

## **Item: 3**

**Orkney Health and Care Committee: 1 April 2021.**

**Local Government Benchmarking Framework.**

**Report by Chief Officer / Executive Director, Orkney Health and Care.**

### **1. Purpose of Report**

To scrutinise service performance against relevant indicators within the Local Government Benchmarking Framework for 2019/20, which fall under the remit of Orkney Health and Care.

### **2. Recommendations**

The Committee is invited to scrutinise:

#### **2.1.**

The performance of Orkney Health and Care against the Local Government Benchmarking Framework Indicators for 2019/20, attached as Appendix 1 to this report.

### **3. Background**

#### **3.1.**

The Council has been reporting performance information in accordance with the requirements of the Local Government Benchmarking Framework (LGBF) since 2010/11. This is a statutory function of Scottish local government.

#### **3.2.**

The Improvement Service – the national improvement service for local government in Scotland – co-ordinates and facilitates the LGBF process. Some indicators are reported directly to the Improvement Service, with data for other indicators being gathered by the Improvement Service from various sources, to which all local authorities make annual returns.

#### **3.3.**

LGBF data is published annually by the Improvement Service in its National Benchmarking Overview Report, although it is almost one year out-of-date at the time of publication. The 2019/20 report was published on 26 February 2021.

## **4. Response to the Best Value Assurance Report 2017**

### **4.1.**

Although the Council has reported its performance in accordance with the LGBF requirements for several years, primarily through its Annual Performance Report, on 17 April 2018, the Policy and Resources Committee recommended that, from 2019, this information would also be reported to Service Committees for scrutiny.

### **4.2.**

This commitment is part of the Council's response to recommendations in the Best Value Assurance Report, which was published in December 2017. This has subsequently been incorporated into the Council Delivery Plan 2018 to 2023.

## **5. Performance**

### **5.1.**

Appendix 1 sets out the performance against the Local Government Benchmarking indicators in 2019/20 which fall under the remit of Orkney Health and Care. This includes comparisons with previous years' performance, the Scottish average and other local authorities in Orkney's benchmarking 'family groups'. There is also an analysis of performance and comment on any future action for each indicator.

### **5.2.**

For Children's Services and Adult Social Care Services indicators, similar councils are grouped by their level of deprivation. For these indicators Orkney's family group includes:

- East Renfrewshire Council.
- East Dunbartonshire Council.
- Aberdeenshire Council.
- City of Edinburgh Council.
- Perth and Kinross Council.
- Aberdeen City Council.
- Shetland Islands Council.

### **5.3.**

It should be noted that the monitoring periods for some of the indicators may differ. For example, most are for 2019/20, but some maybe for 2017 to 2020 or 2016 to 2020. This is because all the indicators are calculated from national figures and are generated by different organisations for different purposes.

### **5.4.**

The 2019/20 data for the following indicators has not yet been published by the Improvement Service, but will be updated in Spring 2021:

- CHN8a – The gross cost of "children looked after" in residential based services per child per week.
- CHN8b – The gross cost of "children looked after" in a community setting per child per week.
- CHN9 – Balance of care for 'looked after children': % of children being looked after in the community.
- CHN22 – The percentage of child protection re-registrations within 18 months.
- CHN23 – The percentage of looked after children with more than one placement in the last year.

## **6. COVID-19**

### **6.1.**

The LGBF reporting period for the year ended 31 March 2020 largely predates the impact of the COVID-19 pandemic. However, the pandemic has had a significant impact on services provided by the Council throughout 2020/21. This meant that the Council's performance against the 2018/19 LGBF indicators was not presented to Committee, although a briefing was issued to Elected Members.

### **6.2.**

The continuity provided by the LGBF will be invaluable in understanding the long-term impact of COVID-19 on communities and on Council services in future years. It will provide vital intelligence to assist the sector in learning lessons from its response, as well as contributing to strengthening and redesigning services around future policy priorities to support recovery and renewal.

## **7. Corporate Governance**

This report relates to the Council complying with governance and scrutiny and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

## **8. Financial Implications**

All 32 Scottish Councils pay an annual rate to the Improvement Service for participation in the LGBF. For this, the Improvement Service provides Councils with data services and co-ordination of family group activity. The fee for 2019/20 was £2,516.

## **9. Legal Aspects**

Under section 1(1)(a) of the Local Government Act 1992 and in accordance with section 13 of the Local Government in Scotland Act 2003, the Council has been directed by the Accounts Commission to report on information drawn from the Local Government Benchmark Framework.

## **10. Contact Officers**

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## **11. Appendix**

Appendix 1: Performance of Orkney Health and Care against LGBF indicators in 2019/20.

# Local Government Benchmarking Framework Indicators 2019/20

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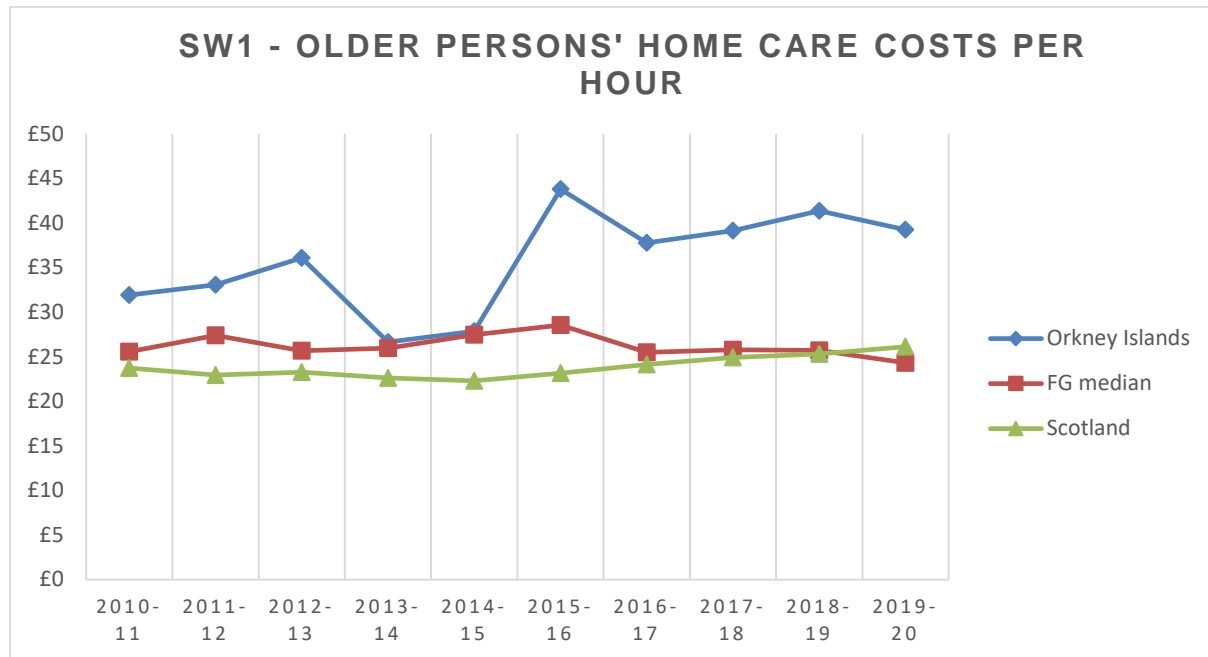
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# ADULT SOCIAL SERVICES

## Home care costs per hour for people aged 65 or over

In 2019/20, the hourly cost of providing home care for people aged 65 or over in Orkney was £39.26, which is less than the 2018/19 figure of £41.35, but more than the 2019/20 Scottish average of £26.13.

Rank out of 32 Scottish Councils		
2018/19	30	↔
2019/20	30	



### Performance Analysis

Homecare services are predominantly provided within the Council rather than outsourced which will be different to many other Scottish councils. This means our costs are greater. It has not been possible for the service to be contracted out at scale due to the limited independent sector provision. However, work is planned as set out below.


### Future Action

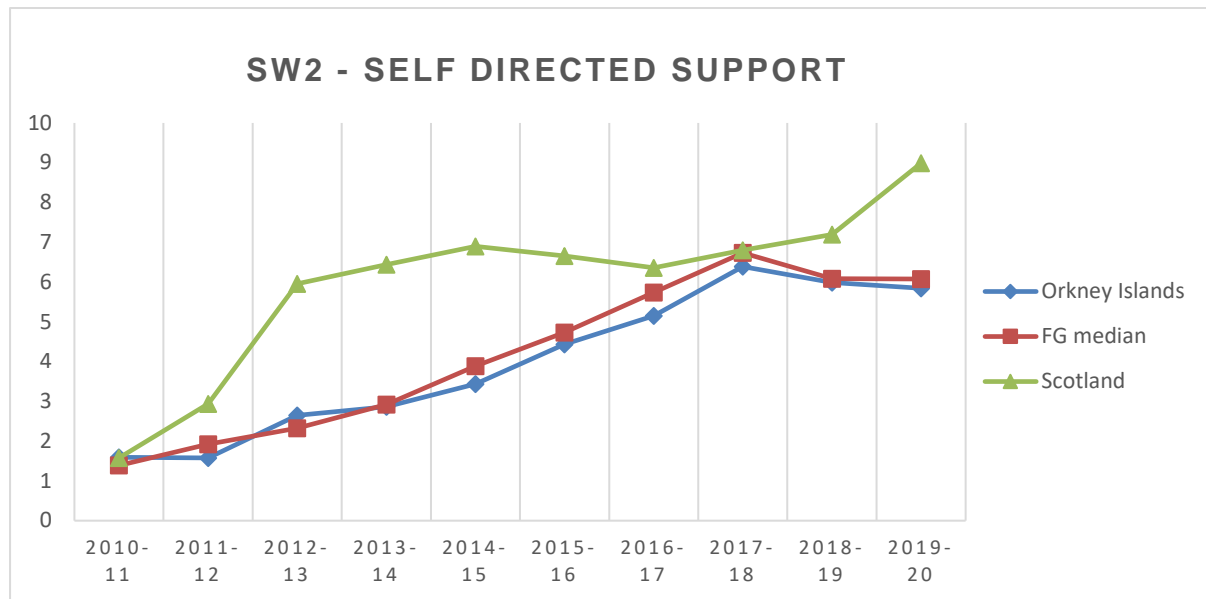
The effects of the COVID-19 pandemic have impacted on the plan to review all the models of care as a priority over the next three years described in the current IJB Strategic Plan.

It remains the intention however to meet with third sector partners to look at the issues in providing care at home in Orkney and consider an alternative contracting framework. The Independent Review of Adult Care also signals future changes in service commissioning.

## Self-directed support (direct payments + managed personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+

In 2019/20, 5.85% of Orkney's total social work spend went on self-directed support for adults aged 18 years and over, which is less than the 2018/19 figure of 5.99%, and the 2019/20 Scottish average of 8.99%.

Rank out of 32 Scottish Councils		
2018/19	10	
2019/20	13	



### Performance Analysis

The graph shows that Orkney has had a steady rise in the spend on Direct Payments and managed personalised budgets, in line with the family group median, however this has now become relatively stagnant.


We have a small market of external providers from the third and independent sector in comparison to other areas which goes some way to explain the data – i.e. if there is a limited market, individuals, whether service users or professional advisors, are less likely to see the benefits of direct payments.

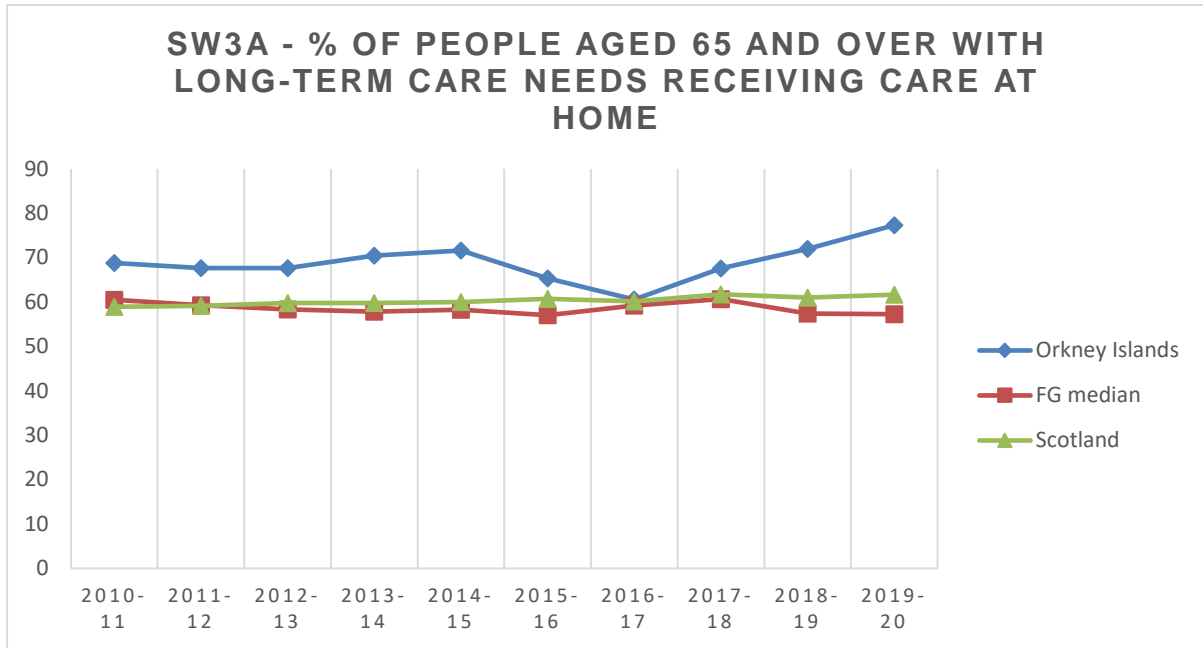
### Future Action

We have had some turnover in the adult social work team and will therefore take the opportunity to remind and re energise social workers in relation to the benefits of Self-Directed Support.

## The percentage of people aged 65 and over with long-term care needs who are receiving personal care at home

In 2019/20, 77.31% of people with long-term care needs in Orkney were receiving care at home, which is more than the 2018/19 figure of 72.00%, and the 2019/20 Scottish average of 61.65%.

Rank out of 32 Scottish Councils		
2018/19	2	
2019/20	1	



### Performance Analysis

Despite many capacity issues mainly with care at home, we have continued an upward trajectory and are currently ranked number 1 in Scotland. The challenge will be to continue with this positive trend given the aging workforce issues and low unemployment.


### Future Action

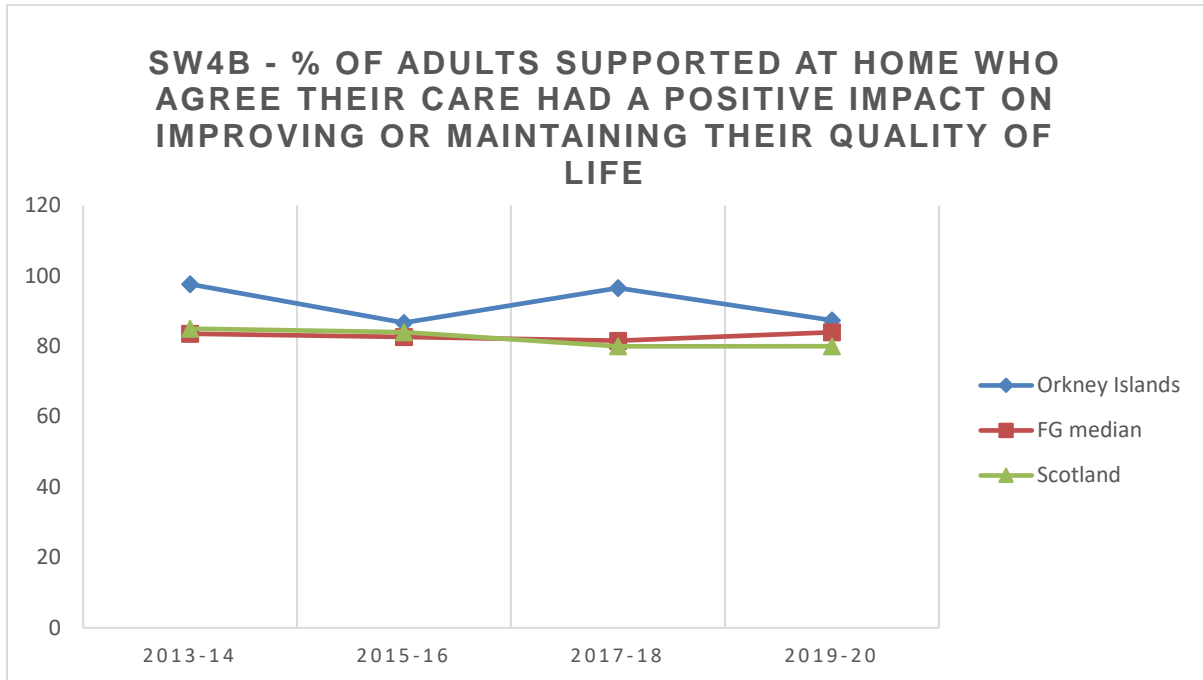
There will be discussions held with all agencies providing care at home to look at how collectively we can work together in order to maintain this position. As mentioned earlier we are keen to look at alternative forms of contracting with third sector partners, and to embrace opportunities set out in the Independent Review of Adult Social Care.



## The percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life

In 2019/20, 87.33% of adults in Orkney who are supported at home agreed that their care had a positive impact on improving or maintaining their quality of life, which is not as good as the 2017/18 figure of 96.57%, but better than the 2019/20 Scottish average of 80.03%.

Rank out of 32 Scottish Councils		
2017/18	1	
2019/20	2	



### Performance Analysis

Despite a dip to the number two position this remains an excellent position in relation to our performance in this outcome.

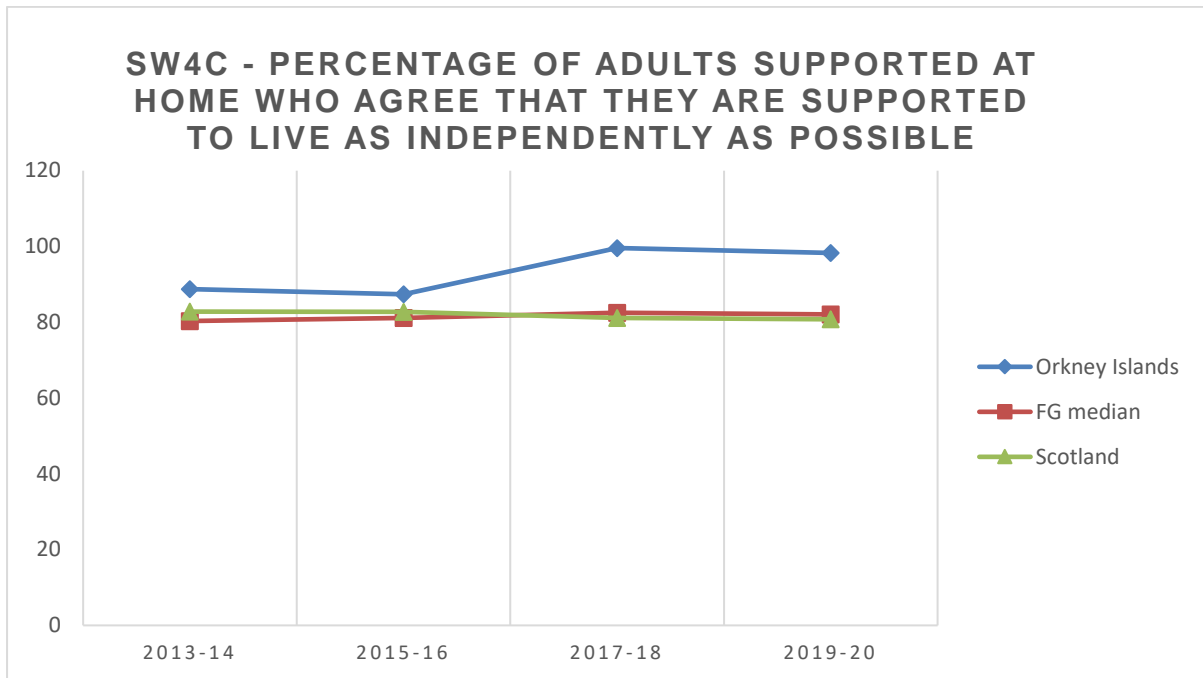
### Future Action

We will strive to maintain this position and to better understand what it is that contributes to this success.

## Percentage of adults supported at home who agree that they are supported to live as independently as possible

In 2019/20, 98.32% of adults supported at home agreed that they are supported to live as independently as possible, which is not quite as good as the 2017/18 figure of 99.59%, but better than the 2019/20 Scottish average of 80.78%.

Rank out of 32 Scottish Councils		
2017/18	1	↔
2019/20	1	



### Performance Analysis


Again, a great position in relation to our performance, completely outranking both national and peer group performance.

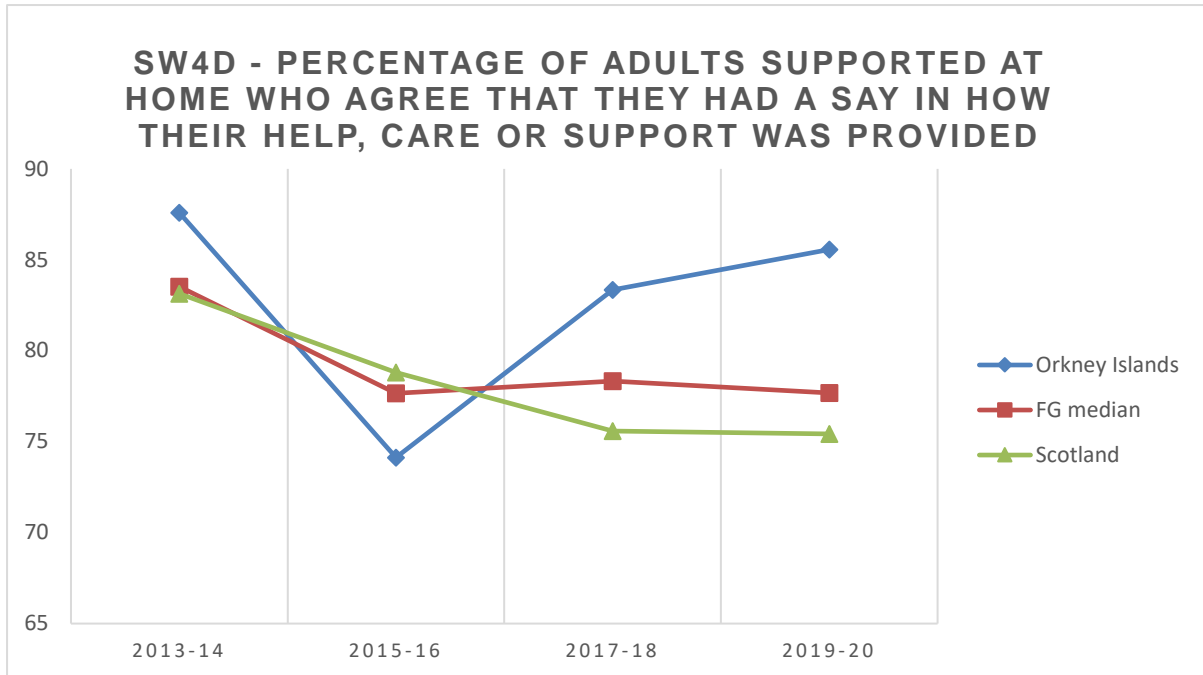
### Future Action

To continue to support people to be as independent as possible we are looking at different ways of working. We will particularly need to watch performance as we adopt new models, including assistive technology.

## Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided

In 2019/20, 85.56% of people supported at home agreed that they had a say in how their help, care or support was provided, which is better than the 2017/18 figure of 83.34%, and the 2019/20 Scottish average of 75.43%.

Rank out of 32 Scottish Councils		
2017/18	3	
2019/20	2	



### Performance Analysis


Having climbed to a ranking of second we continue to perform better than the Scottish average and our family group.

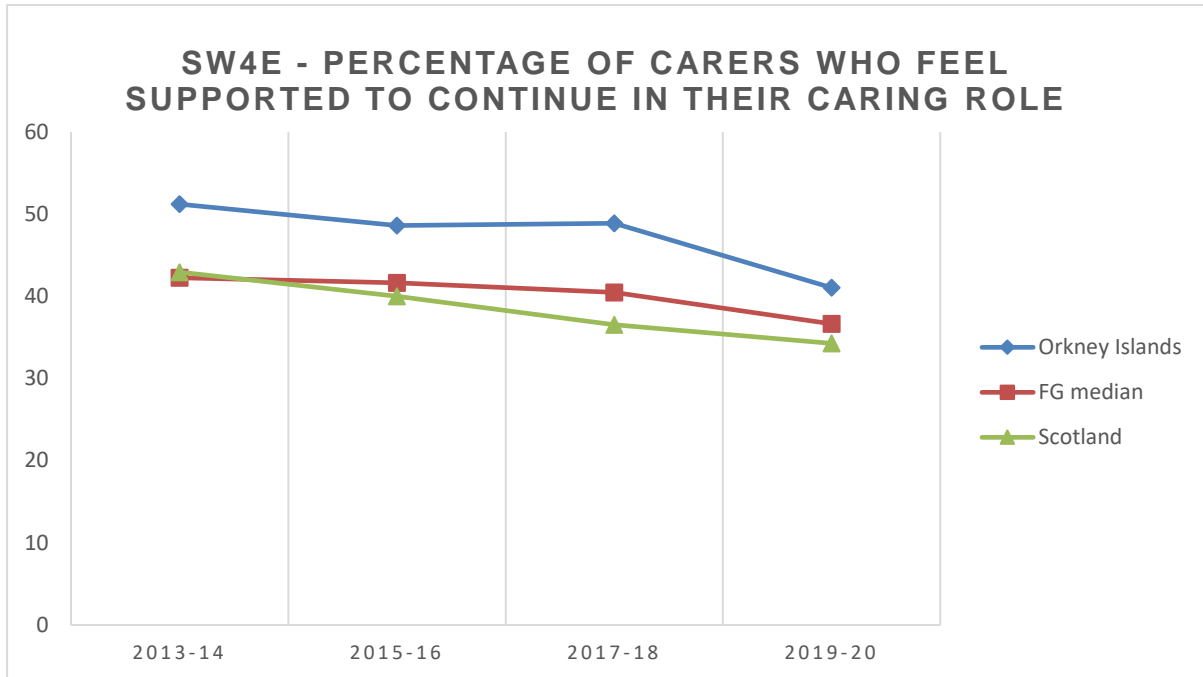
### Future Action

We will strive to continue to perform well. It is anticipated the embedding of Community Led Support and the 'good conversations' training undertaken will help increase performance in this area.

## Percentage of carers who feel supported to continue in their caring role

In 2019/20, 41.06% of carers said they felt supported to continue in their caring role, which is not as good as the 2017/18 figure of 48.89%, but better than the 2019/20 Scottish average of 34.28%.

Rank out of 32 Scottish Councils		
2017/18	1	
2019/20	2	



### Performance Analysis

In overall terms this is a good performance albeit that we have slipped from first to second ranking. In common with our family group and Scotland as a whole our percentage of carers advising they feel well supported to continue in their caring role has slipped further to only 41% of respondents.

This performance does not include young carers as the survey to establish performance in this area does not include children and young people.

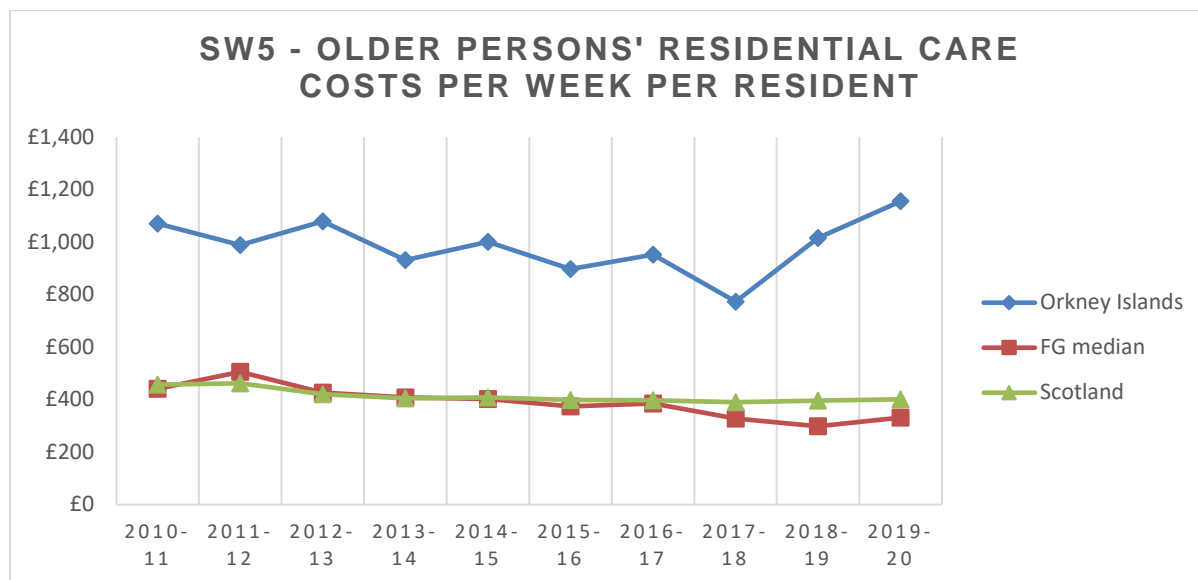
### Future Action

We re-established the Carers' Strategy Group during 2020 and have carried out some awareness raising. Furthermore we will discuss how we may capture data better going forward.

## Residential cost per week per resident for people aged 65 or over

In 2019/20, the residential cost per week per resident for people in Orkney aged over 65 or over was £1,155, which was more than the 2018/19 figure of £1,016, and significantly more than the 2019/20 Scottish average of £401.

Rank out of 32 Scottish Councils		
2018/19	31	↔
2019/20	31	



### Performance Analysis


There are several reasons for the higher cost. Our residential care homes meet the needs of individuals with very high dependency as we have no nursing homes on the islands. Rarely are people placed on mainland Scotland. All our care homes are provided by the Council which have higher running costs often due to better staff terms and conditions than those offered by private care home providers on mainland Scotland. Additionally, we are now in the position of having to rely to some extent on agency staff which is more expensive both in salary but also in the need to provide accommodation. This is due to difficulty to recruit and higher levels of sickness for multifactorial reasons but includes an ageing workforce.

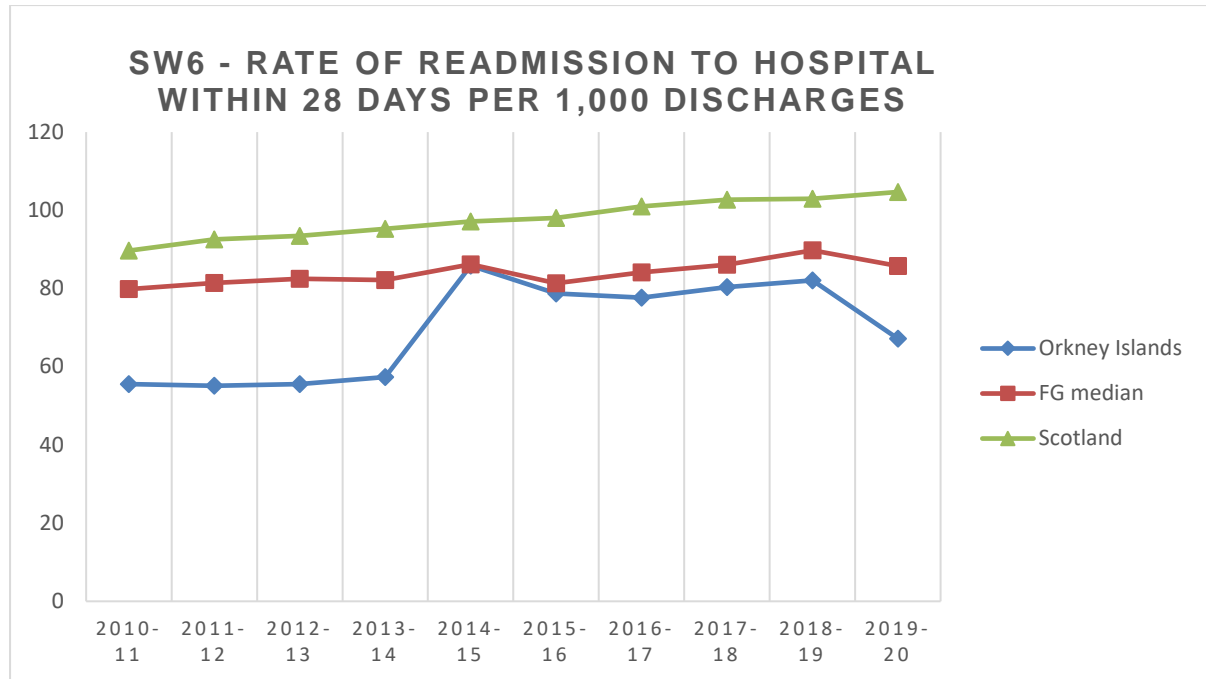
### Future Action

We will continue to closely monitor our costs, especially staff costs. We will ensure our reliance on agency staff is minimised by robust sickness management and innovative attempts to recruit locally and 'grow our own'.

## Rate of readmission to hospital within 28 days per 1,000 discharges

In 2019/20, there was a readmission rate to hospital within 28 days of 67.17 per 1,000 discharges, which is better than the 2018/19 figure of 82.10, and the 2019/20 Scottish average of 104.69.

Rank out of 32 Scottish Councils		
2018/19	5	
2019/20	1	



### Performance Analysis


Local performance has improved and Orkney was ranked number one for 2019/20.

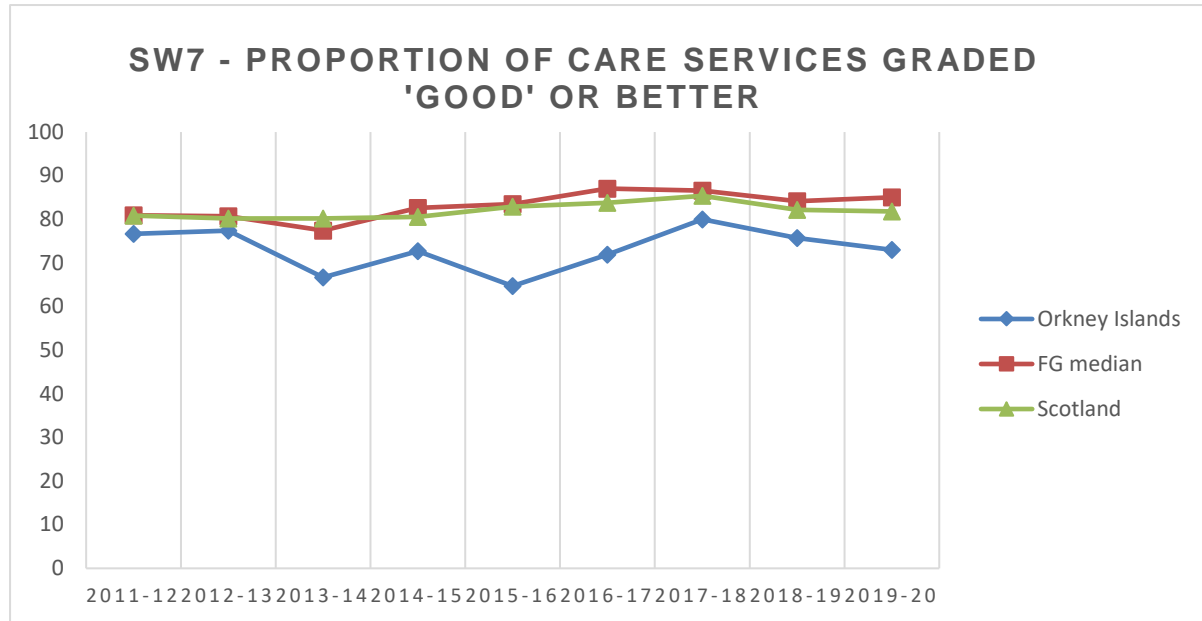
### Future Action

We need to ensure that routine multi-disciplinary review of readmissions is embedded going forward to build a continuous quality improvement approach around this indicator.

## Proportion of care services graded 'good' or better in Care Inspectorate inspections

In 2019/20, 72.97% of care services were graded good or better in Care Inspectorate reports, which is not as good as the 2018/19 figure of 75.68%, and the 2019/20 Scottish average of 81.83%.

Rank out of 32 Scottish Councils		
2018/19	27	
2019/20	29	



### Performance Analysis

We are aware that the ageing St Peter's House received poor grades for environment. This may well account for the 2.71% points dropped during 2019/20.


### Future Action

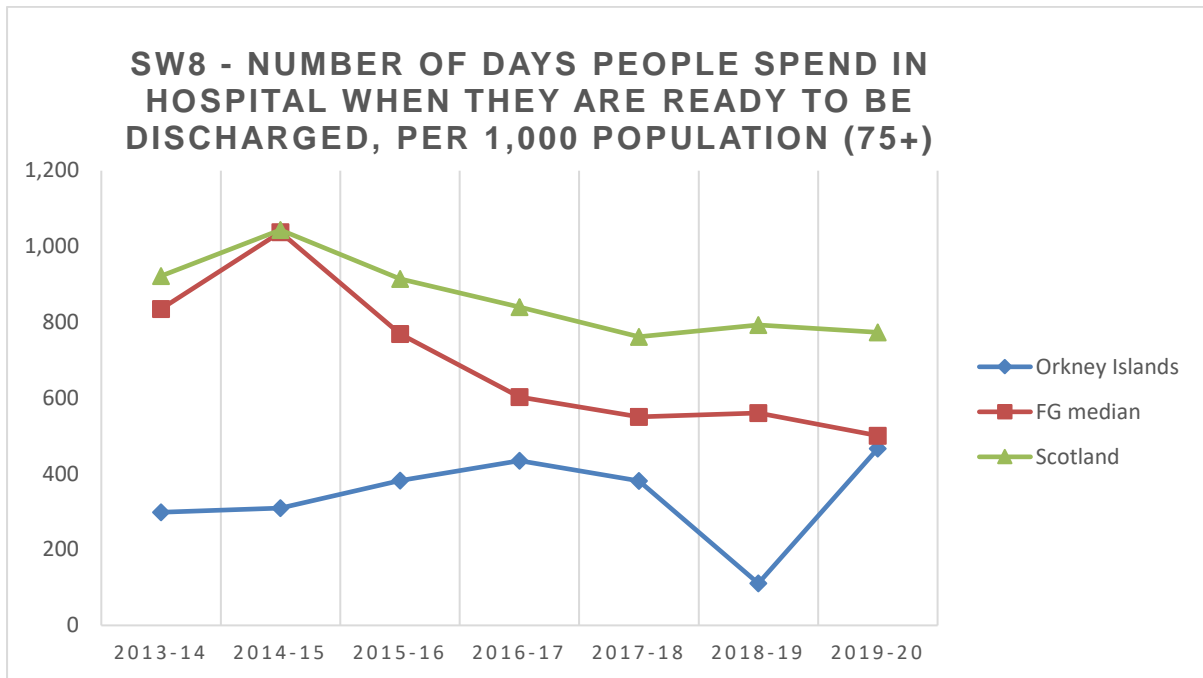
We await an inspection of Hamnavoe House which was put on hold due to the effects of the pandemic.

In addition we will ensure that those Council services managed by OHAC with grades less than good develop action plans to not only meet any recommendations but also are sufficient to improve the grade.

## Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)

In 2019/20, the number of days people spent in hospital when they were ready to be discharged, per 1,000 population (75+), was 466.69, which is not as good as the 2018/19 figure of 110.87, but better than the 2019/20 Scottish average of 773.78.

Rank out of 32 Scottish Councils		
2018/19	2	
2019/20	10	



### Performance Analysis

Despite collaborative working and a focus on reducing delays our performance has slipped back to the 2017/18 ranking of 10<sup>th</sup>.

We are aware that applications for Guardianships are increasing significantly and this often brings with it a lengthier stay in hospital.

### Future Action

We have initiated discussions with Shetland to compare data and performance with a view to sharing good practice to improve our performance. A significant strand of analysis will be carried out within the adult Joint Strategic Needs Assessment due to be redrafted during 2021/22.