

## APPENDIX 5

### PERFORMANCE, MANAGEMENT AND PLANNING AUDIT – COMMUNITY CARE SERVICES

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#### 1. INTRODUCTION

- 1.1 A Performance, Management and Planning Audit was undertaken by Audit Scotland in 2001-02. A number of actions required to be progressed as a result of recommendations arising from the Audit. Good progress has been made with all but 5 of the 22 recommendations having been implemented.

The Audit Committee has requested an update on the outstanding issues which is set out below.

#### 2. RECOMMENDATIONS

- 2.1 The Audit Committee note the progress made to date and the constraints experienced in implementing the 5 outstanding recommendations.

#### 3. DETAIL

- 3.1 The PMP Audit focussed on all of Community Care Services which was recognised as a major piece of work spanning a range of Residential and Community Services for Older People, Dementia, Learning Disability, Physical Disability, Mental Health, Substance Misuse and Carers.
- 3.2 The majority of recommendations were addressed within the first yearly review period and Recommendation 1 “Need for frontline staff to have a better understanding and application of Best Value” was addressed in April this year with Workshops held for staff across Argyll and Bute.
- 3.3 The remaining outstanding recommendations are:
- Recommendation 4 – “Need for more explicit link between local Service Centre Plans within best Value framework”.
  - Recommendation 5 – “Need to develop framework to improve links between Service Centres, Service Officers and Planners”
  - Recommendation 12 – “Need for staff to understand the Plan”.
  - Recommendation 14 – “Need for Service Centre business plans to link to the Service Plan”.

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- Recommendation 19 – Service centre business plans need to develop local performance measurement criteria.

Progress on these has been hindered because of delays in putting the new departmental structure in place. At this time, some two years later, we have just completed the recruitment process for the final 2<sup>nd</sup> Tier post in the required structure. Additionally, the lack of stability in the Service Manager posts has seriously affected our ability to address these recommendations.

3.4 Progress to date on recommendations 4, 12 and 14 is that a Workshop was held in November 2003 with Service Managers where a template was agreed to ensure consistency of approach in the preparation of Service Centre Plans throughout Argyll and Bute. This addresses all issues outstanding within these recommendations.

3.5 The Four Service Centres because of recruitment issues have made different progress in finalising these Service Centre plans.

- Oban, Lorn & Isles – In draft.
- Mid Argyll – Completed but being amended following agreement on a core template.
- Helensburgh – Currently being worked on.
- Bute and Cowal – Plan produced in draft in 2002 before Service Centre Manager left to take on a new role external to Council. The report was not accessible to the New Service Manager.

**The four Service Centre Plans will be considered by Social Work Management Team in August 2004.**

### 3.6 Recommendation 5

The recommendation relating to the development of a framework to improve links between Service Centres, Service Officers and Planners will be able to be addressed in the very near future as the last of our 3<sup>rd</sup> Tier posts and the Service Officer – Planning, post which has been vacant for 18 months are now being recruited to. This outstanding recommendation will be addressed as a matter of priority and a framework should be approved by Social Work Management Team in October 2004.

### 3.7 Recommendation 19

Recommendation 19 relates to Service Centre business plans requiring to develop local performance measurement criteria. Again, this should be progressed once the Service Officer, Planning is in post and a framework agreed by Social Work Management Team in October 2004.

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### 4. CONCLUSION

- 4.1 Progress on the 5 outstanding recommendations from the Audit of Community Care Services is being made with the expectation that these will be fully implemented by October 2004 now that all 2<sup>nd</sup> and 3<sup>rd</sup> Tier posts have been recruited.

### 5. IMPLICATIONS

*Policy:* None.

*Financial:* None.

*Legal:* None.

*Personnel:* None.

*Equal Opportunities:* None.

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