

# KENT ADULT SOCIAL SERVICES DIRECTORATE

## EAST KENT AREA

### Annual Business Plan Summary 2010/11

#### EXECUTIVE SUMMARY

The gross expenditure for the services included in this business plan is  
**£130.702m.**

This will deliver the following key outcomes:

- East Kent service provision for Older People, Physical Disability and Learning Disability
- Strategic Commissioning
- Ensuring the personalisation agenda is embedded within all local services and developments, ensuring people have choice and control
- To ensure that the personalisation agenda is embedded within all local services and developments for people with learning disabilities and their families, and is underpinned by person centred planning
- Delivery of the Directorate's modernisation agenda
- Delivery of the Carers Strategy
- Delivery of the Self Directed Support Project
- Further Development of Preventative services
- Effective Partnership working across District and Borough Councils, Health, private and voluntary sector organisations and other KCC Directorates

Number of KCC staff employed is **573.28 FTE**

Accountable Manager – Anne Tidmarsh

Portfolio Holder – Graham Gibbens

Director – Oliver Mills

KCC undertakes business planning in two tiers – directorate level and service level. For completeness, this service level business plan should be read in conjunction with the KASS Directorate Level Business Plans

# 1. INTRODUCTION: RESPONSIBILITIES AND OUTLOOK

Kent Adult Social Services (KASS) has embarked on a major programme of modernisation through the transformation programme '*Active Lives for Adults*' which will help us deliver our ten year vision as detailed in '*Active Lives*'. This will enable us to deliver adult social care in the future, against significant demographic pressures, along with the public's increasing expectation of the personalisation of their social care. Last year we went through a major reorganisation to achieve a flexible and mobile workforce trained and equipped to meet the challenges for the future. During this year we will be embedding the new ways of working.

These changes are in response to the Government's ambition to put people first through a radical reform of public services. This will enable people to live their lives as they wish; confident that services are of high quality, are safe and promote their own individual needs for independence, well-being, and dignity.

This holistic approach is set out in 'Putting people first: a shared vision and commitment to the transformation of adult social care'.

People have also told us that they would like to have greater choice and control over how they live their lives. This doesn't mean that everyone wants the responsibility of employing staff or managing the money, but it does mean that people want to be able to identify, choose and control the support they need to live their lives. It also means that people may not want to choose traditional social services.

The Self Directed Support project currently being implemented will ensure that everyone will have more choice and control over the way they live their lives. The project is designed to ensure that people:

- Have better access to information, advice and guidance to support them in finding their own solutions, whatever they may be
- Are able to self assess with as much or as little support as they need. The assessment, will follow the principles of single assessment, 'do once and share'
- Have an opportunity to take part in short term enablement programmes designed to promote independence.
- Who are eligible for public support (after a needs and financial assessment) will have a Personal Budget, so they know what money they have to plan their support
- Will have control over the way the money is spent, so they can plan their own lives and get the services/support they want
- Can get as much or as little help in directing their own support and managing the money as they want.

We are committed to ensuring that service users are placed at the heart of the transformation of services, and that Kent's excellent front line services are maintained to this quality and standard.

The Kent Adult Carers Strategy will be delivered in East Kent through a Commissioning Plan. This plan will be developed in partnership with carers organisations and the views of carers will be paramount in ensuring that the plan is realistic and achievable in supporting carers in East Kent.

In order to help us deliver this significant agenda we need to continue to work in partnership with colleagues in the Eastern and Coastal Kent Primary Care Trust, City, District and

Borough Councils and the private and voluntary sector, as well as other Directorates of KCC. We will be working strategically with the private and voluntary sector to ensure that they are informed and able to respond to these changes and those services required by users and carers.

All of this has to be achieved against a demanding economic climate. I am committed to using our resources as effectively as possible to provide high quality services to the people of East Kent who need our support.

Anne Tidmarsh  
Director - Commissioning and Provision East

## Purpose of the Service

The overall purpose of Adult Social Services is:

To help the people of Kent to live independent and fulfilled lives safely in their local communities.

Our key objectives are to support people with particular needs to:

- Maintain personal dignity and self-respect.
- Choose and control how they live their lives.
- Feel part of their local community and make a positive contribution.
- Access advice, information and services easily.
- Improve their health and quality of life.
- Be free from discrimination or harassment.
- Maximise their economic wellbeing.

We will achieve this through:

- Putting people and their needs first.
- Ensuring the availability of high quality services.
- Valuing, developing and supporting the social care work force.
- Working in partnership with individuals, families and other organisations.
- Making the best use of our resources
- Creating the conditions, with others, for equality of opportunity.
- Constantly striving to improve.

There are three main elements to how we will support people in future:

- **Kent Contact and Assessment Service (KCAS)** – this is the initial point of contact with KASS and is one part of ensuring people have as much choice as possible over how they make a first contact, e.g. telephone, post, fax, SMS, on-line self assessment, on-line self referral, and at one of the various Gateways established across Kent. KCAS will carry out contact assessments. KCAS is able to access enablement services, fast track access to some equipment, adaptation services and some short term services, thereby providing early intervention in supporting vulnerable people in need. Whilst KCAS will cover the whole of Kent, it will be hosted by East Kent. Further details can be found in the Kent Wide plan.
- **Assessment and Enablement teams** – will ensure that people get a quick and effective assessment; excellent access to enablement services and where they need longer term support are allocated an indicative Personal Budget.

Enablement is a mainstream service, to be considered at all stages of the client journey. It is part of the assessment process and is an intensive, short term service of up to six weeks designed to offer support to people, who by reason of injury, frailty or illness wish to regain or extend their independent living skills. It is available in-house through the Assessment and Enablement teams and from designated providers within the private and voluntary sector.

- **Co-ordination Teams** – will provide people with as much or as little support as they need to find the solutions they want to enable them to live their lives. The Co-ordination Teams will focus on supporting people to develop and implement their support plans, dealing with day to day issues related to the implementation of support plans and carrying out financial reviews and reviews of support plans.

All new people with long term support needs will have a personal budget. They will have more choice and control over the support they receive, and can choose to spend their personal budget on non-traditional services / support, if they wish and so long as their personal outcomes will be achieved in accordance with their approved support plan. Co-ordination will be a key element in ensuring that people have choice and control through:

- encouraging self-determination
- providing quality advice, information and guidance
- assisting people to develop, write, cost and implement their support plan
- assisting people to navigate the system.

The functions of “Assessment and Enablement” and “Co-ordination” have teams managed by a Head of Service within the three localities of Ashford / Shepway; Canterbury / Swale; and Dover / Thanet.

A pilot Brokerage service is being run in East Kent by the voluntary sector which enables anyone with a personal budget to seek support from a skilled broker outside of KASS to help them develop their support plan and to help them to determine how they will achieve meeting their approved outcomes within the resources that they have available.

### **Kent Enablement at Home**

This is the ‘in-house’ enablement provider. The purpose of an enablement service is to support and encourage individuals to lead as independent and fulfilling life as possible, for as long as possible.

An enablement service provides a time limited and intensively focused programme which aims to help the individual regain, maintain or develop daily living skills and the confidence to carry them out independently. Individuals are supported to take greater control of their lives and remain as independent as possible, eliminating or minimising the need for further intervention.

### **Provision for Older People**

The Provision - Modernisation (Older People) unit has been integrated into a single unit managed within the West Kent Area, but responsible for the whole county. They are responsible for 16 registered care centres and 5 stand alone day centres providing a range of services including residential, intermediate care, short break services and day care that, in line with Self Directed Support, work with individuals to promote their independence and ensure they have more fulfilled lives.

Work is underway with commissioners, service users and other key stakeholders to review the services as part of the modernisation programme to ensure they are flexible and responsive to meet changing needs whilst offering value for money and quality.

## **Learning Disability**

There is an Area wide post dealing with strategic management for learning disability services with three learning disability locality teams and three Provision Managers. There is a separate Service Level Business Plan for Learning Disability to which reference should be made.

The Good Day Programme is a county wide change programme hosted for KASS by West Kent. The programme looks to change the commissioning and delivery of services for people with learning disabilities in the day, evening and weekends. Although the programme is hosted and sponsored by KASS, the outcomes from the programme involve cultural change across the whole local authority. The programme is planned to run until 2012 and is closely linked to the implementation of *Active Lives for Adults* and Self Directed Support as well as the residential change programme.

## **Kent Sensory Service**

Provides statutory assessment, support, equipment, information, advice and guidance services to d/Deaf, deafblind and sight impaired people (This includes services to d/Deaf and deafblind people on behalf of Medway LA) It also manages an interpreting service for d/Deaf and deafblind people on behalf of KCC and in 2010/11 on behalf of a Kent public partnership; and a range of projects to promote sensory impaired people's independence and access to services.

## **Community Services Team**

The Community Services Team manages the countywide Community Integrated Equipment service, which includes the Technician Service that provides equipment / minor adaptations to the homes of service users. It also manages the Blue Badge service. This Service is managed by Mark Hogan as part of the West Kent Area Structure and further details can be found in the Kent Wide Business Plan 2010/ 11.

## **Careline**

Careline delivers the out of hours domiciliary care service. This is a county-wide service hosted by East Kent and will report to the Head of Service Ashford & Shepway locality.

## **Kent Supported Employment**

Kent Supported Employment aims to ensure disadvantaged people are proportionately represented in the workforce in Kent. This Service is managed by Chris Grogan as part of the West Kent Area Structure and further details can be found in the Kent Wide Business Plan 2010/ 11.

## **Gypsy and Traveller Unit**

The Gypsy and Traveller Unit promotes and supports independence and fair treatment through managing eight public sites, managing unauthorized encampments on KCC's land and supporting other councils to have enough sites. This Service is managed by Bill Forrester as part of the Headquarters Area Structure and further details can be found in the Kent Wide Business Plan 2010/ 11.

## **Strategic Commissioning Unit**

The aim of this unit is to take overall strategic commissioning responsibility to:

- Match provision to individual needs, enabling the private and voluntary sector markets to develop provision in response to user and carer choice, ensuring that users and carers are at the centre in shaping such provision.
- Facilitate integrated commissioning with the Eastern and Coastal Kent Primary Care Trust.
- Enhance effective performance management information.
- Ensure effective commissioning, support and guidance is delivered through contracting facilities management and planning.
- Co-ordinate the complaints process and public involvement

## 2. BUDGET PROFILE SUMMARY

2009/10		ACTIVITY/BUDGET LINE	2010/11									
FTE	CONTROLLABLE EXPENDITURE		FTE	EMPLOYEE COSTS	RUNNING COSTS	CONTRACTS & PROJECTS	TRANSFER PAYMENTS & RECHARGES	GROSS EXPENDITURE	EXTERNAL INCOME	INTERNAL INCOME	CONTROLLABLE EXPENDITURE	CABINET MEMBER
	£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
		<b>Older People</b>										
		Residential Care		0.0	0.0	42,040.2	0.0	42,040.2	-18,944.5	0.0	23,095.7	Graham
		Nursing Care		0.0	0.0	16,169.0	0.0	16,169.0	-5,251.8	0.0	10,917.2	Gibbens
		Domiciliary Care		2,933.0	277.6	24,234.3	-62.8	27,382.1	-6,602.7	0.0	20,779.4	
		Direct Payments		0.0	0.0	2,972.1	0.0	2,972.1	-229.4	0.0	2,742.7	
		Other Services		0.0	318.8	6,874.2	0.0	7,193.0	-713.5	0.0	6,479.5	
		<b>Total Older People</b>		<b>2,933.0</b>	<b>596.4</b>	<b>92,289.8</b>	<b>-62.8</b>	<b>95,756.4</b>	<b>-31,741.9</b>	<b>0.0</b>	<b>64,014.5</b>	
		<b>Physical Disability</b>										
		Residential Care		0.0	0.0	6,912.8	0.0	6,912.8	-1,190.9	0.0	5,721.9	
		Domiciliary Care		381.7	7.6	3,423.7	0.0	3,813.0	-247.6	0.0	3,565.4	
		Direct Payments		0.0	0.0	4,250.1	0.0	4,250.1	-166.5	0.0	4,083.6	
		Supported Accommodation		0.0	0.0	327.7	0.0	327.7	-5.0	0.0	322.7	
		Other Services		197.2	345.5	704.9	0.0	1,247.6	-11.0	0.0	1,236.6	
		<b>Total Physical Disability</b>		<b>578.9</b>	<b>353.1</b>	<b>15,619.2</b>	<b>0.0</b>	<b>16,551.2</b>	<b>-1,621.0</b>	<b>0.0</b>	<b>14,930.2</b>	
		<b>All Adults Assessment &amp; Related</b>										
		Strategic Management		14,175.1	496.9	0.0	0.0	14,672.0	-982.7	0.0	13,689.3	
		Strategic Business Support		113.3	4.4	0.0	0.0	117.7	0.0	0.0	117.7	
		Strategic Business Support		1,808.5	1,701.0	95.0	0.0	3,604.5	-138.6	-466.4	2,999.5	
<b>1,251.22</b>	<b>153,383.5</b>	<b>TOTALS</b>	<b>573.28</b>	<b>19,608.8</b>	<b>3,151.8</b>	<b>108,004.0</b>	<b>-62.8</b>	<b>130,701.8</b>	<b>-34,484.2</b>	<b>-466.4</b>	<b>95,751.2</b>	

### 3. PLANNED ACTIVITY

The targets, activity and projects set out in the tables below will be used formally to track the business plan at mid-term and end of year monitoring.

The Managing Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

In order to deliver the strategic priorities of the KASS Directorate similar activities can be found in both the East and West Kent's list of planned activity.

Project/development/key action	a/c manager	Link to Corporate/Directorate Target or theme	Deliverables or outcomes planned for 2010-11	Target dates
<b>Putting people first</b>				
Developing early intervention and preventative services to support SDS. E.g. working with the voluntary and community sector.	Heads of Service	Active Lives, Towards 2010, District plans, Kent Agreement, NI 139, NI 141	Co-ordination and remodelling of the existing services to provide an even availability of the full range of services in the locality. Greater choice of services for clients on direct payments, self funders and for those who are ineligible for KASS services. Services modernised and provided in accessible multi-functional centres.	Services working to new specification March 2011
Map carers services, incorporating the county research and in partnership with carers organisations develop a robust action plan for the delivery of the Kent Carers Strategy	Heads of Service / Head of Strategic Commissioning	Kent Carers Strategy Towards T2010	Review overall provision that supports carers to ensure that carers have access to sustainable services that they need and to make effective use of the third year of the carers grant that comes to an end in March 2011.	June 2010
Developing	Head of	Active Lives	Review the pilot SDS Brokerage Services in	December 2010

<b>Project/development/key action</b>	<b>a/c manager</b>	<b>Link to Corporate/Directorate Target or theme</b>	<b>Deliverables or outcomes planned for 2010-11</b>	<b>Target dates</b>
Brokerage services.	Strategic commissioning	Self Directed Support	East Kent and develop a strategy to determine need to mainstream the service	
Develop a wider provision of advocacy services to include safeguarding.	Head of Strategic commissioning	Inspection Action Plan, Towards 2010	In line with recommendations of Care Quality Commission (CQC) evaluate the pilot advocacy service that supports clients involved in safeguarding procedures. The intention, if proved warranted, would be via remodelling the service across East Kent.	November 2010
<b>Ensuring the availability of high quality services</b>				
To implement the outcome of the consultation on the options for Lawrence House Residential Care Centre with a view to developing a centre of excellence for dementia day and residential care.	Head of Modernisation Head of Service Ashford / Shepway	Active Lives, Towards 2010, District plans, Kent Agreement, OP Modernisation Strategy	Outcome of consultation implemented with a view to the realisation of a capital receipt to develop a centre of excellence to support respite and residential dementia needs	Implementation completed by February 2011
To consult on the outcome of the outline Planning Application relating to the site of Cornfields Residential Care Centre	Head of Modernisation Head of Service Dover / Thanet	Active Lives, Towards 2010 Regeneration Framework	Outcome of consultation with a view to developing extra care sheltered housing	October 2010

<b>Project/development/key action</b>	<b>a/c manager</b>	<b>Link to Corporate/Directorate Target or theme</b>	<b>Deliverables or outcomes planned for 2010-11</b>	<b>Target dates</b>
Review and modernise the services provided in in-house Registered Care Centres County wide	Head of Modernisation and Heads of Service	Active Lives, Towards 2010, Modernisation Strategy	Services modernised in line with the transformation of social care. Feasibility studies and business cases developed on a project by project basis.	Ongoing
Together with HQ and West Kent review the Meals contract and ensure that arrangements are in place for the end of the existing contract County wide	Head of Strategic commissioning	Active Lives, Towards 2010, District plans, Kent Agreement, NI136 and NI 141	Continuation of a responsive meals service available.	Arrangements in place for contract end March 2011
<b>Working in partnership</b>				
Working in partnership with Supporting People and housing organisations utilising assistive technology in the development of Extra Care sheltered housing and home	Heads of Service	Active Lives, Towards 2010, District Plans, Kent Agreement, Living Later Life to the Full, Regeneration Framework	Support more elderly frail people to remain living independently in the community by enabling an innovative and effective range of services to be delivered	Ongoing

<b>Project/development/key action</b>	<b>a/c manager</b>	<b>Link to Corporate/Directorate Target or theme</b>	<b>Deliverables or outcomes planned for 2010-11</b>	<b>Target dates</b>
support.				
Joint working with health on intermediate care, dementia care and services for older people.	Heads of Service	Active Lives, Towards 2010, District plans, Kent Agreement,	Integrated care pathways in place and service delivery effectively provided across East Kent to reduce delayed transfers of care from the acute hospitals	Ongoing
Working with partner agencies to develop local accessible multi purpose centres, including the Gateway programme	Heads of Service / Head of Strategic Commissioning	Modernisation strategy, Gateway Towards 2010 Inspection Action Plan	Develop community resources in partnership with other agencies, including the voluntary and community sector to provide local points of contact as well as directly deliver services to communities.	Business cases developed as needed
Collaborating with local leisure centre providers to ensure services are accessible and appropriate for older, people with a learning disability and disabled people.	Heads of Service	Active Lives, Towards 2010, District plans, Kent Agreement, Capital Strategy, Living Later Life to the Full, Regeneration Framework	Deliver the general KASS duty to provide for the health & well being of the community. More facilities in the community that are accessible to all members of the community, including people with disabilities	Business cases developed by March 2011
<b>Valuing, developing and supporting the social care workforce</b>				
Developing a flexible and mobile workforce	AMT	Active Lives, Towards 2010, District plans, Kent Agreement, Office Modernisation strategy	Use of new technology to enable staff to work from a variety of bases as part of the flexible and mobile engagement (FaME) programme and Better Work Places.	March 2011
<b>Making best use of resources</b>				
Ensure appropriate infrastructure services are secured	Heads of Service / Head of Strategic	Active Lives, Towards 2010, District plans, Kent Agreement	Improve capital infrastructure of the localities to meet demographic changes due to the provision of new housing and	March 2011

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target or theme	Deliverables or outcomes planned for 2010-11	Target dates
by accessing developer contributions and other appropriate funding streams.	Commissioning		maintain focus on personalisation and inclusion	
In partnership with District and Borough Councils and housing providers explore and develop supported housing and accommodation for adults with physical and/or learning disabilities with specialist housing need in order to offer a more appropriate response within the community.	Heads of Service	Active Lives, Towards 2010, District plans, Kent Agreement, District Community Strategy, Regeneration Framework	A range of accommodation with flexible community based support focussing on the needs of people with specialist housing needs.	Ongoing
To explore options for co-location of some KASS services with Health and District Council Partners.	Heads of Service	Active Lives, Towards 2010, District plans, Kent Agreement, Office Modernisation strategy, Gateway	Establishment of back office provision and contact points with relevant agencies to maximise efficiencies in property and support costs.	Ongoing
To be an effective partner in the Margate Taskforce to improve the quality of life, influence the	Head of Service Dover / Thanet	Kent Agreement 2 Active Lives Total Place Towards 2010	Using <i>Total Place</i> and the establishment of a local multi-tasked team to work with the local communities and to contribute to the closing of the gap between the deprivation indicators for those two wards and for the District of Thanet itself	March 2011

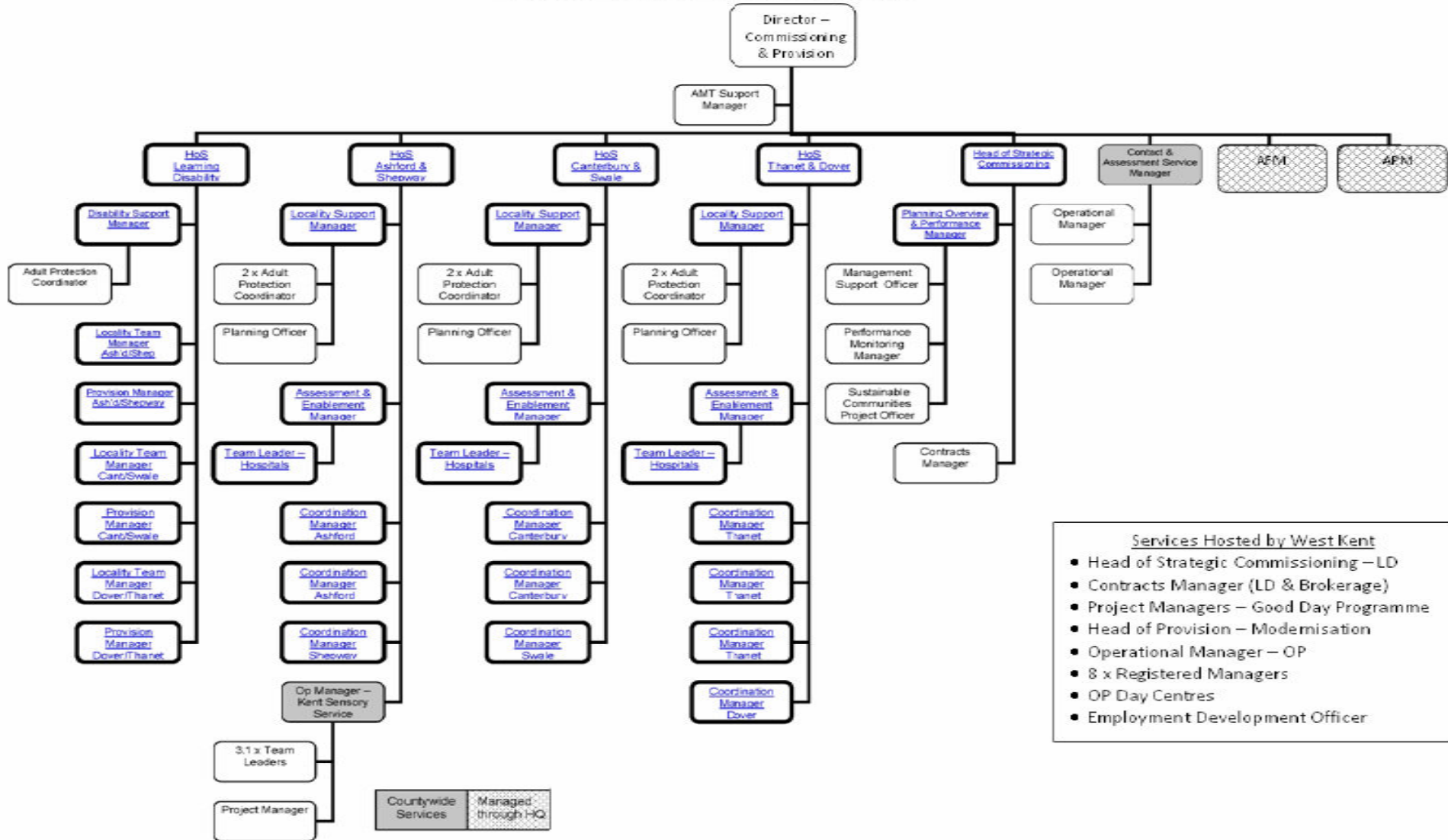
Project/ development/key action	a/c manager	Link to Corporate/Directorate Target or theme	Deliverables or outcomes planned for 2010-11	Target dates
redirection and delivery of services in the wards of Margate Central and Cliftonville West.				

The business objectives set out in this plan are monitored to ensure they will be delivered. Risks associated with potential non-delivery, and the controls in place to mitigate those risks, have been assessed and documented as part of the annual operating plan process. Risk Registers and business continuity plans are maintained in relation to major projects and core business and are available on request.

In line with financial regulations, any capital projects on this list will be subject to a prior "gateway review" by the Project Advisory Group and in consultation with the Leader.

# 4. STAFFING PROFILE

## EAST KENT AREA STRUCTURE



- Services Hosted by West Kent
- Head of Strategic Commissioning – LD
  - Contracts Manager (LD & Brokerage)
  - Project Managers – Good Day Programme
  - Head of Provision – Modernisation
  - Operational Manager – OP
  - 8 x Registered Managers
  - OP Day Centres
  - Employment Development Officer

## Staffing

	<b>2009/10</b>	<b>2010/11</b>
<b>Grade KS 13 (or equivalent) and above</b>	8	6.01
<b>Grade KS 12 (or equivalent) and below</b>	1243.22	567.27
<b>TOTAL</b>	1251.22	573.28
<b>Of the above total, the estimated FTE which are externally funded</b>	30.70	27.4

Since the publication of the 2009 – 2010 Business Plans, the Directorate has gone through a major restructuring. To reflect the new structure a Learning Disability plan has been introduced. Although the overall staffing figures remain the same for KASS, there is in some plans significant differences in staffing numbers as a result of the restructure.

In this plan the figures have varied as a result of:

- Some finance staff and Benefit Officers being transferred to the HQ plan
- All Learning Disability staff are now shown in the Learning Disability plan.
- Older people's provision is now shown in the West Kent plan.

## 5. KEY PERFORMANCE INFORMATION

### KEY PERFORMANCE INDICATORS & ACTIVITY DATA FOR BUSINESS PLAN MONITORING

#### Performance Management

Performance information shown below is KASS wide

<b>Performance Measure or Activity</b>	<b>Accountable Manager</b>	<b>Monitoring Frequency</b>	<b>Actual performance 2008/09</b>	<b>Estimated performance 2009/10</b>	<b>Target performance 2010/11</b>	<b>Link to strategic priority</b>
NI 125 – Achieving independence for older people through rehabilitation/intermediate care	Steph Abbott	Monthly	75%	77%	79%	LAA/ National Indicator
NI 130 Social Care clients receiving self directed support (Direct Payments and Individual Budgets)	SMT	Monthly	2342	3000	It is not possible to give targets for 2010/11 as they will not be set until April 2010	National Indicator
NI 132 Timeliness of social care assessments (RAP)	SMT	Monthly	83.4%	85%	It is not possible to give targets for 2010/11 as they will not be set until April 2010	National Indicator

<b>Performance Measure or Activity</b>	<b>Accountable Manager</b>	<b>Monitoring Frequency</b>	<b>Actual performance 2008/09</b>	<b>Estimated performance 2009/10</b>	<b>Target performance 2010/11</b>	<b>Link to strategic priority</b>
NI 133 Timeliness of Social Care Packages (RAP)	SMT	Monthly	95%	95%	It is not possible to give targets for 2010/11 as they will not be set until April 2010	National Indicator
NI 135 Carers receiving needs assessment or review and a specific carer's service or advice and information	SMT	Monthly	29%	29%	It is not possible to give targets for 2010/11 as they will not be set until April 2010	National Indicator
NI 136 People supported to live independently through social services (all ages)	SMT	Monthly	34213	34300	It is not possible to give targets for 2010/11 as they will not be set until April 2010	National Indicator
NI 145 Adults with learning disabilities in settled accommodation	Steph Abbott	Quarterly	37%	40%	It is not possible to give targets for 2010/11 as they will not be set until April 2010	National Indicator
NI 146 Adults with learning		Quarterly	9.5%	40%	It is not	National

<b>Performance Measure or Activity</b>	<b>Accountable Manager</b>	<b>Monitoring Frequency</b>	<b>Actual performance 2008/09</b>	<b>Estimated performance 2009/10</b>	<b>Target performance 2010/11</b>	<b>Link to strategic priority</b>
disabilities in employment	Steph Abbott				possible to give targets for 2010/11 as they will not be set until April 2010	Indicator
Number of supported residents with mental health problems in residential/ nursing care	Steph Abbott	Monthly	187	192	No target available until April 2010	MH Specific
Number of service users in receipt of domiciliary care as at 31 <sup>st</sup> March	Steph Abbott	Monthly	536	480	No target available until April 2010	MH Specific
Number of service users receiving a Direct Payments as at 31 <sup>st</sup> March	Steph Abbott	Monthly	138	137	No target available until April 2010	MH Specific