

Agenda Item	<b>8</b>
Report No	<b>HCW/11/26</b>

# The Highland Council

**Committee:** Health, Social Care and Wellbeing

**Date:** 27 May 2026

**Report Title:** Quarterly Performance Monitoring Report – Q4 2025/2026

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

## **1 Purpose/Executive Summary**

1.1 This report provides Members with the Q4 2025/2026 performance monitoring position for the Health & Social Care Service.

1.2 This report provides the following performance information:

- Corporate Indicators.  
Contribution to the Performance Plan.
- Statutory Performance Indicators (SPIs) outwith the Performance Plan.
- Service Plan Progress.

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 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 that form part of separate assurance reporting.

1.4 The content and structure are intended to: -

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

## **2 Recommendations**

2.1 Members are asked to:

- Scrutinise** and **note** the performance information for the Health, Social Care and Wellbeing
- Note** the change to FOI reporting to align with Chief Officer structure.

### **3 Implications**

- 3.1 **Resource** - Any resource implications are detailed in the report.
- 3.2 **Legal** - This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.
- 3.3 **Risk** - There are no implications arising as a direct result of this report.
- 3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - There are no immediate health and safety implications arising from this report.
- 3.5 **Gaelic** - There are no implications for Gaelic arising from this report.

### **4 Impacts**

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 This is a monitoring and update report and therefore an impact assessment is not required.

### **5 Service Performance – Corporate Indicators**

- 5.1 Service performance in relation to Absence, Complaints, FOIs, and Invoice Payments are set out in the following sub-sections.
- 5.2 **Service Attendance Management**
  - 5.2.1 Absence data for Q4 25/26 is shown below: -

**Service Sickness Absence - Health and Social Care**

**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
Health and Social Care	2.56	2.87	3.24	3.41	3.22	3.89	4.44	4.76
Highland Council	2.08	3.35	3.48	3.24	2.54	3.42	3.95	3.55

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
Health and Social Care	5.08	5.43	4.39					
Integrated People Services	2.08	2.08	2.08					
Highland Council	3.02	4.09	3.97					

- 5.2.2 The Q2 to Q4 2025/2026 figures are now shown split by Chief Officer to reflect the organisational structure. Previous quarters are shown for the whole Cluster for reference.
- 5.2.3 Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance. Within Highland, mental health absence makes up 30% of all days lost to sickness absence, making it the **single largest cause of sickness absence**. Of this 30%:
- 50% was due to non work-related stress
  - 30% was due to anxiety, depression, and post-traumatic stress response/disorder (PTSR/PTSD)
  - 20% was due to work-related stress
- 5.2.4 In response to this, Health and Social Care have volunteered to take part in a mental health support pilot which will include:
- In-person and virtual staff drop-in sessions
  - Manager training sessions covering how to recognise, support and signpost people who may be struggling
  - A focus on increasing take-up of existing online training in Managing Mental Health in the Workplace and Courageous Conversations
  - Targeted support from Attendance Support Officers to help employees who are absent for reasons of mental ill-health
  - Awareness-raising of existing supports via SHEP presentations at team meetings
  - Posters and leaflets for support services in key office locations

### 5.3 Service Complaints Response Times

- 5.3.1 Monitoring complaints provides important feedback which can facilitate decision making and service design. Each Service is responsible for responding to complaints which are issued on their behalf by the Complaints and Information Team (CRIT).

5.3.2 The Complaints data up to and including Q4 25/26 is shown below: -

**Service Complaints - Health and Social Care**

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

**Frontline Resolution within 5 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	
Health and Social Care	2	50 %	1	100 %	3	100 %	4	75 %	4	75 %	7	86 %	2	100 %	5	80 %
Highland Council	219	84 %	196	78 %	155	88 %	183	87 %	174	91 %	223	90 %	200	85 %	262	82 %

**Investigation Resolution within 20 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	
Health and Social Care	4	25 %	5	20 %	10	40 %	4	50 %	8	25 %	10	30 %	5	40 %	10	20 %
Highland Council	86	47 %	101	57 %	90	42 %	71	51 %	68	47 %	86	40 %	94	55 %	110	51 %

**Escalated Resolution within 20 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	
Health and Social Care	1	100 %	1	0 %	1	0 %	0		1	100 %	2	50 %	2	0 %	3	33 %
Highland Council	47	32 %	28	50 %	26	46 %	34	44 %	30	33 %	27	26 %	22	27 %	31	23 %

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

5.4.1 FOI requests are co-ordinated by the Complaints and Information Team (CIT) in collaboration with Service teams which collate the information relevant to the request.

5.4.2 The performance for FOI response times during Q4 25/26 against a corporate target of 90% was as follows:

**Service Freedom of Information Requests - Health and Social Care**

**% of FOIs closed compliant with the legislative timescale**

% FOIs Compliant - Health and Social Care Quarterly	Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26	
	37	89 %	36	78 %	30	60 %	40	73 %	32	84 %	26	81 %	31	68 %	23	70 %
% FOIs Compliant - Integrated People Services Quarterly	Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26	
	6	100 %	9	100 %	27	81 %	18	72 %	28	89 %	24	100 %	10	100 %	20	100 %
% FOIs Compliant - Highland Council (Quarterly)	Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		Q1 25/26		Q2 25/26		Q3 25/26		Q4 25/26	
	512	81 %	481	76 %	570	73 %	617	71 %	577	81 %	601	77 %	581	73 %	578	65 %

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%.

5.4.3 The figures are shown split by Chief Officer as opposed to the Health & Social Care service as a whole to reflect the new organisational structure.

5.4.4 All teams within the Health & Social Care Service continue to take steps to monitor performance and to identify further improvement actions.

## 5.5 Service Invoice Payment Times

5.5.1 These indicators measure the Council's efficiency at paying invoices within 30 days and 10 days of receipt as a percentage of all invoices paid. While 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 targets for performance are 95% and 77% respectively for 30- and 10-days.

### Service Invoice Payment Times - Health and Social Care

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
Health and Social Care	96.4 %	95.8 %	97.5 %	97.2 %	97.0 %	97.4 %	96.8 %	95.9 %
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
Health and Social Care	86.2 %	90.8 %	91.9 %	85.3 %	87.6 %	89.9 %	78.0 %	76.3 %
Highland Council	57.0 %	68.5 %	63.8 %	63.3 %	64.7 %	72.5 %	72.3 %	69.6 %

## 6 Contribution to the Performance Plan

6.1 All Performance Plan elements, including relevant Statutory Performance Indicators (SPIs), under the Health & Social Care Service have been included in the Strategic Outcomes below.

6.2

Health & Social Care: Contribution to the Performance Plan								
Strategic Priority 1 Fair & Caring Highland	Period	Data	Period	Data	Period	Data	Target Value	Completion/ Update Date
% of Children and Young People in formal kinship care    CP1.08	FY 23/24	19.2 %	FY 24/25	19.2 %	FY 25/26	28.6 %	24.0 %	annual update June
% of Children and Young People in care in the community    CP1.08    CHN09	AY 22/23	87.50 %	AY 23/24	86.80 %	AY 24/25	87.27 %	88.80 %	annual update December
Establish a pilot funded by Whole Family Wellbeing Fund in Lochaber    CP1.08	Q2 25/26		Q3 25/26		Q4 25/26			Completed Q4 23/24
No. of H&SC staff trained in Solihull Approach - begins 2023/24    CP1.08	FY 23/24	25	FY 24/25	96	FY 25/26	184	95	
The average number of children and young people accommodated outwith Highland - Annual    CP1.08	FY 23/24	13	FY 24/25	17	FY 25/26	21	16	annual update June
The number of foster carer approvals - Annual    CP1.08	FY 23/24	10	FY 24/25	2	FY 25/26	8	10	annual update June
Establish 4-yr pilot project re Non-Fatal Overdoses in Inverness    CP1.09	Q2 25/26		Q3 25/26		Q4 25/26			Completed Q4 24/25
Strategic Priority 2 Resilient and Sustainable Communities	Period	Data	Period	Data	Period	Data	Target Value	Completion/ Update Date
Direct payments spend on 18+ adults    CP2.05    SW02	FY 23/24	9.07 %	FY 24/25	9.70 %	FY 25/26			annual update December
Strategic Priority 3 Accessible and Sustainable Highland Homes	Period	Data	Period	Data	Period	Data	Target Value	Completion/ Update Date
% of people aged 65+ with long-term care needs receiving personal care at home    CP2.05    SW03a	FY 23/24	55.40 %	FY 24/25	55.11 %	FY 25/26			annual update December
HC and NHS develop strategic proposal to reduce no. residents in Residential Care Homes    CP3.05 COMPLETED	Q2 25/26		Q3 25/26		Q4 25/26			Completed Q4 24/25
Strategic Priority 5 A Resilient and Sustainable Council	Period	Data	Period	Data	Period	Data	Target Value	Completion/ Update Date
ERDs being completed - HSC    CP5.01	Q2 25/26		Q3 25/26		Q4 25/26			Completed Q1 25/26

7 SPIs Not Included in the Performance Plan

7.1 The following outlines Health & Social Care Statutory Performance Indicators outwith the Performance Plan.

7.2

Health, Social Care & Wellbeing: SPIs						
SPIs not monitored in Performance Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
No of accommodated children and young people - residential	AY 23/24	57	AY 24/25	53	60	Annual Update January
% of child protection re-registrations within 18 months    CHN22	FY 24/25	10.56 %	FY 25/26			Annual Update June
No. children needing to live away from the family home but supported in kinship care increases - Monthly	M12 25/26	28.6 %	M1 26/27	28.9 %	25.0 %	
NEW % of statutory health assessments started within 4 weeks of a new episode of care - Quarterly	Q3 25/26	64.3 %	Q4 25/26	85.7 %	80.0 %	Quarterly Update
% of adults supported at home impact of services    SW04b	2021 - 2023	84.3 %	2023 - 2025	73.6 %	74.4 %	Update December every 2 yrs
JS 01 % CJSW reports submitted to court by due date - Quarterly	Q3 25/26	91.0 %	Q4 25/26	87.2 %		Quarterly Update
JS 02 % offenders on new Community Payback Orders (Supervision) seen within 5 working days - Quarterly	Q3 25/26	39.2 %	Q4 25/26	35.9 %		Quarterly Update
JS 03 % offenders on new Community Payback Orders (Unpaid Work) 1st placement within 7 working days - Quarterly	Q3 25/26	37.6 %	Q4 25/26	37.9 %		Quarterly Update
JS 04 % Community Payback Order (Unpaid Work) Beneficiaries	FY 24/25	100.00 %	FY 25/26		100.0 %	Annual Update Sept
JS 05 % Lvl 3 MAPPA cases reviewed once every 6 wks - Quarterly	Q3 25/26	100.0 %	Q4 25/26	100.0 %		Quarterly Update
JS 06 % Lvl 2 MAPPA cases reviewed once every 12 wks - Quarterly	Q3 25/26	100.0 %	Q4 25/26	100.0 %		Quarterly Update
The average AWI Waiting List - Annual	FY 24/25	8	FY 25/26	6	0	Annual Update June

8 Remaining Service Plan Items - Progress

8.1 The dashboards have been updated to remove elements that were previously reported as complete or archived, as well as elements that appear in multiple plans (i.e. in the Performance Plan or as an SPI).

8.2

Health and Social Care						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
% referrals to Family Nurse Partnership programme	M11 25/26	82.8 %	M12 25/26	83.0 %	85.0 %	
% Spend on Out of Authority accommodation	FY 24/25	62 %	FY 25/26		26 %	Annual update June
Home in Highland: No. Children in secure accommodation - Monthly	M11 25/26	3	M12 25/26	3	3	
Home in Highland: No. of accommodated children and young people - residential - Monthly	M11 25/26	56	M12 25/26	59	55	
No. of accommodated children and young people	M11 25/26	350	M12 25/26	357	288	
No. 'Promise Conversation Cafes' held each year - due to start reporting FY23/24	FY 24/25	6	FY 25/26	4	6	
No. assessments for Bail Supervision	Q3 25/26	138	Q4 25/26	113	0	
Uptake of specialist CP advice and guidance to health staff Qtr	Q3 25/26	551	Q4 25/26	477		
Uptake of specialist CP advice/guidance to health staff - Month	M11 25/26	185	M12 25/26	162		
Mental Health Officer Posts Total FTE	Q3 25/26	20.00	Q4 25/26	23.00	23.00	

Designation: Assistant Chief Executive - People  
Date: 12 May 2026  
Author: Brian Scobie, Portfolio Manager  
Background Papers: None  
Appendices: None