

Appendix 1

Audit Scotland – Statutory Performance Indicators Exception Report

Department – Community Services – Community Care

Indicator Title – Adult Social Work – Residential Accommodation – Privacy; the number of private sector rooms with en-suite facilities occupied by older people, expressed as a percentage of registered care places

Description of Indicator – Research in relation to the preferences of residents' establishments confirms that privacy is of particular importance. This indicator is a measure of a key aspect of the quality of residential services commissioned by councils.

Results	2006/07	2007/08	2008/09
PI Measurement	61.5%	66.7%	69.2%
Ranking (25-32)	27	29	27

Community Services do not directly provide residential care places for older people and this is an issue that continues to be discussed with the independent care homes through through the Care Home Provider Meetings.

This indicator is not defined as a statutory performance indicator for 2009/10.

Actions for improvement – Discussions with representatives from local independent care homes have indicated that there are no immediate plans to increase the number of rooms with ensuite facilities.

Increasing financial pressure on care home owners, brought about by higher operational costs and the age of some of the buildings, is cited as the primary reasons for not increasing the number of ensuite facilities offered.

In light of this situation, the needs of service users are taken into consideration when proposing a care home for the service user.

2009/10 Results – This indicator is collected annually so quarterly results for are not available.

Audit Scotland – Statutory Performance Indicators Exception Report

Department – Community Services – Community Care

Indicator Title – Adult Social Work – Home Care; as a proportion of home care clients age 65+, the number receiving a service at weekends

Description of Indicator – Home care is one of the most important services available to local authorities to support people with community care needs to remain at home. This indicator measures the overall volume of service for the largest client group, in terms of both the total number of clients and the total number of home care hours provided or purchase per 1,000 people age 65+

Results	2006/07	2007/08	2008/09
PI Measurement	46.3%	51.1%	52.9%
Ranking (25-32)	26	28	29

Comments – The Home Care service has delivered 540,500 hours of care in financial year 2009 - 2010 with 350 Home Care staff, this is a significant increase from the previous year. Under the present arrangements, fewer than 25% of the workforce is available to provide cover at weekends and this prevents the service from meeting the needs of vulnerable service users who require a 7-day service.

The current pattern of work means that home carers can be working from first thing in the morning to last thing at night with rest periods being difficult to manage. It also means that the cover at weekends is very limited and service users experience a different level of care at weekends from that received during the weekdays.

This indicator continues as a statutory performance indicator for 2009/10.

Actions for improvement – The proposed pattern of work is for a 5 out of 7-day rolling rota system based around groups of 4 carers with two on and two off at any given time. Two of the staff will carry out morning duties whilst the other two carry out the evening duties. This will be reversed in the second week. All carers will have two rest days during a seven day period. This system also offers the possibility of sickness and holiday cover being provided from within the four-person group with additional support being provided by sessional workers as required.

The changes will have an impact on the quality of the service offered to service users. The rota system will ensure that service users will have consistency of carers and that they will receive the same level of service 7 days a week.

The changes will benefit staff as well as service users. The rota system permits people to know their work times in advance and allow for the planning of childcare and other arrangements. It allows significant recovery time between shifts with rest days being built into the rota and it offers the possibility of taking on additional work by providing cover for colleagues who are unable to carry out their shift duties due to holiday or sickness.

The changes will be evaluated against the existing measures of the Scottish Community Care Outcomes Framework in particular the following outcome measures will be of interest: -

- S1 Community Care service users feeling safe.
- A1 Number of patients waiting in short stay settings (including hospital) for more than 6 weeks for discharge.
- C1 Informal carers who feel supported and capable to continue in their role as carers.
- BC1 Shift in balance of care from institutional to 'home based' care.
- BC2 Percentage of people age 65+ with intensive needs receiving care at home.
- BC3 Percentage of people 65+ receiving personal care at home.

The key steps, timeframe and responsibility is set out as follows; -

- Consultation document out to staff and Unions by Monday the 19th April.
- A series of area based meetings with staff during the first two weeks in May, dates to be arranged. Management representatives Charles McKerron, Jacqui Short and Personnel support from Rhonda Geddes-Stewart.
- Feedback from consultation and from meetings analysed and where appropriate incorporated into the consultation document 7th June.
- Further consultation if required via document circulation 14th June.
- Decision making and communication 28th June.
- To Health and Social Care Committee for 4th August.
- Implementation from 5th August completed by 30th September.

2009/10 Results – This indicator is collected annually so quarterly results for are not available.

Audit Scotland – Statutory Performance Indicators Exception Report

Department – Community Services – Community Care

Indicator Title – Adult Social Work – Respite Care; total overnight respite nights provided for older people aged 65+ per 1,000 population

Description of Indicator – Respite care is a service intended to benefit a carer and the person he or she cares for by providing a short break from caring tasks. The break is made possible through alternative care arrangements. This indicator is intended to measure a key element in support for carers and only concerns respite care provided or purchased by the Council, or by voluntary organisations funded for this purpose by the Council.

Results	2006/07	2007/08	2008/09
PI Measurement	235.9	185.2	184.3
Ranking (25-32)	26	28	26

Comments – For 2008/09, Community Care met its overall COSLA respite target and has responded to service user and carer demand by offering more flexible forms of respite provision. Combined with the investment and expansion of Home Care Service provision, Older People Services are managing to support and retain service users in their own homes for longer periods of time. This is reflected in the provision of the number of overnight respite nights as noted above. The service is seeking to fulfill local need and demand as its priority and is expanding the provision by making available new respite services through the new carers contract and the introduction of further flexible respite opportunities through the Shared Lives Service that is currently being developed for delivery later this year.

The definition of respite, provided by Audit Scotland is rigorously applied and recorded in Moray.

This indicator is not defined as a statutory performance indicator for 2009/10.

Actions for improvement – The Carer Strategy and Development Officer will continue to be active in engaging with carer support across Scotland with a view to establish best practise amongst those authorities ranked in the top quartile. The Carers Strategy & Development Officer will work with service leads and the Community Care Performance and Quality team to establish robust methods for tracking and measuring any unmet need or demand to ensure that any service increase is to meet direct local need. The service will continue to engage with carers to establish their wants gaining assurance that the provision offered addresses need.

2009/10 Results – This indicator is collected annually so quarterly results for are not available.

Audit Scotland – Statutory Performance Indicators Exception Report

Department – Community Services – Criminal Justice

Indicator Title – Adult Social Work – Criminal Justice; the proportion of new probationers seen by a supervising officer within one week

Description of Indicator – This indicator provides some measure of the efficiency of the service. However, the proportion of probationers seen within a week of the order being made (or received by the Council) will be adversely affected by probationers not attending scheduled appointments and by late notification of orders by the Courts.

Results	2006/07	2007/08	2008/09
PI Measurement	71.4%	15.2%	58.1%
Ranking (25-32)	18	32	28

Comments – The significant improvement in this result from that reported in 2007/08 can be attributed to a number of factors:

- The system in terms of drop down menu options has been improved and simplified.
- Errors in the interpretation of National Standards have been clarified.
- The importance of seeing clients within standards has been reinforced with all workers and active monitoring this area of practice is undertaken.
- Clients' appointments are offered when probationers appear in Court and every attempt is made to see probationers within our Reporting Service.

This indicator is not defined as a statutory performance indicator for 2009/10.

Actions for improvement – Continue to reinforce improvement actions noted and enhance the process of notification from courts. Information is currently submitted electronically to the service by courts within Moray and it is hoped that this will expand to courts outwith Moray to ensure the notification of orders at the earliest opportunity.

2009/10 Results – Quarters 1, 2 and 3 of 2009/10 show a continued improvement, 64%, 80% and 93% respectively.

Audit Scotland – Statutory Performance Indicators Exception Report

Department – Central Services - Personnel

Indicator Title – Corporate Management – Equal Opportunities Policy; percentage of women employees in top 5% earners among council employees

Description of Indicator – The delivery of quality services is dependent on a trained and motivated workforce and it is, therefore essential that councils' employment policy reflects their commitment to equal opportunities. This indicator provides a picture of the current gender balance in more senior posts.

Results	2006/07	2007/08	2008/09
PI Measurement	33.6%	37.4%	37.9%
Ranking (25-32)	26	23	25

Comments – This indicator provides a picture of the current gender balance in more senior posts providing a baseline for measuring improvement over time. A small management team and low turnover within the Council continue to add to the difficulties in improving the situation.

This indicator continues as a statutory performance indicator for 2009/10.

Actions for improvement – Generally, there are difficulties in recruiting due to location, however with the current age profile and the expected turnover in the coming years, there will be opportunity to address equalities issues in the recruitment process and the Council is considering this as part of its Workforce Plan. This area is included in the Service Improvement Plan 2009/10 and a Senior Females Review is scheduled to be undertaken in 2010.

2009/10 Results – This indicator is collected annually so quarterly results for are not available.

Audit Scotland – Statutory Performance Indicators Exception Report

Department – Economic Development – Development Services

Indicator Title – Development Services – Processing Time of Planning Applications: percentage of non-householder applications dealt with within two months

Indicator Title – Development Services – Processing Time of Planning Applications: percentage of total applications dealt with within two months

Description of Indicator – In its revised National Planning Policy Guidelines 1 (November 2000), The Scottish Executive identified a series of targets for councils in dealing with planning applications and this indicator is a measure of performance against target, although it is recognised that the time taken to deal with an application may be affected by a range of factors.

Results	2006/07	2007/08	2008/09
PI Measurement			
Non-householder	31.3%	29.8%	34.0%
Ranking (25-32)	29	29	27
PI Measurement			
Total	47.5%	46.6%	48.5%
Ranking (25-32)	29	29	28

Comments – In 2008/9 there were several significant influences on the activities of the Development Management Section which is responsible for dealing with planning applications;

- Involvement in preparations for introduction of the Planning Act 2006.
- Implementation of the Moray Local Plan, adopted in December 2008.
- Implementation of the National ePlanning project, which went live in March 2009
- Undertaking the Public Sector Improvement Framework review of Planning, in March 2009
- Participation in the Council's corporate initiative 'Moray Performs', which includes Performance Management and Designing Better Services.

Each of these initiatives required staff time, particularly senior officers, and have resulted in some change to Development Management activity, whether in terms of procedures or best use of staff.

In 2009/10 the activities described above had a more significant impact, as the legislative changes took effect. ePlanning came into effect in March 2009, the Planning Act took effect in August 2009, PSIF action plan came into effect in April 2009, the Local Plan implementation began in January 2009, there was a long term absence in staffing from August 2009 and changes in the workloads and roles of Principal Officers from Autumn 2009, all of which have taken place within existing staff resources, and which continue to have an effect on processing of planning staff

applications. A recent additional demand on Planning staff resources is servicing the Local Review Body.

The Development Management Section continues to review its activities and staff resources to adapt to, and implement the Planning Act, ePlanning and the Local Plan. Action Plans have been prepared for addressing matters arising from PSIF, the implementation of ePlanning and the Planning Act, and management structures have been agreed but are not yet fully in place. Implementing Action Plans takes place alongside continuing to provide front line services and participating in Scottish Government and Council initiatives.

Training has been provided for staff, Councillors, agents and consultees on ePlanning and the Act. This took place in a period of considerable change in the Service which continues to affect workloads and performance.

The slight increase in performance from 2007/8 to 2008/9 is due to a number of factors; a slight decrease in numbers of applications, recent changes in dealing with and response times of consultees, more monitoring of workloads and target dates and the fact that newer staff are gaining experience.

This indicator continues as a statutory performance indicator for 2009/10.

Actions for improvement – There have been reviews of the implementation and operation of ePlanning and the Planning Act, a numbers of improvement areas have been identified. Discussions have been held with key consultees, and several of them have proposed changes to the consultation process across Scottish Councils, the reviews will be concluded for Moray Council's processes. Significant changes have been made to the composition and duties of the Teams, within the Development Management and Development Plans Teams, to redirect staff time to dealing with performance targets. A thorough review of the planning application process has been started, and this will be combined with existing information and issues identified from other recent review exercises, to provide an action plan. There was benchmarking carried out with a small number of Councils in 2008, this will be revisited and further benchmarking undertaken with a selection of top quartile Councils in this subject. Progress on these reviews will be reported to Committee.

2009/10 Results – Quarters 1, 2 and 3 of 2009/10 results against the percentage of non householder applications shows a continued decrease in performance, 41%, 36% and 15% respectively.

Quarters 1, 2 and 3 of 2009/10 results against the percentage of total applications shows an increase in quarter 1 but a continued decrease in performance in quarters 2 and 3, 60%, 45% and 26% respectively.

Audit Scotland – Statutory Performance Indicators Exception Report

Department – Economic Development – Development Services

Indicator Title – Development Services – Appeals: the number of appeals that were successful as a percentage of the number of planning determinations made by the council

Indicator Title – Development Services – Appeals: the number of appeals that were successful as a percentage of the number of determinations that went to appeal

Description of Indicator – Councils consistently determining applications in accordance with up-to-date local plans allowing for special circumstances where appropriate are likely to have lower levels of appeals against their decisions. Nevertheless, of those cases subject to appeal, the percentage of appeals determined by Scottish Ministers in favour of the appellant may be regarded as giving an indication as to the quality of decision taken by a council. That is, the lower the percentage of determination appealed, and the lower the percentage of these found in favour of the appellant, the better the quality of decisions taken by the council.

Results	2006/07	2007/08	2008/09
PI Measurement			
As a % of determinations	0.9%	0.8%	1.4%
Ranking (25-32)	N/A	N/A	26
PI Measurement			
As a % of determinations that went to appeal	30.2%	25.0%	40.9%
Ranking (25-32)	N/A	N/A	25

Comments – There were less than 50 out of over 1,200 applications that went to appeal, only slightly more than the year before. However, the total number of applications has decreased. The reporting period also covered the last year of the old Local Plan and this is likely to be a factor as some policies may not have been reflecting current requirements. The new Local Plan was adopted in December 2008.

This indicator is not defined as a statutory performance indicator for 2009/10.

Actions for improvement – Some of the factors involved in this subject are outwith the influence or control of the Council, for example different Scottish Government Reporters will interpret appeals and material considerations in different ways when determining appeals. The Local Plan is now up to date (since December 2008), and should provide a sound basis for Council decisions and appeals. Decisions by the Council, whether delegated decisions by Planning Officers, or by the Planning and Regulatory Services Committee will be based on up to date policies. There will be an impact from the Local Review Body of the Council which will deal with reviews of “local” scale applications, which previously might have been dealt with by a Scottish

Government Reporter. It is therefore difficult to identify specific actions for improvement, but the Council will make use of the Development Plan in a consistent manner and determine planning applications as efficiently as possible. It should also be noted that this indicator deals with a small proportion of decisions, namely about 50 applications out of the average of about 1,200 per year.

2009/10 Results – Quarters 1, 2 and 3 of 2009/10 results against the percentage of determinations show an improvement in performance, 1%, 1% and 0.3% respectively.

Quarters 1, 2 and 3 of 2009/10 results against the percentage of determinations that went to appeals show an improvement in performance, 50%, 67% and 100% respectively.

Audit Scotland – Statutory Performance Indicators Exception Report

Department – Chief Executives Office – Corporate Policy Unit
Community Services - Housing

Indicator Title – Protective Services – Domestic Noise Complaints; the average time (hours) between the time of the complaint and attendance on site, for those requiring attendance on site

Description of Indicator – This indicator examines the ways in which councils initially handle/investigate complaints of domestic noise abuse. It does not show the various informal or formal mechanisms used by councils to deal with noise abuse once it has established that a complaint may be justified. Some of the complaints investigated by councils will result in them finding that the noise is within tolerable limits and that no further action is appropriate.

Results	2006/07	2007/08	2008/09
PI Measurement	Failure to Report	43	76.7
Ranking (25-32)	N/A	N/A	25

Comments – The number of complaints fell by 9% to 159. Just over half of these required attendance on site. The Council is responsible for maintaining the level of service it considers appropriate for its area. Audit Scotland states in their interpretation of this indicator that ‘the noise complaints services offered by councils in Scotland vary widely. In some cases the service is available up to 24 hours, 7 days a week, while in others it may only be available during office hours Monday to Friday which directly affects results and rankings. Moray Council have close partnership arrangements in place with the Grampian Police to provide an integrated service and although the Council are in the lowest quartile nationally, Housing staff deal with noise complaints in terms of the tenancy agreement and the Council's Neighbour Disputes Policy and the Anti-social Behaviour Unit meet agreed service standards.

This indicator continues as a statutory performance indicator for 2009/10.

Actions for improvement – The Council does not operate a 24 hour service where some other authorities do, therefore this indicator compares different types of service provision nationally. Housing continue to deal with persistent noise complaints in terms of the tenancy agreement and the Council's Neighbour Disputes Policy. Similarly noise complaints in relation to private tenancies are recorded within the Antisocial Behaviour Unit and addressed by the Community Wardens with agreed service standards. Increasing the level of service to 24 hours would come at considerable cost.

2009/10 Results – This indicator is collected annually so quarterly results for are not available.