to be reviewed. A new figure will be determined based on annual trends over the last 5 years - to make sure we have a stretch target that is also achievable for the service to reach.

Although recruitment for new Foster Carers is ongoing and year-round, it continues to be a challenge to replace those who cease fostering, mainly due to retirement, changes in employment, health and family circumstances.

The Covid pandemic also impacted on fostering enquires with less people interested in fostering and more people interested in adoption. A trend that is the experience of many other Local Authorities across Scotland and continues to be so.

A significant contributory factor in Highland continues to be the presence of Independent Fostering Providers (IFP's) who are recruiting from the same communities as the Local Authority and who largely pay their carers a higher rate of fees and allowances.

There is a direct link with recruitment and retention and the allowances and fees paid by Local Authorities to foster carers. Allowances were reviewed and in March 2023 Highland Council Members agreed to increase allowances paid to Kinship, Foster Carers and to a small number of families who adopt from 1 April 2023 to bring these allowances in line with other Local Authorities across Scotland. By increasing allowances and raising the profile of fostering in Highland we would hope to attract more people to become carers over the next 2/3 years.

8. Service Plan Progress

- 8.1 In terms of the Service Plan for the Health and Social Care Service there are several actions and indicators which are considered regularly by officers to monitor service performance. Members will note that these indicators relate to the delivery of children's services (both social work services and the commissioned child health service) as well as the justice service and the mental health officer service which sit within the Highland Council. Further indicators in relation to the service's workforce development and

quality assurance are also included. This detail which is recorded on the Council's Performance and Risk Management System (PRMS) is included as **Appendix 3** to this Report.

- 8.2 Adult Care Services are delivered by NHS Highland and there are 3 specific SPIs which are formally reported upon. These indicators are also included in the Corporate Plan and are due to be updated in December 2023. Details in relation to those are included at **Appendix 3**.

9. Service Risks Mitigation

- 9.1 The Service maintains a Service Risk Register, which was last reviewed in Q4 2022/23. These risks, their current risk ratings and Q2 2023/24 mitigation status are shown in **Appendix 4**. A full review of the Service Risk Register is planned for Q3 2022/23.

Designation: Executive Chief Officer Health and Social Care

Date: 25 October 2023

Authors: Fiona Malcolm, Head of Integration Adult Social Care
Gordon Stirling, Corporate Performance Business Partner

Appendices

Appendix 1 - Q2 Monitoring Forecast

Appendix 2 – Progress against Savings

Appendix 3 – Service Plan and Adult Social Care SPIs

Appendix 4 – Service Risks

Appendix 1

ANNEX 1

HEALTH, WELLBEING AND SOCIAL CARE REVENUE MONITORING - 2023-24

| 2023/2024 | £'000 Annual Budget | £'000 Actual YTD | £'000 Projected Outturn | £'000 Year End Variance |
|--|------------------------------------|---------------------------------|--|--|
| Quarter 2, April to September | | | | |
| BY ACTIVITY | | | | |
| Service Management and Support | | | | |
| Management Team | 926 | 487 | 933 | 7 |
| Business Support | 1,394 | 576 | 1,255 | -139 |
| COVID-19 Response | 0 | -109 | 0 | 0 |
| | 2,320 | 954 | 2,188 | -132 |
| Adult Services | | | | |
| Commissioned Adult Services | 137,695 | 49,580 | 137,695 | 0 |
| Mental Health Teams | 1,630 | 669 | 1,535 | -95 |
| Criminal Justice Service | 62 | -16 | 62 | 0 |
| Other Services for Vulnerable Adults | 1,444 | 768 | 1,438 | -6 |
| | 140,831 | 51,001 | 140,730 | -101 |
| Children's Services | | | | |
| Looked After Children | 27,042 | 11,951 | 25,770 | -1,272 |
| Family Teams | 18,688 | 8,840 | 17,590 | -1,098 |
| Other Services for Children | 6,328 | 4,207 | 8,833 | 2,505 |
| Commissioned Children's Services Income from NHS | -11,274 | -111 | -11,274 | 0 |
| | 40,784 | 24,887 | 40,919 | 135 |
| TOTAL HEALTH, WELLBEING AND SOCIAL CARE | 183,935 | 76,842 | 183,837 | -98 |
| | £'000 Annual Budget | £'000 Actual YTD | £'000 Projected Outturn | £'000 Year End Variance |
| BY SUBJECTIVE | | | | |
| Staff Costs | 40,365 | 19,457 | 37,595 | -2,770 |
| Other Expenditure | 161,019 | 60,850 | 163,688 | 2,669 |
| Gross Expenditure | 201,384 | 80,307 | 201,283 | -101 |
| Grant Income | -17,431 | -3,456 | -17,431 | 0 |
| Other Income | -18 | -9 | -15 | 3 |
| Total Income | -17,449 | -3,465 | -17,446 | 3 |
| NET TOTAL | 183,935 | 76,842 | 183,837 | -98 |

HEALTH, WELLBEING AND SOCIAL CARE SERVICE

2023/2024

Quarter 2, April to September

| GROSS EXPENDITURE | | |
|-------------------|------------|-------------------|
| £'000 | £'000 | £'000 |
| Annual Budget | Actual YTD | Year End Variance |

| GROSS INCOME | | |
|---------------|------------|-------------------|
| £'000 | £'000 | £'000 |
| Annual Budget | Actual YTD | Year End Variance |

| NET TOTAL | | |
|---------------|------------|-------------------|
| £'000 | £'000 | £'000 |
| Annual Budget | Actual YTD | Projected Outturn |

| VARIANCE ANALYSIS | | | |
|-------------------|----------------------|-----------------|----------------|
| £'000 | £'000 | £'000 | £'000 |
| Staffing Variance | Other Spend Variance | Income Variance | Total Variance |

BY ACTIVITY

| | | | | | | | | | | | | | |
|---|----------------|---------------|-------------|----------------|---------------|----------|----------------|---------------|----------------|---------------|--------------|----------|------------|
| Service Management and Support | | | | | | | | | | | | | |
| Management Team | 926 | 487 | 7 | 0 | 0 | 0 | 926 | 487 | 933 | 5 | 2 | 0 | 7 |
| Business Support | 1,394 | 576 | -139 | 0 | 0 | 0 | 1,394 | 576 | 1,255 | -123 | -16 | 0 | -139 |
| COVID-19 Response | 0 | -1 | 0 | 0 | -108 | 0 | 0 | -109 | 0 | 0 | 0 | 0 | 0 |
| Adult Services | | | | | | | | | | | | | |
| Commissioned Adult Services | 137,695 | 49,580 | 0 | 0 | 0 | 0 | 137,695 | 49,580 | 137,695 | 0 | 0 | 0 | 0 |
| Mental Health Teams | 1,630 | 742 | -95 | 0 | -73 | 0 | 1,630 | 669 | 1,535 | -95 | 0 | 0 | -95 |
| Criminal Justice Service | 4,998 | 2,026 | 0 | -4,936 | -2,041 | 0 | 62 | -16 | 62 | 0 | 0 | 0 | 0 |
| Other Services for Vulnerable Adults | 1,467 | 774 | -6 | -23 | -6 | 0 | 1,444 | 768 | 1,438 | -10 | 4 | 0 | -6 |
| Looked After Children | | | | | | | | | | | | | |
| Fostering & Adoption | 6,918 | 3,206 | -102 | 0 | -1 | 0 | 6,918 | 3,205 | 6,816 | -69 | -33 | 0 | -102 |
| Residential, In house | 2,559 | 1,344 | -21 | 0 | -393 | 0 | 2,559 | 951 | 2,538 | -212 | 191 | 0 | -21 |
| Respite, In house | 1,393 | 892 | 225 | 0 | 0 | 0 | 1,393 | 892 | 1,618 | 166 | 59 | 0 | 225 |
| Independent and 3rd Sector placements | 8,008 | 3,801 | 0 | 0 | 0 | 0 | 8,008 | 3,801 | 8,008 | 0 | 0 | 0 | 0 |
| Through care & aftercare | 1,953 | 614 | -731 | 0 | 0 | 0 | 1,953 | 614 | 1,222 | 71 | -802 | 0 | -731 |
| Home to Highland | 5,934 | 2,411 | -530 | -401 | -179 | 0 | 5,533 | 2,231 | 5,003 | -664 | 134 | 0 | -530 |
| LAC Management and Support | 677 | 256 | -113 | 0 | 0 | 0 | 677 | 256 | 564 | -115 | 2 | 0 | -113 |
| Family Teams | | | | | | | | | | | | | |
| Family Teams - North | 3,055 | 1,503 | -173 | 0 | 0 | -1 | 3,055 | 1,503 | 2,881 | -187 | 14 | -1 | -174 |
| Family Teams - Mid | 3,529 | 1,784 | -186 | 0 | -10 | 0 | 3,529 | 1,774 | 3,343 | -154 | -32 | 0 | -186 |
| Family Teams - West | 3,126 | 1,386 | -319 | 0 | -1 | -1 | 3,126 | 1,385 | 2,806 | -313 | -6 | -1 | -320 |
| Family Teams - South | 8,593 | 4,075 | -558 | -15 | -5 | -1 | 8,578 | 4,070 | 8,019 | -639 | 81 | -1 | -559 |
| Self Directed Support (Direct Payments) | 401 | 109 | 141 | 0 | 0 | 0 | 401 | 109 | 542 | -1 | 142 | 0 | 141 |
| Other Services for Children | | | | | | | | | | | | | |
| Child Protection | 996 | 421 | -130 | -124 | -136 | 0 | 872 | 284 | 742 | -133 | 3 | 0 | -130 |
| Health and Health Improvement | 1,524 | 653 | 20 | -658 | -305 | 0 | 865 | 348 | 885 | 13 | 7 | 0 | 20 |
| Allied Health Professionals | 3,839 | 1,980 | 25 | -11 | -82 | 0 | 3,828 | 1,898 | 3,853 | 22 | 3 | 0 | 25 |
| Primary Mental Health Workers | 607 | 293 | -10 | 0 | 0 | 0 | 607 | 293 | 597 | -6 | -4 | 0 | -10 |
| Specialist Services | 401 | 205 | 0 | 0 | 0 | 0 | 401 | 205 | 401 | 0 | 0 | 0 | 0 |
| Youth Action Services | 1,655 | 635 | -343 | 0 | -9 | 0 | 1,655 | 626 | 1,312 | -310 | -33 | 0 | -343 |
| Other Services for Children | 878 | 529 | 0 | -7 | 0 | 7 | 871 | 529 | 878 | -6 | 6 | 7 | 7 |
| Staff Training | 179 | 43 | -11 | 0 | -4 | 0 | 179 | 39 | 168 | -11 | 0 | 0 | -11 |
| Independent Funds | 0 | -15 | 0 | 0 | 0 | 0 | 0 | -15 | 0 | 0 | 0 | 0 | 0 |
| Unallocated Savings | -2,950 | 0 | 2,947 | 0 | 0 | 0 | -2,950 | 0 | -3 | 0 | 2,947 | 0 | 2,947 |
| Commissioned Children's Services income from NHS | 0 | 0 | 0 | -11,274 | -111 | 0 | -11,274 | -111 | -11,274 | 0 | 0 | 0 | 0 |
| TOTAL | 201,385 | 80,309 | -102 | -17,449 | -3,464 | 4 | 183,935 | 76,842 | 183,837 | -2,771 | 2,669 | 4 | -98 |

Appendix 2

| Category | Ref | Service | Type | Saving Description | Agreed Saving £m | Describe the actions progressed to implement the saving | Does this conclude saving implementation on YES/NO | What further actions will be taken forward to deliver the saving? | Are there risks and issues relating to achieving the saving amount in 23/24, describe these? | What remedial action or mitigations are proposed? | What value of saving do you forecast for 23/24 (to capture any variation – more or less – than what was agreed by Council) | BRAG status | Comments for Committee Report |
|---------------------------------|------|---------|--------------|---|------------------|---|--|---|--|---|--|-------------|-------------------------------|
| Reducing Waste/Avoidable Spend | 1.3b | HW&SC | Staffing | Family Teams - Reduce agency use (currently being used for vacant permanent posts). Replace with permanent post;and/or delete post; and/or reassess gradings where appropriate. | 0.300 | | partial | | | | | A | |
| Service Redesign and Efficiency | 3.2 | HW&SC | Non-Staffing | Health and Social Care Redesign | 2.400 | | partial | | any underachievement in year will be offset by underspends elsewhere in the budget | | | A | |
| Service Redesign and Efficiency | 3.18 | HW&SC | Staffing | Family First Strategy | 0.248 | | partial | | any underachievement in year will be offset by underspends elsewhere in the budget | | | A | |
| Service Redesign and Efficiency | 3.19 | HW&SC | Staffing | Health and Social Care | 0.190 | Senior management savings | yes | N/A - identified and delivered | N/A - taken from restructure | N/A | 0.190 | G | |

Only enter into the cells highlighted in colour - no other cells to be edited or entered.

No rows or columns to be added or deleted.

Column specific guidance notes are included in column headings as comments.

Certain columns can be left blank if not relevant ie if saving complete, not further actions would be expected. If no risks or issues flagged, no mitigation would be expected, etc

For Committee, only core information should be shown and other columns hidden for the monitoring report annex.

For the report show Cols A-F, L&M. And add a comments box (comments only required where relevant).

Appendix 3: Service Plan

Health & Social Care Service Plan 2023/24 – Actions and Measures

| Health and Wellbeing Q2 23/24 | | | | | | |
|--|----------|-----------|----------|-----------|--------------|--------------------------|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| % referrals to Family Nurse Partnership programme | M5 23/24 | 85.6 % | M6 23/24 | 85.7 % | 85.0 % | |
| Develop and deliver early health protection, prevention and promotion initiatives for Early Years [Health] | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q4 23/24 |
| Increase Health Behaviour Change Activity in line with Public Health Data | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q4 23/24 |
| Transform the role of school nurses with 80% of our workforce qualified to Advance Practitioner level | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q1 24/25 |

| Highland Health and Social Care Partnership Q2 23/24 | | | | | | |
|--|----------|-----------|----------|---------------|--------------|-------------------------------------|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| CP2.05 SW02 - Direct payments spend on 18+ adults | FY 21/22 | 7.46 % | FY 22/23 | | 7.98 % | LGBF update - due December |
| CP2.05 SW03a - % of people aged 65+ with long-term care needs receiving personal care at home | FY 21/22 | 55.76 % | FY 22/23 | 52.92 % | 61.69 % | LGBF update - due December |
| CP3.05 HC and NHS develop strategic proposal to reduce no. residents in Residential Care Homes | Q1 23/24 | On Target | Q2 23/24 | Some Slippage | | Strategic Plan agreed by July 23 |
| Highland HSCP: supporting delivery of future Adult Social Care | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete final plan Q3 23/24 |

| Integrated Children's Services Plan [ICSP] Q2 23/24 | | | | | | |
|--|----------|---------|----------|--------|--------------|---|
| PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/ Update Date |
| CP1.08 CHN09 - % of Children and Young People in care in the community | AY 21/22 | 83.83 % | AY 22/23 | | 89.26 % | LGBF update - due January provisional LGBF update - due July 23 |
| No. of accommodated children and young people | M5 23/24 | 325 | M6 23/24 | 326 | 314 | |
| No. children needing to live away from the family home but supported in kinship care increases - Monthly | M5 23/24 | 19.7 % | M6 23/24 | 19.8 % | 22.0 % | |
| No. of accommodated children and young people - residential | M5 23/24 | 49 | M6 23/24 | 49 | 61 | |
| No. Children in secure accommodation | M5 23/24 | 4 | M6 23/24 | 3 | 3 | |
| No. 'Promise Conversation Cafes' held each year - due to start reporting FY23/24 | FY 21/22 | | FY 22/23 | | 6 | |
| Spend on Out of Authority accommodation | Q1 23/24 | | Q2 23/24 | | 44 % | |
| The number of children and young people accommodated outwith Highland will decrease - Monthly | M5 23/24 | 9 | M6 23/24 | 9 | 18 | |
| The number of foster carer approvals - quarterly | Q1 23/24 | 4 | Q2 23/24 | 2 | 4 | |

| Integrated Children's Services Plan [ICSP] Q2 23/24 | | | | | | |
|--|----------|---------------|----------|-------------------------|--------------|--------------------------|
| Actions being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/Update Date |
| CP1.08 Establish a pilot funded by Whole Family Wellbeing Fund in Lochaber | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q2 23/24 |
| Develop a performance matrix to evaluate the Whole Family Wellbeing Programme | Q1 23/24 | Some Slippage | Q2 23/24 | No Significant Progress | | Due to complete Q4 23/24 |
| Develop early intervention and preventative services with 3rd sector | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q4 23/24 |
| Establish the Children's Rights and Participation Team | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q4 23/24 |
| Guidelines for changing the language of care | Q1 23/24 | On Target | Q2 23/24 | Some Slippage | | Due to complete Q4 23/24 |
| Improvement measured against the ICS Planning Board's Performance Management Framework | Q1 23/24 | On Target | Q2 23/24 | On Target | | Reported Annually |
| Introduce Family Group Conferencing - due to start Q3 22/23 | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q3 23/24 |
| Listen to the Voices of Families through the evaluation of annual family feedback | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q3 23/24 |
| Listen to the Voice of Families involved with Tier 3 Acute Medical Dietetic Services | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due for review Q4 23/24 |
| Provide leadership and support to the Whole Family Wellbeing Programme | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q4 23/24 |
| Report on changing the language of care across Highland Council | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q4 23/24 |
| Shift the balance of care to promote family-based care | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q4 27/28 |

| Protection Q2 23/24 | | | | | | |
|--|----------|---------------|----------|---------------|--------------|---|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/Update Date |
| % Adult Support Protection Referrals/Inquiries completed within 7 days | FY 21/22 | | FY 22/23 | | | |
| Analysis of core themes from Highland Child Protection Dataset | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q1 24/25 |
| CHN22 - % of child protection re-registrations within 18 months | FY 21/22 | 1.49 % | FY 22/23 | | 7.75 % | no update due January provisional LGBF update - due |
| CP1.09 Establish 4-yr pilot project re Non-Fatal Overdoses in Inverness | Q1 23/24 | On Target | Q2 23/24 | Some Slippage | | Due to complete Q4 23/24 |
| Implement the Scottish Child Interview Model in Highland | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q2 23/24 |
| Increase training opportunities offered - due to start Q4 22/23 | Q1 23/24 | Some Slippage | Q2 23/24 | Some Slippage | | Ongoing |
| No. assessments for Bail Supervision | Q1 23/24 | 164 | Q2 23/24 | | 1 | |
| No. individuals in community engaged with Non-Fatal Overdose Pathway Team Project - due to start FY23/24 | Q1 23/24 | | Q2 23/24 | | | |
| Uptake of specialist CP advice and guidance to health staff Qtr | Q1 23/24 | 453 | Q2 23/24 | 534 | 500 | |

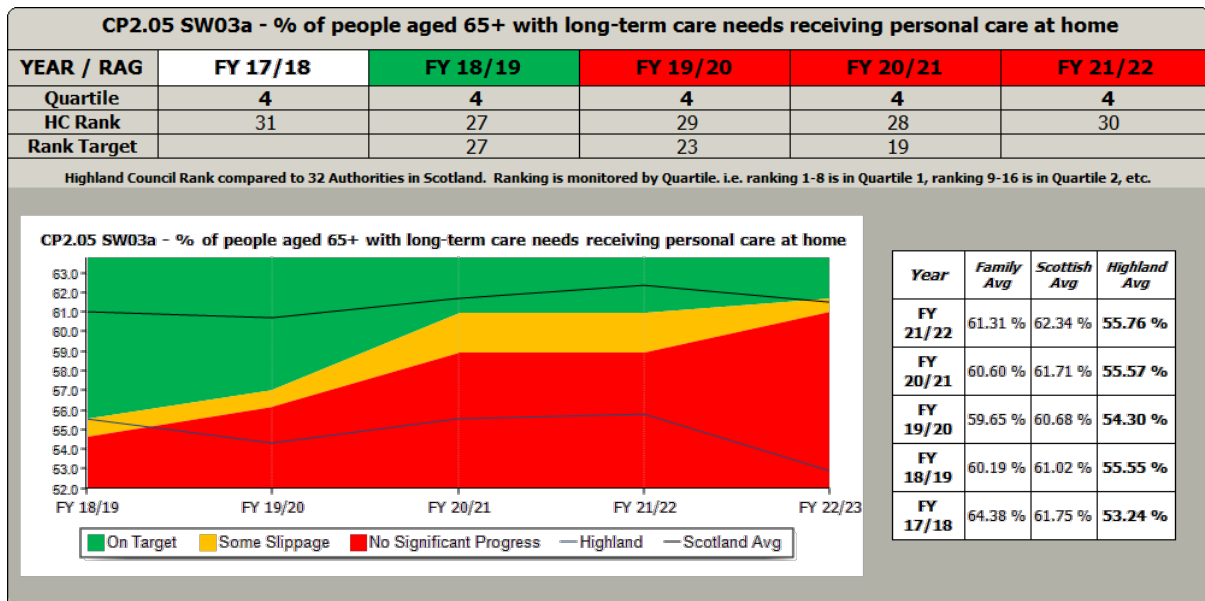
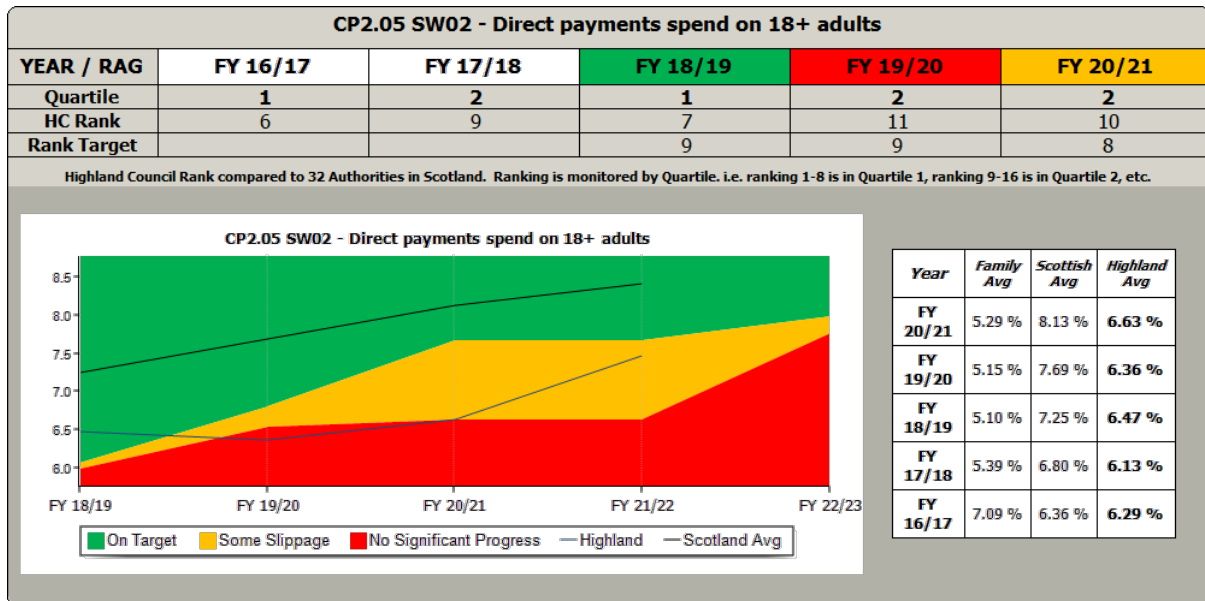
| Quality Assurance Q2 23/24 | | | | | | |
|---|----------|-----------|----------|---------------|--------------|--------------------------|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/Update Date |
| Build business intelligence approach in HSC | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q2 24/15 |
| Monitor the progress of the registered Service Improvement Plans and ensure the timelines are met | Q1 23/24 | On Target | Q2 23/24 | On Target | | Ongoing |
| Utilise the PMF and business intelligence to support improvement - due to start Q3 22/23 | Q1 23/24 | On Target | Q2 23/24 | Some Slippage | | Ongoing |

| Replace Social Work Case Management System Q2 23/24 | | | | | | |
|--|----------|-----------|----------|---------------|--------------|--------------------------|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/Update Date |
| Define the Target Operating Model [TOM] for SW case management system | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q3 23/24 |
| Establish the programme to deliver the TOM for SW case management system | Q1 23/24 | On Target | Q2 23/24 | Some Slippage | | Due to complete Q2 24/25 |
| Replace the current Case Management System for Social Work | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q4 24/25 |

| Workforce Development Q2 23/24 | | | | | | |
|---|----------|---------------|----------|---------------|--------------|--------------------------|
| Actions PIs being Monitored in Service Plan | Period | Data | Period | Data | Target Value | Completion/Update Date |
| CP1.08 No. of H&SC staff trained in Solihull Approach - begins 2023/24 | FY 21/22 | | FY 22/23 | | | |
| CP5.01 ERDs being completed - HSC | Q1 23/24 | On Target | Q2 23/24 | On Target | | |
| Create an implementation group for "Safe and Together" | Q1 23/24 | On Target | Q2 23/24 | Completed | | Due to complete Q4 23/24 |
| Develop the Grow Your Own Scheme to increase trainee opportunities | Q1 23/24 | On Target | Q2 23/24 | On Target | | Due to complete Q1 24/25 |
| Embed and grow the Social Work relief pool to cover all areas of Highland | Q1 23/24 | On Target | Q2 23/24 | On Target | | Review by Q3 23/24 |
| Ensure all new Criminal Justice staff are vetted to Level 2 | Q1 23/24 | Some Slippage | Q2 23/24 | Some Slippage | | Due to complete Q4 23/24 |
| Incentivise staff to become mentors and practice assessors | Q1 23/24 | On Target | Q2 23/24 | On Target | | Ongoing |
| Mental Health Officer Posts Total FTE | Q1 23/24 | 22.00 | Q2 23/24 | | 21.00 | |
| The AWI Waiting List - month | M5 23/24 | 13 | M6 23/24 | 0 | 0 | |

Appendix 3: Adult Social Care SPIs

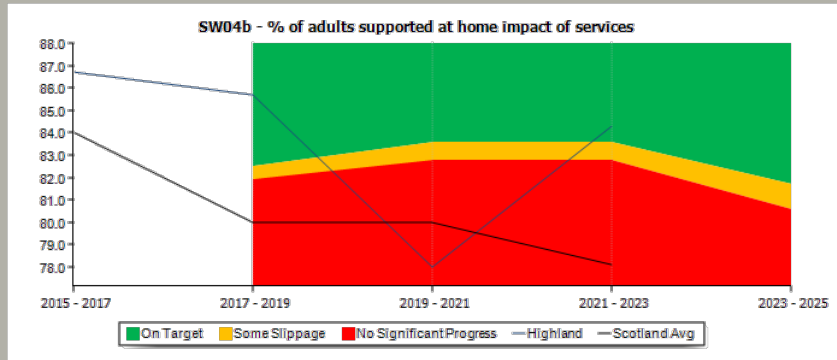
(Note: These indicators are due to be updated in December 2023)



SW04b - % of adults supported at home impact of services

| YEAR / RAG | 2015 - 2017 | 2015 - 2017 | 2017 - 2019 | 2019 - 2021 | 2021 - 2023 |
|-------------|-------------|-------------|-------------|-------------|-------------|
| Quartile | 2 | 2 | 1 | 3 | 1 |
| HC Rank | 10 | 10 | 4 | 24 | 4 |
| Rank Target | | | 8 | 8 | |

Highland Council Rank compared to 32 Authorities in Scotland. Ranking is monitored by Quartile. i.e. ranking 1-8 is in Quartile 1, ranking 9-16 is in Quartile 2, etc.



| Year | Family Avg | Scottish Avg | Highland Avg |
|--------------------|------------|--------------|---------------|
| 2021 - 2023 | 75.9 % | 78.1 % | 84.3 % |
| 2019 - 2021 | 76.8 % | 80.0 % | 78.0 % |
| 2017 - 2019 | 78.1 % | 80.0 % | 85.7 % |
| 2015 - 2017 | 85.7 % | 84.0 % | 86.7 % |
| 2015 - 2017 | 85.7 % | 84.0 % | 86.7 % |

Appendix 4: Service Risks

| Risk No. | Risk Rating | Risk Name | Q2 Mitigation |
|----------|-------------|--|-----------------------|
| HSC01 | D2 | Not Realising the Benefits of the Integration Scheme | On Target |
| HSC03 | B2 | Workforce Management | Some Slippage |
| HSC04 | D3 | Absence Management System | Some Slippage |
| HSC06 | D3 | Young People's Transitions | On Target |
| HSC08 | D2 | Potential Care Home Inquiry | On Target |
| HSC09 | D2 | Historic Child Abuse Inquiry | Completed (Mitigated) |
| HSC11 | B2 | Risk Around Not replacing CareFirst | Some Slippage |
| HSC13 | B2 | LSCMI Assessments | On Target |
| HSC14 | B1 | VISOR | Some Slippage |
| HSC15 | C1 | Care Inspectorate Inspections [In Development] | |

