

The Highland Council

Agenda Item	8
Report No	HCW-10-24

Committee: Health, Social Care and Wellbeing

Date: 16 May 2024

Report Title: Health and Social Care - Budget Assurance and Performance Reporting for Q4 2023/24 – 01 January 2024 to 31 March 2024

Report By: Executive Chief Officer Health and Social Care

1. Purpose/Executive Summary

- 1.1 Members will recall that this Report normally includes budget monitoring information as well as details on the delivery of budget savings for the Health and Social Care Directorate. As we are currently at year-end, colleagues in the Finance Department are working on finalising the year-end Accounts and an outturn report will be provided for Members at the next meeting in August.
- 1.2 Budget savings for 2023/24 will be achieved for the Service in-year. Savings for the period 2024/2027 are currently being articulated as part of the new Delivery Plan process with workstreams and projects being developed (where these do not already exist) to deliver these savings under the People Centred Solutions Portfolio within the Plan.
- 1.3 This report also provides performance information on:
 - Corporate Indicators
 - contribution to the Corporate Plan
 - Service Plan progress
 - 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.
- 1.4 For the purpose of this report, details have been provided from the PRMS dashboard showing the latest updates on the HSC Service Plan for 2023/24. 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. **Note** the Q4 outturn position will be reported to Members at the next meeting in August.
- ii. **Note** that savings for 2024/27 are being developed and will be delivered under the People Centred Solutions Portfolio as part of the Council's new Delivery Plan programme.
- iii. **Scrutinise** the Service's performance, improvement and risk information.

3. Implications

- 3.1 **Resource** - 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 Services continue 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** - 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 is regularly 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 Partnership has also developed its own risk register which will be shared at a subsequent meeting of this Committee but is available online as part of the papers to the JMC. This 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 also 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. Q4 Budget Position

- 4.1 As we are currently at year-end, colleagues in the Finance Department are working on finalising the year-end Accounts and an outturn report will be provided for Members at the next meeting in August.
- 4.2 As previously reported to Members, Budget savings for 2023/24 will be achieved for the Service in-year. Savings for the period 2024/2027 have been identified and form part of the new Council Delivery Plan with workstreams and projects being developed (where these do not already exist) to deliver these savings under the People Centred Solutions Portfolio within the Plan.
- 4.3 Members will receive regular update reports on the progress being made on the Delivery Plan and in particular the four Workstreams that make up the People Centred Solutions Portfolio. These Workstreams and the Projects within them are:
- **Family First**
 - Home to Highland
 - Kinship and Foster Carers
 - Developing the Workforce
 - Efficiencies from Social Work Procurement
 - **Adult Social Care**
 - Accommodation Solutions
 - Shifting the balance of care
 - Improving Transition Outcomes
 - **Digital Solutions**
 - Information Management Systems
 - Digital Options
 - **Capacity Building**
 - ELC / Childcare
 - Community Led Service Delivery

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

Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance. In Q3 2023/24, the Service lost an average of 2.87 days per employee compared to an average of 3.35 for the Council as a whole.

Health and Social Care

Average number working days per employee lost through sickness absence

Average Days Lost	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
Health and Social Care	1.69	2.05	2.04	2.27	2.87	2.82	2.56	2.87
Highland Council	2.22	2.24	1.58	1.89	2.88	2.48	2.08	3.35

Please note that Qtr. 4 was not yet available at the time of writing this report.

5.3 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 Q3 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

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Health and Social Care	4	50 %	2	0 %	6	100 %	2	100 %	3	67 %	2	100 %	3	100 %	3	67 %
Highland Council	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	160	92 %	133	78 %	152	80 %

Investigation Resolution within 20 days

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Health and Social Care	7	29 %	3	33 %	14	36 %	9	33 %	8	13 %	6	67 %	9	44 %	12	17 %
Highland Council	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %	85	49 %	67	48 %

Escalated Resolution within 20 days

	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
Health and Social Care	2	50 %	4	0 %	3	33 %	1	0 %	1	0 %	3	0 %	3	33 %	1	100 %
Highland Council	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %	32	41 %	28	57 %

It should be noted that many Social Work complaints are by their very nature complex, and the time needed to thoroughly investigate and respond to these complaints in an appropriate manner is significantly longer than 20 days. In many instances, an extension of time is agreed in advance with the complainant who are entitled to receive a fully investigated report rather than one which is compiled to meet the 20 day timescale. In cases where this happens, the agreed extension to time **is not** taken into account in the figures. Consequently, this is contributing to a misleading picture in terms of the service's handling of complaints.

Please note that Qtr. 4 was not yet available at the time of writing this report.

5.4 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 Q3 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	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
		28	93 %	48	73 %	25	84 %	34	76 %	40	83 %	25	92 %	25	80 %	24

% FOIs Compliant - Highland Council	Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24	
		400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399	84 %	333	88 %	338

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 Q4 was not yet available at the time of writing this report.

5.5 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 Q3 against a target of 95% and 77%, respectively, was as follows:

Health and Social Care - Invoice Payments

Invoice Payment within 30 days	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
Health and Social Care	94.0 %	97.6 %	97.5 %	97.5 %	96.3 %	98.6 %	97.9 %	98.5 %
Highland Council	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	95.1 %	96.7 %	95.6 %

Invoice Payment less than 10 days	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24
Health and Social Care	59.4 %	92.5 %	91.7 %	85.8 %	83.2 %	93.5 %	90.0 %	93.0 %
Highland Council	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %	80.9 %	75.3 %

Please note that Q4 was not yet available at the time of writing this report.

6. **Service Contribution to the Corporate Plan**

- 6.1 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.

Health and Social Care - PIs in Corporate Plan

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
% of Children and Young People in formal kinship care CP1.08	FY 21/22	19.1 %	FY 22/23	18.4 %	FY 23/24	19.2 %
% of Children and Young People in care in the community CP1.08 CHN09	AY 20/21	85.39 %	AY 21/22	83.83 %	AY 22/23	87.50 %
Establish a pilot funded by Whole Family Wellbeing Fund in Lochaber CP1.08	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	Completed
No. of H&SC staff trained in Solihull Approach - begins 2023/24 CP1.08	FY 21/22		FY 22/23		FY 23/24	25
The average number of children and young people accommodated outwith Highland - Annual CP1.08	FY 21/22	24	FY 22/23	20	FY 23/24	13
The number of foster carer approvals - annual CP1.08	FY 21/22	13	FY 22/23	8	FY 23/24	10
Establish 4-yr pilot project re Non-Fatal Overdoses in Inverness CP1.09	Q2 23/24	Some Slippage	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage
Direct payments spend on 18+ adults CP2.05 SW02	FY 21/22	7.46 %	FY 22/23	7.25 %	FY 23/24	
% of people aged 65+ with long-term care needs receiving personal care at home CP2.05 SW03a	FY 21/22	55.76 %	FY 22/23	52.92 %	FY 23/24	
HC and NHS develop strategic proposal to reduce no. residents in Residential Care Homes CP3.05	Q2 23/24	Some Slippage	Q3 23/24	Completed	Q4 23/24	
ERDs being completed - HSC CP5.01	Q2 23/24	On Target	Q3 23/24	On Target	Q4 23/24	Some Slippage

7. Service Plan Progress

- 7.1 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 1** to this Report.
- 7.2 Adult Care Services are delivered by NHS Highland and there are 3 specific SPIs which are formally reported upon. Details in relation to those are included at **Appendix 1**.

8. Service Risks Mitigation

- 8.1 The Service maintains a Service Risk Register. At the Council meeting in March 2024, Members approved a new Risk Management Strategy and procedure. The Service Risk Register is being reviewed to bring it into line with the new Strategy and procedure and will be reported at the next meeting of the Committee.

Designation: Executive Chief Officer Health and Social Care

Date: 2 April 2024

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Appendices: Appendix 1 – Service Plan and Adult Social Care SPIs

Appendix 1

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

Health and Wellbeing Q4 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
% referrals to Family Nurse Partnership programme	M11 23/24	85.0 %	M12 23/24	84.9 %	85.0 %	
Develop and deliver early health protection, prevention and promotion initiatives for Early Years [Health]	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q4 23/24
Increase Health Behaviour Change Activity in line with Public Health Data	Q3 23/24	On Target	Q4 23/24	Completed		Due to complete Q4 23/24
Transform the role of school nurses with 80% of our workforce qualified to Advance Practitioner level	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q1 24/25

Highland Health and Social Care Partnership Q4 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Direct payments spend on 18+ adults CP2.05 SW02	FY 22/23	7.25 %	FY 23/24			annual update December
% of people aged 65+ with long-term care needs receiving personal care at home CP2.05 SW03a	FY 22/23	52.92 %	FY 23/24			annual update December
HC and NHS develop strategic proposal to reduce no. residents in Residential Care Homes CP3.05	Q3 23/24	Completed	Q4 23/24			Strategic Plan agreed by July 23
Highland HSCP: supporting delivery of future Adult Social Care	Q3 23/24	Completed	Q4 23/24			Due to complete final plan Q3 23/24

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

Integrated Children's Services Plan [ICSP] Q4 23/24						
PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
% of Children and Young People in care in the community CP1.08 CHN09	AY 21/22	83.83 %	AY 22/23	87.50 %		annual update January
No. of accommodated children and young people	M11 23/24	316	M12 23/24	313	314	
No. children needing to live away from the family home but supported in kinship care increases - Monthly	M11 23/24		M12 23/24	19.2 %	22.0 %	
No. of accommodated children and young people - residential	M11 23/24	54	M12 23/24	54	61	
No. Children in secure accommodation	M11 23/24	3	M12 23/24	3	3	
No. 'Promise Conversation Cafes' held each year - due to start reporting FY23/24	FY 22/23		FY 23/24	5	6	
Spend on Out of Authority accommodation	Q3 23/24	32 %	Q4 23/24			
The number of children and young people accommodated outwith Highland will decrease - Monthly	M11 23/24	13	M12 23/24	13	18	
The number of foster carer approvals - quarterly	Q3 23/24	2	Q4 23/24	2	3	

Notes:

The Year End data for Spend on Out of Authority Accommodation is not available at the time of writing this report due to year-end financial processes and will be reported to Members at the next meeting.

Protection Q4 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 22/23		FY 23/24			
Analysis of core themes from Highland Child Protection Dataset	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q1 24/25
% of child protection re-registrations within 18 months CHN22	FY 22/23	3.68 %	FY 23/24			annual update January
Establish 4-yr pilot project re Non-Fatal Overdoses in Inverness CP1.09	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q4 23/24
Implement the Scottish Child Interview Model in Highland	Q3 23/24	On Target	Q4 23/24	Completed		Due to complete Q2 23/24
Increase training opportunities offered - due to start Q4 22/23	Q3 23/24	Some Slippage	Q4 23/24	On Target		Ongoing
No. assessments for Bail Supervision	Q3 23/24	162	Q4 23/24	150	1	
No. individuals in community engaged with Non-Fatal Overdose Pathway Team Project - due to start FY23/24	Q3 23/24		Q4 23/24			
Uptake of specialist CP advice and guidance to health staff Qtr	Q3 23/24	335	Q4 23/24	352		

Note: Further work is being completed to establish a baseline for the indicator relating to the Non-Fatal Overdose Pathway Project Team.

Quality Assurance Q4 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Build business intelligence approach in HSC	Q3 23/24	On Target	Q4 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	Q3 23/24	On Target	Q4 23/24	On Target		Ongoing
Utilise the PMF and business intelligence to support improvement - due to start Q3 22/23	Q3 23/24	Some Slippage	Q4 23/24	On Target		Ongoing

Replace Social Work Case Management System Q4 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	Q3 23/24	On Target	Q4 23/24	Some Slippage		Due to complete Q3 23/24
Establish the programme to deliver the TOM for SW case management system	Q3 23/24	Some Slippage	Q4 23/24	Some Slippage		Due to complete Q2 24/25
Replace the current Case Management System for Social Work	Q3 23/24	On Target	Q4 23/24	Some Slippage		Due to complete Q4 24/25

Workforce Development Q4 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
No. of H&SC staff trained in Solihull Approach - begins 2023/24 CP1.08	FY 22/23		FY 23/24	25	40	
ERDs being completed - HSC CP5.01	Q3 23/24	On Target	Q4 23/24	Some Slippage		
Create an implementation group for "Safe and Together"	Q3 23/24		Q4 23/24			Completed Q2 23/24
Develop the Grow Your Own Scheme to increase trainee opportunities	Q3 23/24	On Target	Q4 23/24	On Target		Due to complete Q1 24/25
Embed and grow the Social Work relief pool to cover all areas of Highland	Q3 23/24	On Target	Q4 23/24	Completed		Review by Q3 23/24
Ensure all new Criminal Justice staff are vetted to Level 2	Q3 23/24	No Significant Progress	Q4 23/24	No Significant Progress		Due to complete Q4 23/24
Incentivise staff to become mentors and practice assessors	Q3 23/24	On Target	Q4 23/24	On Target		Ongoing
Mental Health Officer Posts Total FTE	Q3 23/24	22.00	Q4 23/24	22.00	21.00	
The AWI Waiting List - month	M11 23/24	8	M12 23/24	3	0	

Adult Social Care SPIs

