



Meeting of East Renfrewshire Health and Social Care Partnership	Performance and Audit Committee
Held on	16 March 2022
Agenda Item	7
Title	Performance Report 2021-22: Quarter 3
<p>Summary</p> <p>This report provides Performance and Audit Committee with an update on progress against our strategic performance measures for the period Quarter 3 2021/22. The performance measures were developed to monitor progress in the delivery of the priorities set out in the HSCP Interim Strategic Plan 2021-2022. Where data is available for Quarter 3 this is included (along with any previously unavailable updates for earlier periods). The report also includes proposals for review of strategic performance reporting to support the monitoring of the new HSCP Strategic Plan 2022-25.</p>	
Presented by	Steven Reid, Policy, Planning and Performance Manager
<p>Action Required</p> <p>Performance and Audit Committee is asked to note and comment on the Quarter 3 2021-22 Performance Report and the proposed approach to reviewing performance reporting.</p>	

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

PERFORMANCE AND AUDIT COMMITTEE

16 March 2022

Report by Chief Officer

PERFORMANCE REPORT 2021-22: QUARTER 3

PURPOSE OF REPORT

1. This report provides Performance and Audit Committee with the performance measures developed to monitor progress in the delivery of the strategic priorities set out in the HSCP Interim Strategic Plan 2021-2022. Where data is available for Quarter 3 (October to December 2021) this is included (along with any previously unavailable updates for earlier periods). Indicators included in our strategic performance framework but without data updates for Quarter 3 are listed at the end of the report. The paper also sets out the planned approach for reviewing our strategic performance reporting to support the monitoring of the new HSCP Strategic Plan 2022-25

RECOMMENDATION

2. Performance and Audit Committee is asked to note and comment on the Quarter 3 2021-22 Performance Report and the proposed approach to reviewing performance reporting.

BACKGROUND

3. The Performance and Audit Committee regularly reviews performance reports in order to monitor progress in the delivery of the strategic priorities set out in the HSCP Strategic Plan. These reports provide data on the agreed performance indicators in our performance framework and are presented quarterly and at mid and end-year. During the Covid-19 pandemic period, reporting shifted to six-monthly. This is the first quarterly report to be presented to the committee since March 2020.

REPORT

4. The report includes data for Quarter 3 (October to December 2021) and any earlier data for indicators from our Interim Strategic Plan that have not previously been reported to the Committee. The report provides charts for all measures. It presents each measure with a RAG status in relation to the target for the reporting period (where a target is set), along with long-term and short-term trend arrows and commentary on performance. Many of the data trends continue to reflect the unique circumstances faced by services over the course of the Covid-19 pandemic.
5. The report contains data updates and commentary relating to the performance measures set out under the strategic priorities in the HSCP Interim Strategic Plan 2021-22:
 - Working together with children, young people and their families to improve mental and emotional wellbeing
 - Working together with people to maintain their independence at home and in their local community

- Working together to support mental health and wellbeing
 - Working together to meet people's healthcare needs by providing support in the right way, by the right person at the right time
 - Working together with people who care for someone ensuring they are able to exercise choice and control in relation to their caring activities
 - Working together with our community planning partners on new community justice pathways that support people to stop offending and rebuild lives
 - Working together with individuals and communities to tackle health inequalities and improve life chances
 - Working together with staff across the partnership to support resilience and wellbeing
6. The final section of the data report contains a number of organisational indicators relating to our staff and customers.
7. Appendix 1 contains a list of the performance measures that will be included in the end of year report for which Quarter 3 data is not available.

Headline performance summary

8. The data shows that despite the continuing pressures exacerbated by the pandemic, there has been strong performance across service areas. Staff continue to work tirelessly during particularly challenging circumstances.
9. Our children's services continue to see increasing demand and complexity following the pandemic. In particular we are seeing more children with diagnosed neurodevelopmental disorders and a higher prevalence of families in crisis leading to higher demand for care and support and more children coming under child protection.
- Despite growing demand, latest data (Q2) shows that more children and young people subject to child protection are being offered **advocacy** support (62% up from 45% in previous quarter).
 - We continue to miss our **CAMHS** waiting times target. This reflects current demand pressures with a 25% increase in CAMHS referrals and a notable increase in urgent referrals to CAMHS (up from 15% to 30% of total caseloads). However, during Q3 we have seen improvement with reduced numbers waiting 18 weeks and reduced 'longest waiting times' during December 21.
10. During the reporting period we continued to support people to live independently and well at home, despite additional demand pressures on our services due to more people seeking support at home as well as increased levels of frailty and complexity.
- 88% of people reported that their '**living where you/as you want to live**' needs were being met – up slightly from the previous quarter
 - National reporting (Local Government Benchmarking Framework – LGBF) shows steady improvement in the % of people aged 65+ with **intensive support needs** receiving care at home at 62%, up from 57%
11. Demand remains high across our mental health and addiction recovery services due to increases in complexity. Ongoing support and access to treatment been maintained throughout the pandemic period.
- Although we are missing our target for waiting times to access **psychological therapies** we are seeing steady improvement increasing from 72% waiting less than 18 weeks in Q1 to 80% at Q3. As we work to meet target we will continue to implement our action plan including prioritising the longest waits, offering remote appointments via NHS Attend Anywhere and increasing our psychology staffing resource.

- We are ahead of target for the % of people with alcohol and/or drug problems **accessing recovery-focused treatment** within three weeks at 98% for Q3, up from 92% in the previous quarter.
12. Patterns of accident and emergency and unplanned hospital admissions were significantly altered by the pandemic. During 2021-22, for a number of measures we have seen performance moving back towards pre-pandemic levels, but we continue to perform ahead of our targets for unplanned hospital use.
- For Q3, accident and emergency **attendances** and unplanned **admissions** both remain below target. Local (NHSGGC) and national (Ministerial Steering Group - MSG) data showed moderate increase on the same quarter last year.
 - Emergency **attendances and admissions from care homes** also remained within target with similar performance to Q3 in the previous year.
 - Our weekly average for **delayed discharges** has improved since the previous quarter (6 down from 10). Delays remain a significant area of focus for the HSCP having seen access restricted by pressures on care at home services, and impacts from higher levels of 'adults with incapacity' cases. The Hospital to Home team work to deliver timely and appropriate discharges from hospital.
 - Latest national data shows that our performance for **end-of-life care** continues to improve with the proportion of last 6 months of life spent at home or in the community at 90% (2020-21 – up from 89% for the previous year).
13. During the reporting period we have continued to work with East Renfrewshire Carers Centre to ensure that carers have access to necessary support and guidance.
- Although we remain ahead of target the % of people reporting that their '**quality of life for carers**' needs are being met fell from 97% to 83% from the previous quarter, although this may reflect the comparatively low number of people surveyed during Q3.
14. The provision of unpaid work has been significantly impacted by the pandemic with Community Payback Orders (CPOs) suspended on 23rd March 2020. As we commenced our recovery from the pandemic we have seen significant improvement in performance on completion of CPOs. This follows activity to increase the number of supervisors available to support service users as well as building our capacity to deliver by focusing on outdoor work activities during 2021-22.
- The percentage of **unpaid work placement completions** within Court timescale is now at 90% rising steadily from 60% in Q1 and 79% in Q2 and now ahead of target.
15. The performance against our organisational outcomes during Quarter 3 continues to reflect the context of significant operational pressures during the pandemic period.
- Staff **sickness absence** continued to miss target but for NHS staff improved in Q3 compared with the previous quarter. Q3 data is not yet available for ERC staff. Higher levels of absence at Q2 reflected the continuing impact of the Covid pandemic on the workforce.
 - In Q3 we missed our target for **complaints response timescales**. Performance was weakest in relation to NHS complaints, mainly due to the complex nature of the investigation stage complaints (where extensions were agreed with complainants in most cases)
 - We have also missed our target for the **payment of invoices** within 30 days, principally due to staff capacity.

Strategic Reporting Review – Strategic Plan 2022-25

16. As previously discussed with the Performance and Audit Committee we recognise that current performance report is at a fixed point and is retrospective and there is scope for improvement. Development work to improve our strategic performance reporting has

slowed as we concentrated on our response and recovery from the pandemic. The development of the new HSCP Strategic Plan for 2022-25 is an opportunity for refreshment to our performance framework and performance reporting to the committee and elsewhere. In the past year we have increased our Business Analyst capacity which will support us to strengthen performance management and ensure a high quality and consistent approach to reporting.

17. We intend for the review to be conducted in close collaboration with members of the Performance and Audit Committee to ensure reporting meets expectations. We propose the following steps for the review:
- In line with the production of delivery plans for the new Strategy we will revise all strategic Performance Indicators and targets going forward. We would expect this to include streamlining of indicators in some areas including unscheduled care and addition of indicators relevant to our recovery from the pandemic. The suite of indicators and targets will be presented to the PAC for approval.
 - We will hold an initial session with PAC Chair to consider new reporting formats in line with best practice examples. We propose more 'forward looking' presentation of data including projected performance against target trajectories for future reporting periods. Commentaries will include a focus on indicators where we are missing/moving away from target and activity to improve performance.
 - We will present a draft of the new reporting format to PAC members for consideration at a future meeting of the committee, or a separate development sessions if considered appropriate.
 - Performance reporting is a shared responsibility across service areas. We will produce brief, HSCP-specific guidance to support the performance framework. This will reiterate expectations on updating of performance data (including clear presentation of figures) and best practice for provision of accompanying commentaries. The guidance will set out timescales for the annual reporting cycle, including deadlines for data/commentary updates and management sign-off.

RECOMMENDATIONS

18. Performance and Audit Committee is asked to note and comment on the Quarter 3 2021-22 Performance Report and the proposed approach to reviewing performance reporting.

REPORT AUTHOR AND PERSON TO CONTACT

Steven Reid, Policy, Planning and Performance Manager
Steven.Reid@eastrenfrewshire.gov.uk

March 2022

Chief Officer, IJB: Julie Murray

BACKGROUND PAPERS

HSCP Mid-Year Performance Update 2021-22, Performance and Audit Committee, 24 November 2021

https://www.eastrenfrewshire.gov.uk/media/7168/PAC-Item-09-24-November-2021/pdf/PAC_Item_09_-_24_November_2021.pdf?m=637729133123170000

HSCP Annual Performance Report 2020/21, Performance and Audit Committee, 22 September 2021

https://www.eastrenfrewshire.gov.uk/media/6841/PAC-item-06-22-September-2021/pdf/PAC_item_06_-_22_September_2021.pdf?m=637673822300770000

Strategic Plan Performance Report Quarter 3, 2021-22

Report Author: Ian Smith/Steven Reid, March 2022



Key:

Green	performance is at or better than the target
Amber	Performance is close (approx 5% variance) to target
Red	Performance is far from the target (over 5%)

Trend arrows point upwards where there is **improved** performance (inc. where we aim to decrease the value).

* INCREASE/DECREASE in PI description gives the intended direction of travel for the indicator

1. Working together with children and their families to improve mental well-being

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Note																		
INCREASE* - The proportion of children and young people subject to child protection who have been offered advocacy.	Q2 2021/22	62%	100%	Red	<table border="1"> <caption>HSCP-ADV-01 INCREASE - Percentage of children subject to child protection who have been offered advocacy</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>71%</td> </tr> <tr> <td>Q2 2020/21</td> <td>64%</td> </tr> <tr> <td>Q3 2020/21</td> <td>55%</td> </tr> <tr> <td>Q4 2020/21</td> <td>50%</td> </tr> <tr> <td>2020/21 (Year)</td> <td>63%</td> </tr> <tr> <td>Q1 2021/22</td> <td>45%</td> </tr> <tr> <td>Q2 2021/22</td> <td>62%</td> </tr> <tr> <td>Target (Years)</td> <td>100%</td> </tr> </tbody> </table>	Period	Percentage	Q1 2020/21	71%	Q2 2020/21	64%	Q3 2020/21	55%	Q4 2020/21	50%	2020/21 (Year)	63%	Q1 2021/22	45%	Q2 2021/22	62%	Target (Years)	100%	↑	↑	We have regular liaison meetings with Partners in Advocacy to ensure robust partnership working and support so that children and young people are offered access to and information for advocacy services at the earliest opportunity. This has resulted in an increase in offers of advocacy to children and young people.
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<p>INCREASE - The impact of Signs of Safety in increasing safety for children (financial year).</p>	<p>Q3 2021/22</p>	<p>100%</p>	<p>100%</p>	<p>Green</p>	<p>HSCP-SoS-01 INCREASE - Percentage of children with child protection plans assessed by the multi-agency team as having an increase in their scaled level of safety at three monthly review periods</p> <table border="1"> <caption>HSCP-SoS-01 INCREASE Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q3-2020/21</td><td>100%</td></tr> <tr><td>Q4-2020/21</td><td>75%</td></tr> <tr><td>20-20/21</td><td>87.5%</td></tr> <tr><td>Q1-2021/22</td><td>100%</td></tr> <tr><td>Q2-2021/22</td><td>78%</td></tr> <tr><td>Q3-2021/22</td><td>100%</td></tr> <tr><td>Q4-2021/22</td><td>92.67%</td></tr> <tr><td>2021/22</td><td>92.67%</td></tr> </tbody> </table>	Quarter	Percentage	Q3-2020/21	100%	Q4-2020/21	75%	20-20/21	87.5%	Q1-2021/22	100%	Q2-2021/22	78%	Q3-2021/22	100%	Q4-2021/22	92.67%	2021/22	92.67%			<p>All children had an increased SoS safety scaling at the Review Child Protection Planning Meetings that took place in this quarter.</p>																																														
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<p>DECREASE -Child & Adolescent Mental Health - longest wait in weeks at month end</p>	<p>Q3 2021/22</p>	<p>42</p>	<p>18</p>	<p>Red</p>	<p>CHCP-CSP-CAMHS Child & Adolescent Mental Health - longest wait in weeks at month end (REDUCE)</p> <table border="1"> <caption>CHCP-CSP-CAMHS Longest Wait Data</caption> <thead> <tr> <th>Quarter</th> <th>Longest Wait (Weeks)</th> </tr> </thead> <tbody> <tr><td>Q3-2019/20</td><td>17</td></tr> <tr><td>Q4-2019/20</td><td>14</td></tr> <tr><td>Q1-2020/21</td><td>17</td></tr> <tr><td>Q2-2020/21</td><td>17</td></tr> <tr><td>Q3-2020/21</td><td>18</td></tr> <tr><td>Q4-2020/21</td><td>18</td></tr> <tr><td>Q1-2021/22</td><td>16</td></tr> <tr><td>Q2-2021/22</td><td>16</td></tr> <tr><td>Q3-2021/22</td><td>14</td></tr> <tr><td>Q4-2021/22</td><td>18</td></tr> <tr><td>Q1-2022/23</td><td>20</td></tr> <tr><td>Q2-2022/23</td><td>22</td></tr> <tr><td>Q3-2022/23</td><td>24</td></tr> <tr><td>Q4-2022/23</td><td>30</td></tr> <tr><td>Q1-2023/24</td><td>21</td></tr> <tr><td>Q2-2023/24</td><td>17</td></tr> <tr><td>Q3-2023/24</td><td>33</td></tr> <tr><td>Q4-2023/24</td><td>29</td></tr> <tr><td>Q1-2024/25</td><td>27</td></tr> <tr><td>Q2-2024/25</td><td>34</td></tr> <tr><td>Q3-2024/25</td><td>40</td></tr> <tr><td>Q4-2024/25</td><td>34</td></tr> <tr><td>Q1-2025/26</td><td>28</td></tr> <tr><td>Q2-2025/26</td><td>28</td></tr> <tr><td>Q3-2025/26</td><td>38</td></tr> <tr><td>Q4-2025/26</td><td>31</td></tr> <tr><td>Q1-2026/27</td><td>30</td></tr> <tr><td>Q2-2026/27</td><td>38</td></tr> <tr><td>Q3-2026/27</td><td>37</td></tr> <tr><td>Q4-2026/27</td><td>43</td></tr> <tr><td>Q1-2027/28</td><td>42</td></tr> </tbody> </table>	Quarter	Longest Wait (Weeks)	Q3-2019/20	17	Q4-2019/20	14	Q1-2020/21	17	Q2-2020/21	17	Q3-2020/21	18	Q4-2020/21	18	Q1-2021/22	16	Q2-2021/22	16	Q3-2021/22	14	Q4-2021/22	18	Q1-2022/23	20	Q2-2022/23	22	Q3-2022/23	24	Q4-2022/23	30	Q1-2023/24	21	Q2-2023/24	17	Q3-2023/24	33	Q4-2023/24	29	Q1-2024/25	27	Q2-2024/25	34	Q3-2024/25	40	Q4-2024/25	34	Q1-2025/26	28	Q2-2025/26	28	Q3-2025/26	38	Q4-2025/26	31	Q1-2026/27	30	Q2-2026/27	38	Q3-2026/27	37	Q4-2026/27	43	Q1-2027/28	42			<p>Data shows average of longest waits at the end of each month. In the Qtr 3 longest waits have fallen month on month from 43 in October, 42 in November to 41 in December. Across all partnerships in NHSGGC longest waits ranged from 18 to 58 weeks.</p>
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INCREASE - Children and young people starting treatment for specialist Child and Adolescent Mental Health Services within 18 weeks of referral	Q3 2021/22	59%	90%	Red	<p>HSCP-SP18-CAMHS Children and young people commencing treatment for specialist CAMHS within 18 weeks of referral (INCREASE)</p> <table border="1"> <caption>HSCP-SP18-CAMHS Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>Q2 2018/19</td><td>78%</td></tr> <tr><td>Q3 2018/19</td><td>75%</td></tr> <tr><td>Q4 2018/19</td><td>72%</td></tr> <tr><td>Q1 2019/20</td><td>74%</td></tr> <tr><td>Q2 2019/20</td><td>74%</td></tr> <tr><td>Q3 2019/20</td><td>78%</td></tr> <tr><td>Q4 2019/20</td><td>86%</td></tr> <tr><td>Q1 2020/21</td><td>74%</td></tr> <tr><td>Q2 2020/21</td><td>78%</td></tr> <tr><td>Q3 2020/21</td><td>50%</td></tr> <tr><td>Q4 2020/21</td><td>58%</td></tr> <tr><td>Q1 2021/22</td><td>79%</td></tr> <tr><td>Q2 2021/22</td><td>61%</td></tr> <tr><td>Q3 2021/22</td><td>61%</td></tr> <tr><td>Q4 2021/22</td><td>51%</td></tr> <tr><td>Q1 2022/23</td><td>40%</td></tr> <tr><td>Q2 2022/23</td><td>59%</td></tr> <tr><td>Q3 2022/23</td><td>50%</td></tr> <tr><td>Q4 2022/23</td><td>50%</td></tr> </tbody> </table>	Quarter	Value (%)	Q2 2018/19	78%	Q3 2018/19	75%	Q4 2018/19	72%	Q1 2019/20	74%	Q2 2019/20	74%	Q3 2019/20	78%	Q4 2019/20	86%	Q1 2020/21	74%	Q2 2020/21	78%	Q3 2020/21	50%	Q4 2020/21	58%	Q1 2021/22	79%	Q2 2021/22	61%	Q3 2021/22	61%	Q4 2021/22	51%	Q1 2022/23	40%	Q2 2022/23	59%	Q3 2022/23	50%	Q4 2022/23	50%	↑	↑	Data is weekly average figure in Qtr 3. Last weekly data in Qtr 3 was 76% at 15 December 2021, this compares to a NHSGGC-wide figure of 59% commencing treatment within 18 weeks.
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2. Working together with people to maintain their independence

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																				
INCREASE - People reporting 'living where you/as you want to live' needs met (%)	Q3 2021/22	88%	90%	Amber	<p>HSCP-TP-5 People reporting 'living where you/as you want to live' needs met (%)</p> <table border="1"> <caption>HSCP-TP-5 Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>Q4 2017/18</td><td>90%</td></tr> <tr><td>Q1 2018/19</td><td>84%</td></tr> <tr><td>Q2 2018/19</td><td>88%</td></tr> <tr><td>Q3 2018/19</td><td>87%</td></tr> <tr><td>Q4 2018/19</td><td>91%</td></tr> <tr><td>Q1 2019/20</td><td>92%</td></tr> <tr><td>Q2 2019/20</td><td>88%</td></tr> <tr><td>Q3 2019/20</td><td>89%</td></tr> <tr><td>Q4 2019/20</td><td>88%</td></tr> <tr><td>Q1 2020/21</td><td>88%</td></tr> <tr><td>Q2 2020/21</td><td>89%</td></tr> <tr><td>Q3 2020/21</td><td>86%</td></tr> <tr><td>Q4 2020/21</td><td>94%</td></tr> <tr><td>Q1 2021/22</td><td>91%</td></tr> <tr><td>Q2 2021/22</td><td>90%</td></tr> <tr><td>Q3 2021/22</td><td>87%</td></tr> <tr><td>Q4 2021/22</td><td>88%</td></tr> </tbody> </table>	Quarter	Value (%)	Q4 2017/18	90%	Q1 2018/19	84%	Q2 2018/19	88%	Q3 2018/19	87%	Q4 2018/19	91%	Q1 2019/20	92%	Q2 2019/20	88%	Q3 2019/20	89%	Q4 2019/20	88%	Q1 2020/21	88%	Q2 2020/21	89%	Q3 2020/21	86%	Q4 2020/21	94%	Q1 2021/22	91%	Q2 2021/22	90%	Q3 2021/22	87%	Q4 2021/22	88%	↓	↑	In Qtr 3 of the total 167 valid responses 147 reported their needs met.
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Q2 2018/19	88%																																											
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Q1 2019/20	92%																																											
Q2 2019/20	88%																																											
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Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																										
<p>INCREASE - Self Directed Support spend on adults 18+ as a % of total social work spend on adults 18+</p>	2020/21	8.69%		Data Only	<p>SW02 Self Directed Support spend on adults 18+ as a % of total social work spend on adults 18+ (INCREASE)</p> <table border="1"> <caption>SW02 Self Directed Support spend on adults 18+ as a % of total social work spend on adults 18+ (INCREASE)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>1.2%</td></tr> <tr><td>2011/12</td><td>3.3%</td></tr> <tr><td>2012/13</td><td>2.4%</td></tr> <tr><td>2013/14</td><td>3.01%</td></tr> <tr><td>2014/15</td><td>5.4%</td></tr> <tr><td>2015/16</td><td>5.76%</td></tr> <tr><td>2016/17</td><td>6.63%</td></tr> <tr><td>2017/18</td><td>7.52%</td></tr> <tr><td>2018/19</td><td>8.15%</td></tr> <tr><td>2019/20</td><td>8.44%</td></tr> <tr><td>2020/21</td><td>8.69%</td></tr> </tbody> </table>	Year	Percentage	2010/11	1.2%	2011/12	3.3%	2012/13	2.4%	2013/14	3.01%	2014/15	5.4%	2015/16	5.76%	2016/17	6.63%	2017/18	7.52%	2018/19	8.15%	2019/20	8.44%	2020/21	8.69%	↑	↑	<p>This is the latest available data for this indicator. We continue to perform well on this measure, % spend on SDS continued to improve (up from 8.44% for 2019/20) This compares to a national average of 8% (Source: Improvement Service March 2022)</p>		
Year	Percentage																																	
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2011/12	3.3%																																	
2012/13	2.4%																																	
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2019/20	8.44%																																	
2020/21	8.69%																																	
<p>INCREASE - Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.</p>	2020/21	62.2%	62.0%	Green	<p>SW03a % of people aged 65 or over with long term care needs receiving personal care at home (LGBF)</p> <table border="1"> <caption>SW03a % of people aged 65 or over with long term care needs receiving personal care at home (LGBF)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2009/10</td><td>50.7%</td></tr> <tr><td>2010/11</td><td>60.4%</td></tr> <tr><td>2011/12</td><td>61.0%</td></tr> <tr><td>2012/13</td><td>59.7%</td></tr> <tr><td>2013/14</td><td>59.5%</td></tr> <tr><td>2014/15</td><td>59.7%</td></tr> <tr><td>2015/16</td><td>60.0%</td></tr> <tr><td>2016/17</td><td>61.1%</td></tr> <tr><td>2017/18</td><td>59.8%</td></tr> <tr><td>2018/19</td><td>57.4%</td></tr> <tr><td>2019/20</td><td>57.8%</td></tr> <tr><td>2020/21</td><td>62.2%</td></tr> </tbody> </table>	Year	Percentage	2009/10	50.7%	2010/11	60.4%	2011/12	61.0%	2012/13	59.7%	2013/14	59.5%	2014/15	59.7%	2015/16	60.0%	2016/17	61.1%	2017/18	59.8%	2018/19	57.4%	2019/20	57.8%	2020/21	62.2%	↑	↑	<p>The LGBF data shows that our performance has improved slightly compared with the previous year (57.6%). This compares to a national average of 61.7% The provision of quality care at home to support people to live independently and well in their own homes remains a key priority for the partnership and ongoing improvement of our care at home services continues. (Source: Improvement Service March 2022)</p>
Year	Percentage																																	
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2010/11	60.4%																																	
2011/12	61.0%																																	
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2019/20	57.8%																																	
2020/21	62.2%																																	

3. Working together to support mental health and well-being

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																		
<p>INCREASE - Percentage of people waiting no longer than 18 weeks for access to psychological therapies</p>	<p>Q3 2021/22</p>	<p>80%</p>	<p>90%</p>	<p>Red</p>	<p>HSCP-LDP1718 Psychological therapies - Percentage of people waiting no longer than 18 weeks for access (INCREASE)</p> <table border="1"> <caption>HSCP-LDP1718 Psychological therapies - Percentage of people waiting no longer than 18 weeks for access (INCREASE)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q2 2018/19</td><td>51%</td></tr> <tr><td>Q4 2018/19</td><td>64%</td></tr> <tr><td>Q1 2019/20</td><td>55%</td></tr> <tr><td>Q2 2019/20</td><td>59%</td></tr> <tr><td>Q3 2019/20</td><td>67%</td></tr> <tr><td>Q4 2019/20</td><td>54%</td></tr> <tr><td>Q1 2020/21</td><td>79%</td></tr> <tr><td>Q2 2020/21</td><td>65%</td></tr> <tr><td>Q3 2020/21</td><td>82%</td></tr> <tr><td>Q4 2020/21</td><td>67%</td></tr> <tr><td>Q1 2021/22</td><td>76%</td></tr> <tr><td>Q2 2021/22</td><td>72%</td></tr> <tr><td>Q3 2021/22</td><td>74%</td></tr> <tr><td>Q4 2021/22</td><td>72%</td></tr> <tr><td>Q1 2022/23</td><td>74%</td></tr> <tr><td>Q2 2022/23</td><td>80%</td></tr> </tbody> </table>	Quarter	Percentage	Q2 2018/19	51%	Q4 2018/19	64%	Q1 2019/20	55%	Q2 2019/20	59%	Q3 2019/20	67%	Q4 2019/20	54%	Q1 2020/21	79%	Q2 2020/21	65%	Q3 2020/21	82%	Q4 2020/21	67%	Q1 2021/22	76%	Q2 2021/22	72%	Q3 2021/22	74%	Q4 2021/22	72%	Q1 2022/23	74%	Q2 2022/23	80%			<p>Qtr 2 performance shows 80% of individuals waiting for psychological therapies are receiving treatment within the 18 week target, this continues the upward trend in the last 12 months and is up from 74% in the previous Qtr.</p>
Quarter	Percentage																																									
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Q2 2022/23	80%																																									
<p>INCREASE - Percentage of people with alcohol and/or drug problems accessing recovery-focused treatment within three weeks.</p>	<p>Q3 2021/22</p>	<p>98.0%</p>	<p>90.0%</p>	<p>Green</p>	<p>HSCP-ADP-05 Clients will wait no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery.</p> <table border="1"> <caption>HSCP-ADP-05 Clients will wait no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery.</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1 2019/20</td><td>81.3%</td></tr> <tr><td>Q2 2019/20</td><td>71.7%</td></tr> <tr><td>Q3 2019/20</td><td>82.5%</td></tr> <tr><td>Q4 2019/20</td><td>89.0%</td></tr> <tr><td>Q1 2020/21</td><td>71.7%</td></tr> <tr><td>Q2 2020/21</td><td>64.0%</td></tr> <tr><td>Q3 2020/21</td><td>69.0%</td></tr> <tr><td>Q4 2020/21</td><td>88.0%</td></tr> <tr><td>Q1 2021/22</td><td>95.0%</td></tr> <tr><td>Q2 2021/22</td><td>69.0%</td></tr> <tr><td>Q3 2021/22</td><td>92.0%</td></tr> <tr><td>Q4 2021/22</td><td>98.0%</td></tr> </tbody> </table>	Quarter	Percentage	Q1 2019/20	81.3%	Q2 2019/20	71.7%	Q3 2019/20	82.5%	Q4 2019/20	89.0%	Q1 2020/21	71.7%	Q2 2020/21	64.0%	Q3 2020/21	69.0%	Q4 2020/21	88.0%	Q1 2021/22	95.0%	Q2 2021/22	69.0%	Q3 2021/22	92.0%	Q4 2021/22	98.0%			<p>Oct - Dec 2021 shows 98% clients had less than 3 weeks wait time to treatment showing a strong performance from the team and continuing the improvements achieved in 2020-21. Note this is based on management information at the current as we await formal reporting function to be launched from the new national DAISy (Drug and Alcohol Information System) database.</p>								
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4. Working together to meet people's healthcare needs

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																																		
<p>DECREASE - people (18+) waiting more than 3 days to be discharged from hospital into a more appropriate care setting (NHSGGC data)</p>	<p>Q3 2021/22</p>	<p>6</p>	<p>0</p>	<p>Red</p>	<p>HSCP-GGC-DD3 Delayed discharge (NHSGGC data): people (18+) waiting more than 3 days to be discharged from hospital into a more appropriate care setting (excluding Code 9/AWI) (REDUCE)</p> <table border="1"> <caption>HSCP-GGC-DD3 Delayed discharge (NHSGGC data)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q3 2018/19</td><td>3</td></tr> <tr><td>Q4 2018/19</td><td>5</td></tr> <tr><td>Q1 2019/20</td><td>4</td></tr> <tr><td>Q2 2019/20</td><td>5</td></tr> <tr><td>Q3 2019/20</td><td>4</td></tr> <tr><td>Q4 2019/20</td><td>3</td></tr> <tr><td>Q1 2020/21</td><td>7</td></tr> <tr><td>Q2 2020/21</td><td>5</td></tr> <tr><td>Q3 2020/21</td><td>2</td></tr> <tr><td>Q4 2020/21</td><td>1</td></tr> <tr><td>Q1 2021/22</td><td>4</td></tr> <tr><td>Q2 2021/22</td><td>6</td></tr> <tr><td>Q3 2021/22</td><td>3</td></tr> <tr><td>Q4 2021/22</td><td>3</td></tr> <tr><td>Q1 2022/23</td><td>10</td></tr> <tr><td>Q2 2022/23</td><td>6</td></tr> <tr><td>Q3 2022/23</td><td>0</td></tr> <tr><td>Q4 2022/23</td><td>0</td></tr> </tbody> </table>	Quarter	Value	Q3 2018/19	3	Q4 2018/19	5	Q1 2019/20	4	Q2 2019/20	5	Q3 2019/20	4	Q4 2019/20	3	Q1 2020/21	7	Q2 2020/21	5	Q3 2020/21	2	Q4 2020/21	1	Q1 2021/22	4	Q2 2021/22	6	Q3 2021/22	3	Q4 2021/22	3	Q1 2022/23	10	Q2 2022/23	6	Q3 2022/23	0	Q4 2022/23	0	<p>↓</p>	<p>↑</p>	<p>Data is weekly average for Qtr 3. This is down from 10 in Qtr 2.</p>												
Quarter	Value																																																									
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Q4 2018/19	5																																																									
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Q3 2022/23	0																																																									
Q4 2022/23	0																																																									
<p>DECREASE - No. of A & E Attendances (NHSGGC data)</p>	<p>Q3 2021/22</p>	<p>2,712</p>	<p>4,583</p>	<p>Green</p>	<p>HSCP-GGC-A&E No. of A & E Attendances (NHSGGC data) (REDUCE)</p> <table border="1"> <caption>HSCP-GGC-A&E No. of A & E Attendances (NHSGGC data)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>3,205</td></tr> <tr><td>Q2 2017/18</td><td>3,128</td></tr> <tr><td>Q3 2017/18</td><td>3,161</td></tr> <tr><td>Q4 2017/18</td><td>3,093</td></tr> <tr><td>Q1 2018/19</td><td>12,587</td></tr> <tr><td>Q2 2018/19</td><td>3,250</td></tr> <tr><td>Q3 2018/19</td><td>3,212</td></tr> <tr><td>Q4 2018/19</td><td>3,273</td></tr> <tr><td>Q1 2019/20</td><td>3,208</td></tr> <tr><td>Q2 2019/20</td><td>12,943</td></tr> <tr><td>Q3 2019/20</td><td>3,272</td></tr> <tr><td>Q4 2019/20</td><td>3,391</td></tr> <tr><td>Q1 2020/21</td><td>3,270</td></tr> <tr><td>Q2 2020/21</td><td>2,815</td></tr> <tr><td>Q3 2020/21</td><td>2,343</td></tr> <tr><td>Q4 2020/21</td><td>2,766</td></tr> <tr><td>Q1 2021/22</td><td>2,374</td></tr> <tr><td>Q2 2021/22</td><td>2,371</td></tr> <tr><td>Q3 2021/22</td><td>9,854</td></tr> <tr><td>Q4 2021/22</td><td>3,176</td></tr> <tr><td>Q1 2022/23</td><td>3,073</td></tr> <tr><td>Q2 2022/23</td><td>2,712</td></tr> <tr><td>Q3 2022/23</td><td>0</td></tr> <tr><td>Q4 2022/23</td><td>0</td></tr> </tbody> </table>	Quarter	Value	Q1 2017/18	3,205	Q2 2017/18	3,128	Q3 2017/18	3,161	Q4 2017/18	3,093	Q1 2018/19	12,587	Q2 2018/19	3,250	Q3 2018/19	3,212	Q4 2018/19	3,273	Q1 2019/20	3,208	Q2 2019/20	12,943	Q3 2019/20	3,272	Q4 2019/20	3,391	Q1 2020/21	3,270	Q2 2020/21	2,815	Q3 2020/21	2,343	Q4 2020/21	2,766	Q1 2021/22	2,374	Q2 2021/22	2,371	Q3 2021/22	9,854	Q4 2021/22	3,176	Q1 2022/23	3,073	Q2 2022/23	2,712	Q3 2022/23	0	Q4 2022/23	0	<p>↑</p>	<p>↑</p>	<p>A&E attendances have fallen significantly on Qtr2 (3,073) (Source NHSGGC Monthly Dashboard at February 2022)</p>
Quarter	Value																																																									
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Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																																				
DECREASE - Number of Emergency Admissions: Adults (NHSGGC data)	Q3 2021/22	1,517	1,782	Green	<p style="text-align: center;">HSCP-GGC-EmerAd Number of Emergency Admissions: Adults (NHSGGC data) (REDUCE)</p> <table border="1"> <caption>HSCP-GGC-EmerAd Number of Emergency Admissions: Adults (NHSGGC data)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2016/17</td><td>6,938</td></tr> <tr><td>Q1-2017/18</td><td>1,723</td></tr> <tr><td>Q2-2017/18</td><td>1,687</td></tr> <tr><td>Q3-2017/18</td><td>1,780</td></tr> <tr><td>Q4-2017/18</td><td>1,756</td></tr> <tr><td>2017/18</td><td>6,946</td></tr> <tr><td>Q1-2018/19</td><td>1,648</td></tr> <tr><td>Q2-2018/19</td><td>1,641</td></tr> <tr><td>Q3-2018/19</td><td>1,786</td></tr> <tr><td>Q4-2018/19</td><td>1,725</td></tr> <tr><td>2018/19</td><td>6,800</td></tr> <tr><td>Q1-2019/20</td><td>1,778</td></tr> <tr><td>Q2-2019/20</td><td>1,765</td></tr> <tr><td>Q3-2019/20</td><td>1,741</td></tr> <tr><td>Q4-2019/20</td><td>1,577</td></tr> <tr><td>2019/20</td><td>6,859</td></tr> <tr><td>Q1-2020/21</td><td>1,370</td></tr> <tr><td>Q2-2020/21</td><td>1,716</td></tr> <tr><td>Q3-2020/21</td><td>1,563</td></tr> <tr><td>Q4-2020/21</td><td>1,568</td></tr> <tr><td>2020/21</td><td>6,217</td></tr> <tr><td>Q1-2021/22</td><td>1,705</td></tr> <tr><td>Q2-2021/22</td><td>1,583</td></tr> <tr><td>Q3-2021/22</td><td>1,517</td></tr> </tbody> </table>	Year/Quarter	Value	2016/17	6,938	Q1-2017/18	1,723	Q2-2017/18	1,687	Q3-2017/18	1,780	Q4-2017/18	1,756	2017/18	6,946	Q1-2018/19	1,648	Q2-2018/19	1,641	Q3-2018/19	1,786	Q4-2018/19	1,725	2018/19	6,800	Q1-2019/20	1,778	Q2-2019/20	1,765	Q3-2019/20	1,741	Q4-2019/20	1,577	2019/20	6,859	Q1-2020/21	1,370	Q2-2020/21	1,716	Q3-2020/21	1,563	Q4-2020/21	1,568	2020/21	6,217	Q1-2021/22	1,705	Q2-2021/22	1,583	Q3-2021/22	1,517	↑	↑	Whilst annual hospital admissions were lower during the pandemic period (2020/21) and rose when lockdown restrictions were reduced they have fallen significantly this quarter from the previous Qtr 2 figure of 1,583		
Year/Quarter	Value																																																											
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DECREASE - A & E Attendances from Care Homes (NHSGGC data)	Q3 2021/22	61	100	Green	<p style="text-align: center;">HSCP-GGC-CHA&E A & E Attendances from Care Homes (NHSGGC data) (REDUCE)</p> <table border="1"> <caption>HSCP-GGC-CHA&E A & E Attendances from Care Homes (NHSGGC data)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q3-2016/17</td><td>106</td></tr> <tr><td>Q4-2016/17</td><td>150</td></tr> <tr><td>Q1-2017/18</td><td>138</td></tr> <tr><td>Q2-2017/18</td><td>130</td></tr> <tr><td>Q3-2017/18</td><td>103</td></tr> <tr><td>Q4-2017/18</td><td>541</td></tr> <tr><td>2017/18</td><td>541</td></tr> <tr><td>Q1-2018/19</td><td>111</td></tr> <tr><td>Q2-2018/19</td><td>102</td></tr> <tr><td>Q3-2018/19</td><td>108</td></tr> <tr><td>Q4-2018/19</td><td>109</td></tr> <tr><td>2018/19</td><td>430</td></tr> <tr><td>Q1-2019/20</td><td>87</td></tr> <tr><td>Q2-2019/20</td><td>105</td></tr> <tr><td>Q3-2019/20</td><td>118</td></tr> <tr><td>Q4-2019/20</td><td>84</td></tr> <tr><td>2019/20</td><td>394</td></tr> <tr><td>Q1-2020/21</td><td>61</td></tr> <tr><td>Q2-2020/21</td><td>53</td></tr> <tr><td>Q3-2020/21</td><td>63</td></tr> <tr><td>Q4-2020/21</td><td>59</td></tr> <tr><td>2020/21</td><td>236</td></tr> <tr><td>Q1-2021/22</td><td>82</td></tr> <tr><td>Q2-2021/22</td><td>49</td></tr> <tr><td>Q3-2021/22</td><td>61</td></tr> </tbody> </table>	Year/Quarter	Value	Q3-2016/17	106	Q4-2016/17	150	Q1-2017/18	138	Q2-2017/18	130	Q3-2017/18	103	Q4-2017/18	541	2017/18	541	Q1-2018/19	111	Q2-2018/19	102	Q3-2018/19	108	Q4-2018/19	109	2018/19	430	Q1-2019/20	87	Q2-2019/20	105	Q3-2019/20	118	Q4-2019/20	84	2019/20	394	Q1-2020/21	61	Q2-2020/21	53	Q3-2020/21	63	Q4-2020/21	59	2020/21	236	Q1-2021/22	82	Q2-2021/22	49	Q3-2021/22	61	↑	↓	A&E attendances from Care Homes remain comparatively low in Qtr 3 however attendances rose on Qtr 2 (49).
Year/Quarter	Value																																																											
Q3-2016/17	106																																																											
Q4-2016/17	150																																																											
Q1-2017/18	138																																																											
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Q2-2021/22	49																																																											
Q3-2021/22	61																																																											

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																																						
DECREASE - Emergency Admissions from Care Homes (NHSGGC data)	Q3 2021/22	41	60	Green	<p style="text-align: center;">HSCP-GGC-CHEmerg Emergency Admissions from Care Homes (NHSGGC data) (REDUCE)</p> <table border="1"> <caption>HSCP-GGC-CHEmerg Emergency Admissions from Care Homes (NHSGGC data) (REDUCE)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q3 2016/17</td><td>67</td></tr> <tr><td>Q4 2016/17</td><td>99</td></tr> <tr><td>Q1 2017/18</td><td>166</td></tr> <tr><td>Q2 2017/18</td><td>89</td></tr> <tr><td>Q3 2017/18</td><td>74</td></tr> <tr><td>Q4 2017/18</td><td>110</td></tr> <tr><td>Q1 2018/19</td><td>65</td></tr> <tr><td>Q2 2018/19</td><td>338</td></tr> <tr><td>Q3 2018/19</td><td>70</td></tr> <tr><td>Q4 2018/19</td><td>61</td></tr> <tr><td>Q1 2019/20</td><td>61</td></tr> <tr><td>Q2 2019/20</td><td>69</td></tr> <tr><td>Q3 2019/20</td><td>261</td></tr> <tr><td>Q4 2019/20</td><td>57</td></tr> <tr><td>Q1 2020/21</td><td>54</td></tr> <tr><td>Q2 2020/21</td><td>66</td></tr> <tr><td>Q3 2020/21</td><td>56</td></tr> <tr><td>Q4 2020/21</td><td>233</td></tr> <tr><td>Q1 2021/22</td><td>46</td></tr> <tr><td>Q2 2021/22</td><td>38</td></tr> <tr><td>Q3 2021/22</td><td>35</td></tr> <tr><td>Q4 2021/22</td><td>35</td></tr> <tr><td>Q1 2022/23</td><td>154</td></tr> <tr><td>Q2 2022/23</td><td>48</td></tr> <tr><td>Q3 2022/23</td><td>24</td></tr> <tr><td>Q4 2022/23</td><td>41</td></tr> </tbody> </table>	Year/Quarter	Value	Q3 2016/17	67	Q4 2016/17	99	Q1 2017/18	166	Q2 2017/18	89	Q3 2017/18	74	Q4 2017/18	110	Q1 2018/19	65	Q2 2018/19	338	Q3 2018/19	70	Q4 2018/19	61	Q1 2019/20	61	Q2 2019/20	69	Q3 2019/20	261	Q4 2019/20	57	Q1 2020/21	54	Q2 2020/21	66	Q3 2020/21	56	Q4 2020/21	233	Q1 2021/22	46	Q2 2021/22	38	Q3 2021/22	35	Q4 2021/22	35	Q1 2022/23	154	Q2 2022/23	48	Q3 2022/23	24	Q4 2022/23	41	↓	↓	Whilst emergency admissions from care homes have seen a consistent annual since 2017/18 this Qtr has seen a significant rise from Qtr 2 (24) to the previous year's levels.
Year/Quarter	Value																																																													
Q3 2016/17	67																																																													
Q4 2016/17	99																																																													
Q1 2017/18	166																																																													
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Q1 2022/23	154																																																													
Q2 2022/23	48																																																													
Q3 2022/23	24																																																													
Q4 2022/23	41																																																													
DECREASE - Occupied Bed Days (Adult – non-elective) (NHSGGC data)	Qtr3 2021/22	49,389	58,220	Green	<p style="text-align: center;">HSCP-GGC-OBDOccupied Bed Days (Adult – non-elective) (REDUCE)</p> <table border="1"> <caption>HSCP-GGC-OBDOccupied Bed Days (Adult – non-elective) (REDUCE)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2016/17</td><td>66,792</td></tr> <tr><td>2017/18</td><td>67,347</td></tr> <tr><td>2018/19</td><td>63,068</td></tr> <tr><td>2019/20</td><td>61,767</td></tr> <tr><td>2020/21</td><td>58,336</td></tr> <tr><td>2021/22</td><td>49,389</td></tr> </tbody> </table>	Year	Value	2016/17	66,792	2017/18	67,347	2018/19	63,068	2019/20	61,767	2020/21	58,336	2021/22	49,389	↑	↑	Cumulative data to Qtr 3 (April - December 2021).																																								
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2021/22	49,389																																																													

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																												
DECREASE - No. of A & E Attendances - Adults	Q3 2021/22	2,605	3,056	Green	<p style="text-align: center;">HSCP-MSG-A&E-Ad No. of A & E Attendances - Adults</p> <table border="1"> <caption>HSCP-MSG-A&E-Ad No. of A & E Attendances - Adults</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2016/19</td><td>5,095</td></tr> <tr><td>Q1 2017/20</td><td>20,234</td></tr> <tr><td>Q2 2017/20</td><td>5,224</td></tr> <tr><td>Q3 2017/20</td><td>5,406</td></tr> <tr><td>Q4 2017/20</td><td>5,047</td></tr> <tr><td>Q1 2018/21</td><td>4,482</td></tr> <tr><td>Q2 2018/21</td><td>2,766</td></tr> <tr><td>Q3 2018/21</td><td>4,079</td></tr> <tr><td>Q4 2018/21</td><td>3,444</td></tr> <tr><td>Q1 2019/20</td><td>20,159</td></tr> <tr><td>Q2 2019/20</td><td>4,393</td></tr> <tr><td>Q3 2019/20</td><td>4,672</td></tr> <tr><td>Q4 2019/20</td><td>2,605</td></tr> <tr><td>Q4 2021/22</td><td>2,605</td></tr> </tbody> </table>	Quarter	Value	Q4 2016/19	5,095	Q1 2017/20	20,234	Q2 2017/20	5,224	Q3 2017/20	5,406	Q4 2017/20	5,047	Q1 2018/21	4,482	Q2 2018/21	2,766	Q3 2018/21	4,079	Q4 2018/21	3,444	Q1 2019/20	20,159	Q2 2019/20	4,393	Q3 2019/20	4,672	Q4 2019/20	2,605	Q4 2021/22	2,605	↑	↑	Data to November 2021. (Source: MSG, Scot Govt February 2022)														
Quarter	Value																																																			
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Q3 2019/20	4,672																																																			
Q4 2019/20	2,605																																																			
Q4 2021/22	2,605																																																			
DECREASE - Number of Emergency Admissions: Adults (18+)	Q3 2021/22	1,662	1,781	Green	<p style="text-align: center;">HSCP-MSG-EmerAd Number of Emergency Admissions: Adults</p> <table border="1"> <caption>HSCP-MSG-EmerAd Number of Emergency Admissions: Adults</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2016/17</td><td>2,303</td></tr> <tr><td>Q1 2017/18</td><td>9,185</td></tr> <tr><td>Q2 2017/18</td><td>2,122</td></tr> <tr><td>Q3 2017/18</td><td>2,074</td></tr> <tr><td>Q4 2017/18</td><td>2,150</td></tr> <tr><td>Q1 2018/19</td><td>8,329</td></tr> <tr><td>Q2 2018/19</td><td>2,009</td></tr> <tr><td>Q3 2018/19</td><td>1,964</td></tr> <tr><td>Q4 2018/19</td><td>2,202</td></tr> <tr><td>Q1 2019/20</td><td>8,136</td></tr> <tr><td>Q2 2019/20</td><td>1,920</td></tr> <tr><td>Q3 2019/20</td><td>1,918</td></tr> <tr><td>Q4 2019/20</td><td>1,884</td></tr> <tr><td>Q1 2020/21</td><td>7,532</td></tr> <tr><td>Q2 2020/21</td><td>1,409</td></tr> <tr><td>Q3 2020/21</td><td>1,795</td></tr> <tr><td>Q4 2020/21</td><td>1,651</td></tr> <tr><td>Q1 2021/22</td><td>6,518</td></tr> <tr><td>Q2 2021/22</td><td>1,813</td></tr> <tr><td>Q3 2021/22</td><td>1,703</td></tr> <tr><td>Q4 2021/22</td><td>1,662</td></tr> </tbody> </table>	Quarter	Value	Q4 2016/17	2,303	Q1 2017/18	9,185	Q2 2017/18	2,122	Q3 2017/18	2,074	Q4 2017/18	2,150	Q1 2018/19	8,329	Q2 2018/19	2,009	Q3 2018/19	1,964	Q4 2018/19	2,202	Q1 2019/20	8,136	Q2 2019/20	1,920	Q3 2019/20	1,918	Q4 2019/20	1,884	Q1 2020/21	7,532	Q2 2020/21	1,409	Q3 2020/21	1,795	Q4 2020/21	1,651	Q1 2021/22	6,518	Q2 2021/22	1,813	Q3 2021/22	1,703	Q4 2021/22	1,662	↑	↑	Based on monthly provisional data to Oct-Dec 2021 (Source: MSG Scottish Govt, March 2022)
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Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																																								
<p>DECREASE - Unscheduled Hospital (Acute) Bed Days: Adults (18+)</p>	<p>Q3 2021/22</p>	<p>13,033</p>	<p>14,715</p>	<p>Green</p>	<p>HSCP-MSG-Unsched Unscheduled Hospital (Acute) Bed Days: Adults</p> <table border="1"> <caption>HSCP-MSG-Unsched Unscheduled Hospital (Acute) Bed Days: Adults</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q3 2018/19</td><td>16,272</td></tr> <tr><td>Q4 2018/19</td><td>15,085</td></tr> <tr><td>2018/19</td><td>60,007</td></tr> <tr><td>Q1 2019/20</td><td>14,983</td></tr> <tr><td>Q2 2019/20</td><td>14,938</td></tr> <tr><td>Q3 2019/20</td><td>16,484</td></tr> <tr><td>Q4 2019/20</td><td>16,451</td></tr> <tr><td>2019/20</td><td>62,856</td></tr> <tr><td>Q1 2020/21</td><td>11,983</td></tr> <tr><td>Q2 2020/21</td><td>14,298</td></tr> <tr><td>Q3 2020/21</td><td>15,731</td></tr> <tr><td>Q4 2020/21</td><td>116,075</td></tr> <tr><td>2020/21</td><td>58,087</td></tr> <tr><td>Q1 2021/22</td><td>16,195</td></tr> <tr><td>Q2 2021/22</td><td>16,536</td></tr> <tr><td>Q3 2021/22</td><td>13,033</td></tr> <tr><td>Q4 2021/22</td><td>-</td></tr> <tr><td>2021/22</td><td>-</td></tr> </tbody> </table>	Quarter	Value	Q3 2018/19	16,272	Q4 2018/19	15,085	2018/19	60,007	Q1 2019/20	14,983	Q2 2019/20	14,938	Q3 2019/20	16,484	Q4 2019/20	16,451	2019/20	62,856	Q1 2020/21	11,983	Q2 2020/21	14,298	Q3 2020/21	15,731	Q4 2020/21	116,075	2020/21	58,087	Q1 2021/22	16,195	Q2 2021/22	16,536	Q3 2021/22	13,033	Q4 2021/22	-	2021/22	-			<p>Based on interim data Oct - Dec 2021, data corrected back to April 2021 released March 2022. (Source: MSG Scottish Govt, March 2022)</p>																		
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Q4 2021/22	-																																																															
2021/22	-																																																															
<p>INCREASE - Health and Social Care Integration - Core Suite of Indicators NI-15: Proportion of last 6 months of life spent at home or in a community setting</p>	<p>2020/21</p>	<p>90%</p>	<p>86%</p>	<p>Green</p>	<p>HSCP-NI-15 Proportion of last 6 months of life spent at home or in a community setting (INCREASE)</p> <table border="1"> <caption>HSCP-NI-15 Proportion of last 6 months of life spent at home or in a community setting (INCREASE)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2015/16</td><td>86%</td></tr> <tr><td>Q1 2016/17</td><td>86%</td></tr> <tr><td>Q2 2016/17</td><td>86%</td></tr> <tr><td>Q3 2016/17</td><td>86%</td></tr> <tr><td>Q4 2016/17</td><td>86%</td></tr> <tr><td>2016/17</td><td>86%</td></tr> <tr><td>Q1 2017/18</td><td>86%</td></tr> <tr><td>Q2 2017/18</td><td>86%</td></tr> <tr><td>Q3 2017/18</td><td>86%</td></tr> <tr><td>Q4 2017/18</td><td>86%</td></tr> <tr><td>2017/18</td><td>86%</td></tr> <tr><td>Q1 2018/19</td><td>86%</td></tr> <tr><td>Q2 2018/19</td><td>86%</td></tr> <tr><td>Q3 2018/19</td><td>86%</td></tr> <tr><td>Q4 2018/19</td><td>86%</td></tr> <tr><td>2018/19</td><td>86%</td></tr> <tr><td>Q1 2019/20</td><td>86%</td></tr> <tr><td>Q2 2019/20</td><td>86%</td></tr> <tr><td>Q3 2019/20</td><td>86%</td></tr> <tr><td>Q4 2019/20</td><td>86%</td></tr> <tr><td>2019/20</td><td>89%</td></tr> <tr><td>Q1 2020/21</td><td>89%</td></tr> <tr><td>Q2 2020/21</td><td>89%</td></tr> <tr><td>Q3 2020/21</td><td>89%</td></tr> <tr><td>Q4 2020/21</td><td>89%</td></tr> <tr><td>2020/21</td><td>90%</td></tr> <tr><td>2021/22</td><td>-</td></tr> </tbody> </table>	Quarter	Value	Q4 2015/16	86%	Q1 2016/17	86%	Q2 2016/17	86%	Q3 2016/17	86%	Q4 2016/17	86%	2016/17	86%	Q1 2017/18	86%	Q2 2017/18	86%	Q3 2017/18	86%	Q4 2017/18	86%	2017/18	86%	Q1 2018/19	86%	Q2 2018/19	86%	Q3 2018/19	86%	Q4 2018/19	86%	2018/19	86%	Q1 2019/20	86%	Q2 2019/20	86%	Q3 2019/20	86%	Q4 2019/20	86%	2019/20	89%	Q1 2020/21	89%	Q2 2020/21	89%	Q3 2020/21	89%	Q4 2020/21	89%	2020/21	90%	2021/22	-			<p>Our performance for end-of-life care has improved from 89% in 2019/20 and is equivalent to the national average. Data at December 2021 (Source: Public Health Scotland)</p>
Quarter	Value																																																															
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2020/21	90%																																																															
2021/22	-																																																															

5. Working together with carers to be able to exercise choice and control

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																								
INCREASE - People reporting 'quality of life for carers' needs fully met (%)	Q3 2021/22	83%	73%	Green	<p>HSCP-TP-7 People reporting 'quality of life for carers' needs fully met (%) (INCREASE)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>Q4 2017/18</td><td>78%</td></tr> <tr><td>Q1 2018/18</td><td>72%</td></tr> <tr><td>Q2 2018/18</td><td>57%</td></tr> <tr><td>Q3 2018/18</td><td>76%</td></tr> <tr><td>Q4 2018/18</td><td>100%</td></tr> <tr><td>Q1 2019/19</td><td>78%</td></tr> <tr><td>Q2 2019/19</td><td>78%</td></tr> <tr><td>Q3 2019/19</td><td>87%</td></tr> <tr><td>Q4 2019/19</td><td>86%</td></tr> <tr><td>Q1 2020/20</td><td>96%</td></tr> <tr><td>Q2 2020/20</td><td>92%</td></tr> <tr><td>Q3 2020/20</td><td>95%</td></tr> <tr><td>Q4 2020/20</td><td>95%</td></tr> <tr><td>Q1 2021/21</td><td>72%</td></tr> <tr><td>Q2 2021/21</td><td>91%</td></tr> <tr><td>Q3 2021/21</td><td>97%</td></tr> <tr><td>Q4 2021/21</td><td>97%</td></tr> <tr><td>Q1 2022/22</td><td>83%</td></tr> <tr><td>Q2 2022/22</td><td>92%</td></tr> </tbody> </table>	Quarter	Value (%)	Q4 2017/18	78%	Q1 2018/18	72%	Q2 2018/18	57%	Q3 2018/18	76%	Q4 2018/18	100%	Q1 2019/19	78%	Q2 2019/19	78%	Q3 2019/19	87%	Q4 2019/19	86%	Q1 2020/20	96%	Q2 2020/20	92%	Q3 2020/20	95%	Q4 2020/20	95%	Q1 2021/21	72%	Q2 2021/21	91%	Q3 2021/21	97%	Q4 2021/21	97%	Q1 2022/22	83%	Q2 2022/22	92%	↓	↓	In Qtr 3 of the total 12 valid responses 10 reported their needs met.
Quarter	Value (%)																																															
Q4 2017/18	78%																																															
Q1 2018/18	72%																																															
Q2 2018/18	57%																																															
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Q1 2022/22	83%																																															
Q2 2022/22	92%																																															

6. Working together with our partners to support people to stop offending

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																																				
INCREASE - Community Payback Orders - Percentage of unpaid work placement completions within Court timescale.	Q3 2021/22	90%	80%	Green	<p>CJOP-PI-6a Community Payback Orders - Percentage of unpaid work placement completions within Court timescales (INCREASE)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>Q4 2016/17</td><td>96%</td></tr> <tr><td>Q1 2017/18</td><td>96%</td></tr> <tr><td>Q2 2017/18</td><td>88%</td></tr> <tr><td>Q3 2017/18</td><td>91%</td></tr> <tr><td>Q4 2017/18</td><td>88%</td></tr> <tr><td>Q1 2018/18</td><td>92%</td></tr> <tr><td>Q2 2018/18</td><td>81%</td></tr> <tr><td>Q3 2018/18</td><td>71%</td></tr> <tr><td>Q4 2018/18</td><td>88%</td></tr> <tr><td>Q1 2019/19</td><td>95%</td></tr> <tr><td>Q2 2019/19</td><td>84%</td></tr> <tr><td>Q3 2019/19</td><td>72%</td></tr> <tr><td>Q4 2019/19</td><td>72%</td></tr> <tr><td>Q1 2020/20</td><td>53%</td></tr> <tr><td>Q2 2020/20</td><td>88%</td></tr> <tr><td>Q3 2020/20</td><td>71%</td></tr> <tr><td>Q4 2020/20</td><td>0%</td></tr> <tr><td>Q1 2021/21</td><td>100%</td></tr> <tr><td>Q2 2021/21</td><td>100%</td></tr> <tr><td>Q3 2021/21</td><td>100%</td></tr> <tr><td>Q4 2021/21</td><td>75%</td></tr> <tr><td>Q1 2022/22</td><td>60%</td></tr> <tr><td>Q2 2022/22</td><td>79%</td></tr> <tr><td>Q3 2022/22</td><td>90%</td></tr> <tr><td>Q4 2022/22</td><td>70%</td></tr> </tbody> </table>	Quarter	Value (%)	Q4 2016/17	96%	Q1 2017/18	96%	Q2 2017/18	88%	Q3 2017/18	91%	Q4 2017/18	88%	Q1 2018/18	92%	Q2 2018/18	81%	Q3 2018/18	71%	Q4 2018/18	88%	Q1 2019/19	95%	Q2 2019/19	84%	Q3 2019/19	72%	Q4 2019/19	72%	Q1 2020/20	53%	Q2 2020/20	88%	Q3 2020/20	71%	Q4 2020/20	0%	Q1 2021/21	100%	Q2 2021/21	100%	Q3 2021/21	100%	Q4 2021/21	75%	Q1 2022/22	60%	Q2 2022/22	79%	Q3 2022/22	90%	Q4 2022/22	70%	↑	↑	This continues the upward trend this year, up from 79% last quarter and 60% in Qtr 1.
Quarter	Value (%)																																																											
Q4 2016/17	96%																																																											
Q1 2017/18	96%																																																											
Q2 2017/18	88%																																																											
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Q3 2022/22	90%																																																											
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<p>INCREASE - People agreed to be at risk of harm and requiring a protection plan have one in place</p>	<p>Q3 2021/22</p>	<p>100%</p>	<p>100%</p>	<p>Green</p>				<p>All residents identified as at risk of harm by the HSCP have a bespoke protection plan in place.</p>
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7. Working together with individuals and communities to tackle health inequalities

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note
<p>INCREASE - Male Life expectancy at birth</p>	<p>2019/20</p>	<p>79.5</p>	<p>80.3</p>	<p>Green</p>				<p>Male life expectancy has fallen on the previous estimate of 80.3 years. The Scottish average was 76.8 years of age. (Source: NRS Sept 2021)</p>

<p>INCREASE - Female life expectancy at birth</p>	<p>2019/20</p>	<p>84</p>	<p>84</p>	<p>Green</p>				<p>Female life expectancy has remained stable over the past couple of years and compares favourably to the Scottish average of 81 years of age. (Source: NRS Sept 2021)</p>
<p>INCREASE - Breastfeeding at 6-8 weeks in 15% most deprived SIMD data zones.</p>	<p>2020/21</p>	<p>8%</p>	<p>25%</p>	<p>Red</p>				<p>The figure of 8% is taken from Public Health Scotland Infant Feeding Dashboard. This corresponds to exclusive breastfeeding in SIMD 1 (most deprived) as recorded at the 6-8 week child health review for the period October 2020 - October 2021. For SIMD 2 the rate was 28%.</p>

<p>DECREASE - Health and Social Care Integration - Core Suite of Indicators NI-11: Premature mortality rate per 100,000 persons aged under 75. (European age-standardised mortality rate)</p>	<p>2020/21</p>	<p>334</p>	<p>Data Only</p>	<table border="1"> <caption>HSCP-NI-11 Premature mortality rate per 100,000 persons under 75 (REDUCE)</caption> <thead> <tr> <th>Year</th> <th>Rate</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>345</td></tr> <tr><td>2011/12</td><td>350</td></tr> <tr><td>2012/13</td><td>310</td></tr> <tr><td>2013/14</td><td>351</td></tr> <tr><td>2014/15</td><td>364</td></tr> <tr><td>2015/16</td><td>297</td></tr> <tr><td>2016/17</td><td>297</td></tr> <tr><td>2017/18</td><td>301</td></tr> <tr><td>2018/19</td><td>308</td></tr> <tr><td>2019/20</td><td>295</td></tr> <tr><td>2020/21</td><td>334</td></tr> <tr><td>2021/22</td><td>-</td></tr> </tbody> </table>	Year	Rate	2010/11	345	2011/12	350	2012/13	310	2013/14	351	2014/15	364	2015/16	297	2016/17	297	2017/18	301	2018/19	308	2019/20	295	2020/21	334	2021/22	-	<p>↓</p>	<p>↓</p>	<p>This is a fall on the 2018 figure (295). In comparison the Scotland rate in 2020 was 457 per 100,000. (Source: Public Health Scotland, December 2021)</p>
Year	Rate																																
2010/11	345																																
2011/12	350																																
2012/13	310																																
2013/14	351																																
2014/15	364																																
2015/16	297																																
2016/17	297																																
2017/18	301																																
2018/19	308																																
2019/20	295																																
2020/21	334																																
2021/22	-																																

9. Organisational outcomes

9.1 Our customers

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																		
<p>INCREASE - Percentage of HSCP (NHS) complaints received and responded to within timescale (5 working days Frontline, 20 days Investigation)</p>	<p>Q3 2021/22</p>	<p>14%</p>	<p>70%</p>	<p>Red</p>	<table border="1"> <caption>HSCP Qual 01 Percentage of HSCP (NHS) complaints received and responded to within timescale (INCREASE)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q4 2016/17</td><td>86%</td></tr> <tr><td>Q1 2017/18</td><td>63%</td></tr> <tr><td>Q2 2017/18</td><td>100%</td></tr> <tr><td>Q3 2017/18</td><td>100%</td></tr> <tr><td>Q4 2017/18</td><td>100%</td></tr> <tr><td>Q1 2018/19</td><td>100%</td></tr> <tr><td>Q2 2018/19</td><td>33%</td></tr> <tr><td>Q3 2018/19</td><td>100%</td></tr> <tr><td>Q4 2018/19</td><td>66%</td></tr> <tr><td>Q1 2019/20</td><td>100%</td></tr> <tr><td>Q2 2019/20</td><td>67%</td></tr> <tr><td>Q3 2019/20</td><td>0%</td></tr> <tr><td>Q4 2019/20</td><td>56%</td></tr> <tr><td>Q1 2020/21</td><td>100%</td></tr> <tr><td>Q2 2020/21</td><td>14%</td></tr> <tr><td>Q3 2020/21</td><td>14%</td></tr> </tbody> </table>	Quarter	Percentage	Q4 2016/17	86%	Q1 2017/18	63%	Q2 2017/18	100%	Q3 2017/18	100%	Q4 2017/18	100%	Q1 2018/19	100%	Q2 2018/19	33%	Q3 2018/19	100%	Q4 2018/19	66%	Q1 2019/20	100%	Q2 2019/20	67%	Q3 2019/20	0%	Q4 2019/20	56%	Q1 2020/21	100%	Q2 2020/21	14%	Q3 2020/21	14%	<p>↓</p>	<p>↓</p>	<p>Of the 7 NHS complaints received during Q3, only 1 was responded to within target timescales. 2 were categorised as frontline and 5 were dealt with as stage 2 investigations. Delays were mainly due to the complex nature of the investigations; in the majority of cases an extension was agreed with the complainant</p>
Quarter	Percentage																																									
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Q1 2017/18	63%																																									
Q2 2017/18	100%																																									
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<p>INCREASE - Percentage of HSCP (local authority) complaints received and responded to within timescale (5 working days Frontline; 20 days Investigation)</p>	<p>Q3 2021/22</p>	<p>71%</p>	<p>100%</p>	<p>Red</p>	<p>HSCP Qual 02 Percentage of HSCP (local authority) complaints received and responded to within timescale (INCREASE)</p> <table border="1"> <caption>HSCP Qual 02 Percentage of HSCP (local authority) complaints received and responded to within timescale</caption> <thead> <tr> <th>Period</th> <th>Years (%)</th> <th>Quarters (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q4 2016/17</td><td>68%</td><td>74%</td><td>95%</td></tr> <tr><td>2016/17</td><td>68%</td><td>74%</td><td>95%</td></tr> <tr><td>Q1 2017/18</td><td>82%</td><td>82%</td><td>95%</td></tr> <tr><td>Q2 2017/18</td><td>93%</td><td>93%</td><td>95%</td></tr> <tr><td>Q3 2017/18</td><td>74%</td><td>74%</td><td>95%</td></tr> <tr><td>Q4 2017/18</td><td>75%</td><td>75%</td><td>95%</td></tr> <tr><td>2017/18</td><td>81%</td><td>81%</td><td>95%</td></tr> <tr><td>Q1 2018/19</td><td>64%</td><td>64%</td><td>95%</td></tr> <tr><td>Q2 2018/19</td><td>83%</td><td>83%</td><td>95%</td></tr> <tr><td>Q3 2018/19</td><td>58%</td><td>58%</td><td>95%</td></tr> <tr><td>Q4 2018/19</td><td>83%</td><td>83%</td><td>95%</td></tr> <tr><td>2018/19</td><td>72%</td><td>72%</td><td>95%</td></tr> <tr><td>Q1 2019/20</td><td>70%</td><td>70%</td><td>95%</td></tr> <tr><td>Q2 2019/20</td><td>67%</td><td>67%</td><td>95%</td></tr> <tr><td>Q3 2019/20</td><td>79%</td><td>79%</td><td>95%</td></tr> <tr><td>2019/20</td><td>72%</td><td>72%</td><td>95%</td></tr> <tr><td>Q3 2021/22</td><td>71%</td><td>71%</td><td>95%</td></tr> </tbody> </table>	Period	Years (%)	Quarters (%)	Target (%)	Q4 2016/17	68%	74%	95%	2016/17	68%	74%	95%	Q1 2017/18	82%	82%	95%	Q2 2017/18	93%	93%	95%	Q3 2017/18	74%	74%	95%	Q4 2017/18	75%	75%	95%	2017/18	81%	81%	95%	Q1 2018/19	64%	64%	95%	Q2 2018/19	83%	83%	95%	Q3 2018/19	58%	58%	95%	Q4 2018/19	83%	83%	95%	2018/19	72%	72%	95%	Q1 2019/20	70%	70%	95%	Q2 2019/20	67%	67%	95%	Q3 2019/20	79%	79%	95%	2019/20	72%	72%	95%	Q3 2021/22	71%	71%	95%	<p>↓</p>	<p>↓</p>	<p>There were 17 local authority complaints in Q3; 15 frontline and 2 investigation. 67% frontline complaints were responded to within timescale. 100% of stage 2 investigations were responded to on time.</p>																																
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Q3 2021/22	71%	71%	95%																																																																																																													
<p>DECREASE - Average time in working days to respond to complaints at stage one (HSCP)</p>	<p>Q3 2021/22</p>	<p>5.2</p>	<p>5</p>	<p>Red</p>	<p>SPS004aHSCP The average time in working days to respond to complaints at stage one (HSCP) (REDUCE)</p> <table border="1"> <caption>SPS004aHSCP The average time in working days to respond to complaints at stage one (HSCP)</caption> <thead> <tr> <th>Period</th> <th>Years (days)</th> <th>Quarters (days)</th> <th>Target (days)</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>3.8</td><td>3.8</td><td>17.5</td></tr> <tr><td>Q2 2017/18</td><td>3.7</td><td>3.7</td><td>17.5</td></tr> <tr><td>Q3 2017/18</td><td>5</td><td>5</td><td>17.5</td></tr> <tr><td>Q4 2017/18</td><td>8.1</td><td>8.1</td><td>17.5</td></tr> <tr><td>2017/18</td><td>6.8</td><td>6.8</td><td>17.5</td></tr> <tr><td>Q1 2018/19</td><td>12.5</td><td>12.5</td><td>17.5</td></tr> <tr><td>Q2 2018/19</td><td>6.9</td><td>6.9</td><td>17.5</td></tr> <tr><td>Q3 2018/19</td><td>4.3</td><td>4.3</td><td>17.5</td></tr> <tr><td>Q4 2018/19</td><td>4.6</td><td>4.6</td><td>17.5</td></tr> <tr><td>2018/19</td><td>3.9</td><td>3.9</td><td>17.5</td></tr> <tr><td>Q1 2019/20</td><td>5.1</td><td>5.1</td><td>17.5</td></tr> <tr><td>Q2 2019/20</td><td>4</td><td>4</td><td>17.5</td></tr> <tr><td>Q3 2019/20</td><td>7.2</td><td>7.2</td><td>17.5</td></tr> <tr><td>Q4 2019/20</td><td>5.4</td><td>5.4</td><td>17.5</td></tr> <tr><td>2019/20</td><td>18.3</td><td>18.3</td><td>17.5</td></tr> <tr><td>Q1 2020/21</td><td>8.2</td><td>8.2</td><td>17.5</td></tr> <tr><td>Q2 2020/21</td><td>8</td><td>8</td><td>17.5</td></tr> <tr><td>Q3 2020/21</td><td>9.4</td><td>9.4</td><td>17.5</td></tr> <tr><td>Q4 2020/21</td><td>8.7</td><td>8.7</td><td>17.5</td></tr> <tr><td>2020/21</td><td>3.1</td><td>3.1</td><td>17.5</td></tr> <tr><td>Q1 2021/22</td><td>11.7</td><td>11.7</td><td>17.5</td></tr> <tr><td>Q2 2021/22</td><td>5.2</td><td>5.2</td><td>17.5</td></tr> <tr><td>Q3 2021/22</td><td>5.2</td><td>5.2</td><td>17.5</td></tr> <tr><td>Q4 2021/22</td><td>5.2</td><td>5.2</td><td>17.5</td></tr> <tr><td>2021/22</td><td>5.2</td><td>5.2</td><td>17.5</td></tr> </tbody> </table>	Period	Years (days)	Quarters (days)	Target (days)	Q1 2017/18	3.8	3.8	17.5	Q2 2017/18	3.7	3.7	17.5	Q3 2017/18	5	5	17.5	Q4 2017/18	8.1	8.1	17.5	2017/18	6.8	6.8	17.5	Q1 2018/19	12.5	12.5	17.5	Q2 2018/19	6.9	6.9	17.5	Q3 2018/19	4.3	4.3	17.5	Q4 2018/19	4.6	4.6	17.5	2018/19	3.9	3.9	17.5	Q1 2019/20	5.1	5.1	17.5	Q2 2019/20	4	4	17.5	Q3 2019/20	7.2	7.2	17.5	Q4 2019/20	5.4	5.4	17.5	2019/20	18.3	18.3	17.5	Q1 2020/21	8.2	8.2	17.5	Q2 2020/21	8	8	17.5	Q3 2020/21	9.4	9.4	17.5	Q4 2020/21	8.7	8.7	17.5	2020/21	3.1	3.1	17.5	Q1 2021/22	11.7	11.7	17.5	Q2 2021/22	5.2	5.2	17.5	Q3 2021/22	5.2	5.2	17.5	Q4 2021/22	5.2	5.2	17.5	2021/22	5.2	5.2	17.5	<p>↑</p>	<p>↓</p>	<p>ERC Corporate figures, down from 11.7 in Qtr2</p>
Period	Years (days)	Quarters (days)	Target (days)																																																																																																													
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Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																																		
<p>DECREASE - Average time in working days to respond to complaints at investigation (stage 2 and esc combined) (HSCP)</p>	<p>Q3 2021/22</p>	<p>34.7</p>	<p>20</p>	<p>Red</p>	<p>SP5004dHSCP The average time in working days to respond to complaints at investigation (stage 2 and esc combined) (HSCP) (REDUCE)</p> <table border="1"> <caption>SP5004dHSCP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>38.1</td></tr> <tr><td>Q2 2017/18</td><td>23.9</td></tr> <tr><td>Q3 2017/18</td><td>15</td></tr> <tr><td>Q4 2017/18</td><td>34.4</td></tr> <tr><td>2017/18</td><td>20</td></tr> <tr><td>Q1 2018/19</td><td>26.2</td></tr> <tr><td>Q2 2018/19</td><td>37.4</td></tr> <tr><td>Q3 2018/19</td><td>24.7</td></tr> <tr><td>Q4 2018/19</td><td>30.3</td></tr> <tr><td>2018/19</td><td>25.7</td></tr> <tr><td>Q1 2019/20</td><td>17.6</td></tr> <tr><td>Q2 2019/20</td><td>21.2</td></tr> <tr><td>Q3 2019/20</td><td>27.4</td></tr> <tr><td>Q4 2019/20</td><td>23.4</td></tr> <tr><td>2019/20</td><td>22.2</td></tr> <tr><td>Q1 2020/21</td><td>29.4</td></tr> <tr><td>Q2 2020/21</td><td>22.3</td></tr> <tr><td>Q3 2020/21</td><td>25.7</td></tr> <tr><td>Q4 2020/21</td><td>27.8</td></tr> <tr><td>2020/21</td><td>34.8</td></tr> <tr><td>Q1 2021/22</td><td>21.8</td></tr> <tr><td>Q2 2021/22</td><td>27</td></tr> <tr><td>Q3 2021/22</td><td>34.7</td></tr> <tr><td>Q4 2021/22</td><td></td></tr> </tbody> </table>	Quarter	Value	Q1 2017/18	38.1	Q2 2017/18	23.9	Q3 2017/18	15	Q4 2017/18	34.4	2017/18	20	Q1 2018/19	26.2	Q2 2018/19	37.4	Q3 2018/19	24.7	Q4 2018/19	30.3	2018/19	25.7	Q1 2019/20	17.6	Q2 2019/20	21.2	Q3 2019/20	27.4	Q4 2019/20	23.4	2019/20	22.2	Q1 2020/21	29.4	Q2 2020/21	22.3	Q3 2020/21	25.7	Q4 2020/21	27.8	2020/21	34.8	Q1 2021/22	21.8	Q2 2021/22	27	Q3 2021/22	34.7	Q4 2021/22				<p>ERC Corporate figures, up from 27 days in Qtr 2</p>
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<p>DECREASE - The total number of complaints received - HSCP</p>	<p>Q3 2021/22</p>	<p>22</p>	<p>Data Only</p>		<p>SP50001HSCP The total number of complaints received (HSCP) (REDUCE)</p> <table border="1"> <caption>SP50001HSCP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>21</td></tr> <tr><td>Q2 2017/18</td><td>14</td></tr> <tr><td>Q3 2017/18</td><td>14</td></tr> <tr><td>Q4 2017/18</td><td>19</td></tr> <tr><td>2017/18</td><td>68</td></tr> <tr><td>Q1 2018/19</td><td>26</td></tr> <tr><td>Q2 2018/19</td><td>19</td></tr> <tr><td>Q3 2018/19</td><td>22</td></tr> <tr><td>Q4 2018/19</td><td>59</td></tr> <tr><td>2018/19</td><td>125</td></tr> <tr><td>Q1 2019/20</td><td>42</td></tr> <tr><td>Q2 2019/20</td><td>39</td></tr> <tr><td>Q3 2019/20</td><td>39</td></tr> <tr><td>Q4 2019/20</td><td>48</td></tr> <tr><td>2019/20</td><td>168</td></tr> <tr><td>Q1 2020/21</td><td>18</td></tr> <tr><td>Q2 2020/21</td><td>27</td></tr> <tr><td>Q3 2020/21</td><td>29</td></tr> <tr><td>Q4 2020/21</td><td>23</td></tr> <tr><td>2020/21</td><td>96</td></tr> <tr><td>Q1 2021/22</td><td>13</td></tr> <tr><td>Q2 2021/22</td><td>21</td></tr> <tr><td>Q3 2021/22</td><td>22</td></tr> <tr><td>Q4 2021/22</td><td></td></tr> </tbody> </table>	Quarter	Value	Q1 2017/18	21	Q2 2017/18	14	Q3 2017/18	14	Q4 2017/18	19	2017/18	68	Q1 2018/19	26	Q2 2018/19	19	Q3 2018/19	22	Q4 2018/19	59	2018/19	125	Q1 2019/20	42	Q2 2019/20	39	Q3 2019/20	39	Q4 2019/20	48	2019/20	168	Q1 2020/21	18	Q2 2020/21	27	Q3 2020/21	29	Q4 2020/21	23	2020/21	96	Q1 2021/22	13	Q2 2021/22	21	Q3 2021/22	22	Q4 2021/22				<p>ERC Corporate figures. No significant increase from previous quarter (21 in Qtr 2).</p>
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9.2 Efficiency																																
Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																								
INCREASE - Payment of invoices: Percentage invoices paid within agreed period (30 days)	Q3 2021/22	75.7%	90%	Red	<p>CHCP-IN02 Payment of invoices: Percentage invoices paid within agreed period (30 days) (INCREASE)</p> <table border="1"> <caption>CHCP-IN02 Payment of invoices: Percentage invoices paid within agreed period (30 days) (INCREASE)</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>84.2%</td> </tr> <tr> <td>2018/19</td> <td>73.9%</td> </tr> <tr> <td>Q3 2019/20</td> <td>76.6%</td> </tr> <tr> <td>2020/21</td> <td>68.8%</td> </tr> <tr> <td>Q3 2021/22</td> <td>75.7%</td> </tr> <tr> <td>Target (Years)</td> <td>90%</td> </tr> </tbody> </table>	Period	Percentage	2017/18	84.2%	2018/19	73.9%	Q3 2019/20	76.6%	2020/21	68.8%	Q3 2021/22	75.7%	Target (Years)	90%	↓	▬	Data at end of December 2021. Although our invoice processing performance shows an improvement compared to 2020/21, we continue to miss target. Staff absence has impacted the team both in terms of new ways of working, but more so in terms of staff capacity.										
Period	Percentage																															
2017/18	84.2%																															
2018/19	73.9%																															
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Q3 2021/22	75.7%																															
Target (Years)	90%																															
Older Persons (Over65) Home Care Costs per Hour	2020/21	£37		Data Only	<p>SW01 Home care costs for people aged 65 or over per hour £ (REDUCE)</p> <table border="1"> <caption>SW01 Home care costs for people aged 65 or over per hour £ (REDUCE)</caption> <thead> <tr> <th>Year</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>£9</td> </tr> <tr> <td>2011/12</td> <td>£11</td> </tr> <tr> <td>2012/13</td> <td>£10</td> </tr> <tr> <td>2013/14</td> <td>£18</td> </tr> <tr> <td>2014/15</td> <td>£22</td> </tr> <tr> <td>2015/16</td> <td>£25</td> </tr> <tr> <td>2016/17</td> <td>£23</td> </tr> <tr> <td>2017/18</td> <td>£23</td> </tr> <tr> <td>2018/19</td> <td>£25</td> </tr> <tr> <td>2019/20</td> <td>£25</td> </tr> <tr> <td>2020/21</td> <td>£37</td> </tr> </tbody> </table>	Year	Cost (£)	2010/11	£9	2011/12	£11	2012/13	£10	2013/14	£18	2014/15	£22	2015/16	£25	2016/17	£23	2017/18	£23	2018/19	£25	2019/20	£25	2020/21	£37	↓	↓	Latest available data at March 2022 shows East Renfrewshire's figure (£37) was above the national average of £28 in 2012/21 and we had the highest hourly costs in our LGBF family group with the exception of the Orkney and Shetlands Islands (Source: Improvement Service 2022)
Year	Cost (£)																															
2010/11	£9																															
2011/12	£11																															
2012/13	£10																															
2013/14	£18																															
2014/15	£22																															
2015/16	£25																															
2016/17	£23																															
2017/18	£23																															
2018/19	£25																															
2019/20	£25																															
2020/21	£37																															

<p>The Net Cost of Residential Care Services per Older Adult (+65) per Week</p>	<p>2020/21</p>	<p>£273</p>	<p>Data Only</p>	<table border="1"> <caption>SW05 Net Cost of Residential Care Services per Older Adult (+65) per Week (REDUCE)</caption> <thead> <tr> <th>Year</th> <th>Net Cost (£)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>£353</td></tr> <tr><td>2011/12</td><td>£388</td></tr> <tr><td>2012/13</td><td>£377</td></tr> <tr><td>2013/14</td><td>£370</td></tr> <tr><td>2014/15</td><td>£364</td></tr> <tr><td>2015/16</td><td>£326</td></tr> <tr><td>2016/17</td><td>£233</td></tr> <tr><td>2017/18</td><td>£165</td></tr> <tr><td>2018/19</td><td>£160</td></tr> <tr><td>2019/20</td><td>£170</td></tr> <tr><td>2020/21</td><td>£273</td></tr> <tr><td>2021/22</td><td>-</td></tr> </tbody> </table>	Year	Net Cost (£)	2010/11	£353	2011/12	£388	2012/13	£377	2013/14	£370	2014/15	£364	2015/16	£326	2016/17	£233	2017/18	£165	2018/19	£160	2019/20	£170	2020/21	£273	2021/22	-	<p>↓</p>	<p>↓</p>	<p>Latest available data at March 2022 shows East Renfrewshire's figure (£273) was below the national average of £439 in 2020/21 and was the lowest in our LGBF family group (Source: Improvement Service 2022)</p>
Year	Net Cost (£)																																
2010/11	£353																																
2011/12	£388																																
2012/13	£377																																
2013/14	£370																																
2014/15	£364																																
2015/16	£326																																
2016/17	£233																																
2017/18	£165																																
2018/19	£160																																
2019/20	£170																																
2020/21	£273																																
2021/22	-																																

9.3 Our people

Description	Last Update	Current Value	Current Target	Traffic Light	Trend Graph	Long Term Trend Arrow	Short Term Trend Arrow	Latest Note																																												
<p>DECREASE - Percentage of days lost to sickness absence for HSCP NHS staff</p>	<p>Q3 2021/22</p>	<p>6.7%</p>	<p>4.0%</p>	<p>Red</p>	<table border="1"> <caption>HSCP-AB05d Sickness absence (%) NHS (REDUCE)</caption> <thead> <tr> <th>Quarter</th> <th>Sickness Absence (%)</th> </tr> </thead> <tbody> <tr><td>Q4 2016/17</td><td>8.2%</td></tr> <tr><td>Q1 2017/18</td><td>7.2%</td></tr> <tr><td>Q2 2017/18</td><td>6.8%</td></tr> <tr><td>Q3 2017/18</td><td>8.5%</td></tr> <tr><td>Q4 2017/18</td><td>7.5%</td></tr> <tr><td>Q1 2018/19</td><td>7.0%</td></tr> <tr><td>Q2 2018/19</td><td>7.0%</td></tr> <tr><td>Q3 2018/19</td><td>7.0%</td></tr> <tr><td>Q4 2018/19</td><td>7.0%</td></tr> <tr><td>Q1 2019/20</td><td>8.5%</td></tr> <tr><td>Q2 2019/20</td><td>7.8%</td></tr> <tr><td>Q3 2019/20</td><td>7.8%</td></tr> <tr><td>Q4 2019/20</td><td>7.8%</td></tr> <tr><td>Q1 2020/21</td><td>7.3%</td></tr> <tr><td>Q2 2020/21</td><td>5.5%</td></tr> <tr><td>Q3 2020/21</td><td>6.0%</td></tr> <tr><td>Q4 2020/21</td><td>6.7%</td></tr> <tr><td>Q1 2021/22</td><td>8.2%</td></tr> <tr><td>Q2 2021/22</td><td>6.7%</td></tr> <tr><td>Q3 2021/22</td><td>4.4%</td></tr> <tr><td>Q4 2021/22</td><td>4.4%</td></tr> </tbody> </table>	Quarter	Sickness Absence (%)	Q4 2016/17	8.2%	Q1 2017/18	7.2%	Q2 2017/18	6.8%	Q3 2017/18	8.5%	Q4 2017/18	7.5%	Q1 2018/19	7.0%	Q2 2018/19	7.0%	Q3 2018/19	7.0%	Q4 2018/19	7.0%	Q1 2019/20	8.5%	Q2 2019/20	7.8%	Q3 2019/20	7.8%	Q4 2019/20	7.8%	Q1 2020/21	7.3%	Q2 2020/21	5.5%	Q3 2020/21	6.0%	Q4 2020/21	6.7%	Q1 2021/22	8.2%	Q2 2021/22	6.7%	Q3 2021/22	4.4%	Q4 2021/22	4.4%	<p>↓</p>	<p>↑</p>	<p>Within NHSGGC, sickness absence at the end of Quarter 3 absence had decreased to 6.7% from 8.2% for the previous quarter. All services are below 6% with the exception of the hosted LD Inpatients service. There were significant number of long-term cases that very and being supported by HR. The majority of these have resolved and current absence is 4.44% across the HSCP.</p>
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<p>DECREASE - Sickness absence days per employee - HSCP (LA staff)</p>	<p>Q2 2021/22</p>	<p>4.7</p>	<p>3.1</p>	<p>Red</p>	<p>HSCP-LA-Abs Absence - HSCP (ERC Staff) (REDUCE)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q2 2016/17</td><td>3.4</td></tr> <tr><td>Q3 2016/17</td><td>3.7</td></tr> <tr><td>Q4 2016/17</td><td>3.5</td></tr> <tr><td>Q1 2017/18</td><td>13.6</td></tr> <tr><td>Q2 2017/18</td><td>2.8</td></tr> <tr><td>Q3 2017/18</td><td>2.5</td></tr> <tr><td>Q4 2017/18</td><td>3.5</td></tr> <tr><td>Q1 2018/19</td><td>4.2</td></tr> <tr><td>Q2 2018/19</td><td>13.0</td></tr> <tr><td>Q3 2018/19</td><td>3.3</td></tr> <tr><td>Q4 2018/19</td><td>3.6</td></tr> <tr><td>Q1 2019/20</td><td>4.5</td></tr> <tr><td>Q2 2019/20</td><td>5.0</td></tr> <tr><td>Q3 2019/20</td><td>4.0</td></tr> <tr><td>Q4 2019/20</td><td>4.0</td></tr> <tr><td>Q1 2020/21</td><td>4.9</td></tr> <tr><td>Q2 2020/21</td><td>6.2</td></tr> <tr><td>Q3 2020/21</td><td>4.2</td></tr> <tr><td>Q4 2020/21</td><td>3.9</td></tr> <tr><td>Q1 2021/22</td><td>3.5</td></tr> <tr><td>Q2 2021/22</td><td>3.3</td></tr> <tr><td>Q3 2021/22</td><td>13.6</td></tr> <tr><td>Q4 2021/22</td><td>3.6</td></tr> <tr><td>2021/22</td><td>4.7</td></tr> </tbody> </table>	Quarter	Value	Q2 2016/17	3.4	Q3 2016/17	3.7	Q4 2016/17	3.5	Q1 2017/18	13.6	Q2 2017/18	2.8	Q3 2017/18	2.5	Q4 2017/18	3.5	Q1 2018/19	4.2	Q2 2018/19	13.0	Q3 2018/19	3.3	Q4 2018/19	3.6	Q1 2019/20	4.5	Q2 2019/20	5.0	Q3 2019/20	4.0	Q4 2019/20	4.0	Q1 2020/21	4.9	Q2 2020/21	6.2	Q3 2020/21	4.2	Q4 2020/21	3.9	Q1 2021/22	3.5	Q2 2021/22	3.3	Q3 2021/22	13.6	Q4 2021/22	3.6	2021/22	4.7			<p>Absence has increased this quarter from 3.6 in Qtr 1 Latest available data to Q2 21/22. Sickness absence for Council staff increased from 3.6 in Qtr 1. However all services with the exception of Intensive Services (which includes Care at Home) were below target. In part there was an increase in short term absence, with increased mixing and spread of infection in the population following the reduction of Covid restrictions during summer 2021. In addition, the demographic of the Care at Home workforce is an older age group and long-term cases have increased in duration due to delays in some treatment / operations post-Covid.</p>
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<p>INCREASE - Percentage of staff with an electronic Knowledge and Skills Framework review recorded on TURAS Appraisal System</p>	<p>2020/21</p>	<p>32%</p>	<p>80%</p>	<p>Red</p>	<p>HSCP-E0-01 Percentage of NHS HSCP Staff with an e-KSF (Knowledge and Skills Framework) review in last 12 months (INCREASE)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>74%</td></tr> <tr><td>2011/12</td><td>47%</td></tr> <tr><td>2012/13</td><td>53%</td></tr> <tr><td>2013/14</td><td>56%</td></tr> <tr><td>2014/15</td><td>57%</td></tr> <tr><td>2015/16</td><td>83%</td></tr> <tr><td>2016/17</td><td>50%</td></tr> <tr><td>2017/18</td><td>77%</td></tr> <tr><td>2018/19</td><td>16%</td></tr> <tr><td>2019/20</td><td>46%</td></tr> <tr><td>2020/21</td><td>31%</td></tr> <tr><td>2021/22</td><td></td></tr> </tbody> </table>	Year	Value	2010/11	74%	2011/12	47%	2012/13	53%	2013/14	56%	2014/15	57%	2015/16	83%	2016/17	50%	2017/18	77%	2018/19	16%	2019/20	46%	2020/21	31%	2021/22				<p>Figure at the end of December 2021, comprises 136 compliant from a total of 428 in scope. This compares to 46% at end year 2019/20. KSF/TURAS compliance has historically been very good across these services and is recognised by staff and managers alike as an integral part of our employee support and development system, a combination of disruption to usual operating processes, retirements, new managers and staff significantly impacted on our performance in this area. To improve performance we are reviewing hierarchies, providing training to are new to the service and, alongside managing ongoing demand setting an incremental target and management support to return to previous good performance.</p>																								
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Appendix 1**Indicators with no update at Quarter 3, 2021-22****Children and Families**

Percentage of children looked after away from home who experience 3 or more placement moves
 Balance of Care for looked after children: % of children being looked after in the Community (LGBF)
 % Child Protection Re-Registrations within 18 months (LGBF)
 % Looked After Children with more than one placement within the last year (Aug-Jul). (LGBF)

Supporting independence

Percentage of those whose care need has reduced following re-ablement / rehabilitation
 Number of people self directing their care through receiving direct payments and other forms of self-directed support.
 Percentage of people aged 65+ who live in housing rather than a care home or hospital
 Percentage of adults supported at home who agreed that they are supported to live as independently as possible (NI-2)
 Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided (NI-3)

Recovery / Mental health and wellbeing

Mental health hospital admissions (age standardised rate per 1,000 population)
 % of service users moving from treatment to recovery service.
 Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines.

Supporting carers

Total combined % carers who feel supported to continue in their caring role (NI-8)

Community Justice

Criminal Justice Feedback Survey - Did your Order help you look at how to stop offending?
 Community Payback Orders - Percentage of unpaid work placements commencing within 7 days
 % Change in women's domestic abuse outcomes
 % Positive employability and volunteering outcomes for people with convictions.

Supporting staff wellbeing

% Staff who report 'I am given the time and resources to support my learning growth' in iMatter staff survey.
 % Staff who report "I feel involved in decisions in relation to my job" in iMatter staff survey.
 % Staff who report "their manager cares about my health and well-being" in iMatter survey
 Number of people participating in community based health improvement programmes

Organisational outcomes

iMatter Response Rate - HSCP
 iMatter Employee Engagement Index (EEI) score - HSCP
 % of teams with an iMatter Action Plan in place - HSCP