Performance Audit and Local Government's Social Services

Gary S Sander
PERFORMANCE AUDIT and LOCAL GOVERNMENT’S SOCIAL SERVICES

Gary Sender
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INTRODUCTION

The idea of study is that it should provide an informed and interesting guide to a management topic within the local government area.

A CHAPTER

Local Governments and Inspectorate:

In Turkey, the organization and functions of the administration are based on the principles of centralization and decentralization. They are complementary principles. Local governments are naturally formed as a result of the principle of decentralization. Details regarding local governments are laid down in Article 127. The concept of local government encompasses three kinds of local authorities in Turkey: Special Pro vincial Administrations, Municipalities and Village Administrations.

Our inspectorate system is not geared towards detecting factors like effectiveness, efficiency or performance of public services. The mechanism heavily depends on watching out compliance with the rules only, it doesn’t function as it is supposed to do. The system is expected to mitigate waste of labour, time and resources. What it does, contrary to its purpose, is to give way to total waste of all those mentioned above.

Local governments are subject to different inspectorate units, however there is no manifest coordination among those. Diverse monitoring units may knowingly or unknowingly keep on their monitoring on the same institution.

The auditing of Municipalities is carried out by civil service inspectors and the monitoring of districts or towns demands the work of local administration controllers. The monitoring of municipalities is once more realized by commissioner of inspections. The whole situation described above unveils the fact that the same institution is subject to a two-round inspection by different bodies.
What is Performance?

In this Chapter we start the study by looking generally at what is meant by performance and what are some of the timeless and universally relevant issues which arise.

A Definition

In municipalities there is continuing concern about how well that municipality discharges its task. This concern has grown over recent years as the public sector has seen a change in its understanding of its job from simply administering affairs in its community to actively managing the services which it provides.

The reasons for this change are varied. For example, Citizens themselves are increasingly vocal in their demands of the municipality and increasingly critical of the quality and relevance of the services, calling as a result, for better performance in the way the municipality delivers its services.

Performance is therefore the word which we use describe the achievement of predetermined goals or objectives which themselves are predicated on the continuing search for both qualitative and quantitative improvement for the municipality. Performance management describes the portfolio of activities and measures by which the municipality attempts to ensure such performance.

The Scope of Performance in a Municipality

A municipality is an organisation bound together by the provision of a range of distinct and different services within a democratic framework. Both the range of activity and the democratic framework serve to define the scope of a municipality’s
concern about its performance. It is important therefore to start with an understanding of the range of circumstance in which managing the performance of the municipality will be import. Typically performance management is only discussed in the context of the individuals this study argues that performance management in a municipality goes a lot wider.

The scope of the municipality’s interest in performance covers a wide range of activity but it also ranges over a spectrum of concerns. The municipality is not simply concerned with efficiency or its equivalent of consumer satisfaction. Neither can it see performance solely against a qualitative scale of what has been done. It also will see performance, an usually most importantly of all, in terms of achievement of its politically driven strategic programmes for the municipality as a whole for it is the achievement of this which will ultimately affect the future of the municipality.

**Inputs or Outcomes**

For performance management to be effective it requires systems by which performance in meeting targets can be measured and comparisons can be made.

These words need a bit more explanation:

**Inputs:** the people, equipment, property, and money which the municipality invest in the achievement of a given task

**Outputs:** The activities which can be achieved with the inputs given i.e. How often the refuse can be collected, how regularly the streets are cleaned.

**Outcomes:** what were the results of activity, were the streets properly cleaned and all the refuse collected; as a result were citizens satisfied with the service. Was the service sufficiently well done to last until it is next repeated?
Settings Standards/Defining Objectives;

The object of performance management is to improve the quality, efficiency and effectiveness of the services and the activity of the municipality.

Risk and Blame

Organisations which are concerned with the improvement of their performance will, as we have already seen, need to empower and challenge their workforce to achieve the goals which have been seen yet. They will need to balance the formal and structured performance standards set by the municipality against the need for the individual committed employee to feel empowered organise his work in a manner which, within the framework, contributes to the overall goals.

Learning from Experience

Performance management is not a once and for all matter. Municipalities which commit themselves to a concern about their performance do so with a long term view of the continuing improvement of the performance of a municipality in mind. Each year the municipality will want to improve its performance, which is as likely to involve doing different tasks and doing tasks differently as it is simply doing existing tasks even better.

Therefore the process of performance management, involving setting objectives, establishing systems for measuring and creating a framework for review, has to be seen as an evolutionary one.

HOW ORGANISATION PERFORM

Setting Objectives

Measuring performance through performance Indicators
Performance Indicators have three main issues:

- They define the existing performance standards of the municipality and by doing so open those standards to scrutiny.
- They make it possible, year on year to measure whether the performance of the municipality is static, improving or deteriorating.
- They enable the municipality to compare its performance with other municipalities using the same Indicators.

**SOCIAL SERVICE INSPECTORATE**

**An overview of the performance of social care services for physically and sensory disabled people**

Physically and sensorily disabled people should be benefiting from the modernisation of social care along with other service users. This report provides evidence that although some progress is being made, it is slow and patchy and too many disabled people still do not have the opportunities they seek and the support they need to live independently and take control over their lives.

The services that councils provide, both through social services and their wider functions, are essential to delivering a high quality of life for disabled people. This can only be achieved with the support and strong leadership of chief executives, directors of social services, senior managers and councillors.

Key areas requiring further improvement include:

- home care is not sufficiently reliable or flexible and is not provided in a way that promotes independence
although waiting times for equipment and minor adaptations have improved some people have to wait unacceptably long times for major adaptations using the disabled facilities grant

services for those with brain injury are not well enough developed across the country

culturally sensitive services for disabled people are not well developed

disabled parents are often not effectively supported

day services needs reshaping to be more community-based, inclusive and linked to increasing employment opportunities

although the numbers receiving direct payments are increasing there is still a long way to go before they are part of mainstream provision.

**Older People's Services**

As people grow older many are able to continue living independently in their own homes and communities. Often this is with the help and support of family, friends and neighbours. However, there are some people who, because of increasing disability or mental and physical frailty, need help from social services. It is important to them that this help is provided in ways that help them remain as independent as possible, is tailored to their own needs, and is of a consistently good quality.

**Work** concerns the modernisation and provision of social care and health services for older people, their families and carers. Such as:

- Promoting independence and person-centred care
- Improving the quality and consistency of services
- Expanding service capacity
Reform of long-term care

**Current key work objectives include:**

- Supporting people at home, which includes the Direct Payments scheme
- Mental health services for adults and older people
- Access
- Community Equipment Services
- Stroke
- Falls
- Re-admissions
- Diabetic retinopathy
REFERENCES


