
1. EXECUTIVE SUMMARY

- 1.1 Commissioning community care services for older people is an important Council function which impacts directly on the quality of people's lives. Older people are the main users of community care services and demand for these services will grow as the older population increases and lives longer. Community care policy should encourage a move away from institutionalised or hospital based care towards the care of older people in their own homes. In order to support older people to live as independently as possible, both the health service and Councils require to work together effectively to deliver an integrated package of care.
- 1.2 Community care planning is a statutory responsibility of local authorities but involves other bodies that provide care including the health service, voluntary organisations and the private sector.
- 1.3 As part of the 2002/03 performance audit activity, Audit Scotland has carried out a review of the management of commissioning care services for older people. The review was developed by the performance audit section of Audit Scotland and undertaken in all Scottish local authorities. A national report will provide an analysis of how commissioning community care services for older people has developed across Scottish councils and data will be analysed to provide a baseline picture of commissioning across Scotland.
- 1.4 This report looks at the way in which Argyll and Bute Council commissions community care services for older people. The audit review included collection of local data, interviews with key staff, and a review of relevant documentation. Where appropriate the report makes recommendations to address weaknesses identified. It also identifies specific areas of good practice. In particular, the review covered the arrangements for:
- ◆ community care planning;
 - ◆ joint working and commissioning;
 - ◆ balance of care;
 - ◆ contracting, delivering and monitoring quality;
 - ◆ Best Value; and
 - ◆ supporting people.
- 1.5 The main conclusions of the review are that:
- ◆ the importance of joint working with partners has been fully recognised by the Council. The Strategic Agreement between the Council and NHS Argyll and Clyde (Full Partnership Agreement) sets out the range of joint management arrangements currently in place and details areas where further developments are required;
 - ◆ management information systems have been developed to enable the needs of older people to be identified and fed into the community care planning process. However, the systems are open to improvement to capture more useful information;
 - ◆ the Council and the partner agencies regularly consult with older people, service users and their carers;
 - ◆ the Council is addressing Balance of Care issues; and
 - ◆ good practice areas were identified including the implementation of a joint training

programme for health and social services staff covering single shared assessment; the introduction of an integrated outreach team based in Oban with a remit of crisis intervention, rehabilitation at home, prevention of admission to hospital or long term care, and early hospital discharge; and the establishment of a joint future partnership forum whose purpose is, inter alia, to assess and discuss the impact of the Joint Future Agenda on staffing structures, roles, responsibilities and working practices.

1.6 There are some areas where further developments are required and these are included in the action plan to this report. In summary:

- ◆ further progress is required to develop and implement joint services and associated management arrangements;
- ◆ financial management arrangements and financial protocols for joint resourcing require further development and documentation;
- ◆ arrangements for assessors to access services across social work, health and housing require to be agreed and finalised including a joint protocol and consent arrangements;and
- ◆ although difficult, the Council should consider estimating the uptake of direct payments for older people, in numbers and expenditure terms, to aid budgetary control.

2. ACTION PLAN

No	Recommendation	Responsible Officer	Action	Date	Update 30 April 2004
1	Officers should confirm that the revised system can provide aggregated information from individual care plans and additional information on unmet need to inform the planning process. Priority: Medium	Helen Kidd	To devise and maintain a system for recording and analysing unmet need.	October 2004	This date will not be met. There is a working party been set up to look at the issue. There are also staffing issues that will have to be resolved. A more realistic date would be April 2005.
2	Officers should implement information sharing arrangements to enable access to services across social work, housing and health, including the requirement to obtain consent. Priority: Medium	Head of Integrated Care	Paper version in place. IT infrastructure being negotiated.	April 2005	On going
23	Estimates for the uptake of direct payments for older people (numbers and expenditure) should be prepared. Priority: Medium	Elaine Docherty	Liaise with Service Centres and Planning.	October 2004	On going

4	Actions should be identified to further develop and implement joint services and associated management arrangements. Priority: Medium	Head of Integrated Care	Ongoing meetings with Partners to take forward joint management proposals. A number of joint Managers are in place.	April 2005	On going
35	Financial management arrangements and financial protocols for joint resourcing should be further developed and agreement should be reached on a joint resourcing budget. Priority: Medium	Bill Smith	We have agreed joint financial protocols.	31 st March 2004	Complete