

KENT ADULT SOCIAL SERVICES DIRECTORATE

HEADQUARTERS

Annual Business Plan Summary 2010 – 2011

EXECUTIVE SUMMARY

The gross expenditure for the services included in this business plan is
£42.336m.

This will deliver the following key outcomes:

- Set the strategic vision, policy and direction of KASS
- Drive the modernisation agenda
- Deliver Self Directed Support, ensuring it is embedded across the Directorate
- Manage, monitor and review KASS' performance, finances, activity, staffing and resources
- Manage the Directorate's relationship with CQC and support the external inspection process
- Ensure effective communication and relationships with Members, partners and stakeholders
- Ensure the public are at the centre of everything we do
- Support the development of housing for vulnerable adults
- Deliver Corporate requirements for reporting, planning and monitoring
- Develop effective and accessible information for the public
- Influence national policy and guidance and implement new initiatives

Number of KCC staff employed is **362.34 FTE**

Accountable Managers – Caroline Highwood, Pat Huntingford, Daniel Waller

Portfolio Holder – Graham Gibbens
Director/Head – Oliver Mills

1. INTRODUCTION: RESPONSIBILITIES AND OUTLOOK

PURPOSE OF THE SERVICE AND OPERATING CONTEXT

Strategic Headquarters sets the overall direction of Kent Adult Social Services (KASS) and supports the Areas in delivering the Directorate's objectives. More specifically, this involves working with Members to set strategic direction, vision and policy for KASS and ensuring this is communicated to and implemented by all managers and staff. Headquarters gives a strategic direction to drive the modernisation agenda and develops a comprehensive programme to redesign services and systems in partnership with Health, independent, voluntary and community organisations. Headquarters undertakes a strategic role in working with other KCC Directorates to meet County Council targets and objectives.

This plan brings together all aspects of the KASS Headquarters activity and budget delivered through four strands.

KEY RESPONSIBILITIES AND OBJECTIVES OF THE SERVICE

1. Strategic Business Support

The Director of Strategic Business Support manages the services and functions that operate at Headquarters, ensuring resources are managed effectively (budgets, staff, information technology, property) and is supported in this by the following teams and units:

- **Policy and Service Standards Unit** ensures the Directorate develops effective strategic and operational policies, involving partners, the public, service users and carers, to deliver high quality social care services for all adults and their carers in line with national policies and County Council priorities. The unit responds to initiatives, guidance and policy, which this year will include: the implementation of No Secret Guidance; building on the Vision for Kent proposal; the White Paper on Long Term Care; the ASD Act and the KCC Member Select Committee Report and the Law Commission Review of Adult Social Care Law. This team ensures that sound policies and procedures are in place to safeguard vulnerable adults.
- **Planning and Public Involvement Team** ensures through our Public Involvement Strategy that the Directorate puts service users and carers first, they have an active role in planning and monitoring services provided and they receive high standards of customer care. The team manages and co-ordinates Corporate monitoring requirements and business planning and leads on co-ordinating the Directorate's response to external regulatory requirements of the Care Quality Commission (CQC). The team leads on identifying and proposing responses to all the Directorate's risks and leads on development and implementation of appropriate emergency planning and business continuity planning arrangements.
- **Public Private Partnerships and Property Team** project manage and deliver major projects including PFI and capital developments that are key to the Modernisation Programme. The team leads on the Directorate's management and maintenance of property, including the Office Strategy and delivery of the Strategic Property functions, involving co-ordinating and making best use of the Directorate's property portfolio and assisting in its modernisation. A key focus is to develop supported housing for vulnerable adults and supporting Areas in the modernisation of older people's services.

- **Performance and Information Management Unit** provides in depth analysis of demand, demographics, service delivery, quality, cost, projections and safeguarding in relation to aspects of social care, as well as analysis in relation to partnerships, planning, policy, staffing and finance. The team also promotes and supports the role of performance management throughout the Directorate, by using robust and meaningful data analysis, reporting and data quality strategies which includes all accountable staff across the county.
- **Finance** support the Directorate in delivering a balanced financial outturn and provide high quality financial support and advice in respect of building the Medium Term Financial Plan (MTFP) and monitoring and closing both the revenue and capital budgets in order to adhere to financial regulations implemented by County Council. The department manages the risk associated with debt and provides debt recovery support to help reduce debt levels. They manage all systems to ensure that ORACLE, Client Billing, Transaction Data Matching and the Kent Card are administered.
- **Personnel and Development** develop and implement workforce planning, to ensure we continue to deploy a competent, professional and appropriately skilled workforce over the medium to long term as needs evolve. This includes partnership work with the independent sector, in addition to looking at our own workforce. The department manages the training and development agenda to ensure the cost effective future provision of a skilled, knowledgeable workforce required to help the people of Kent live safely and independently in their local communities.
- **Social Care Support Systems** co-ordinate and prioritise the use of information systems requirements and manage the Electronic Services Programme Unit, including SWIFT.

2. ALfA Transforming Social Care

The ALfA Transforming Social Care Lead Officer manages the delivery of Self Directed Support and oversees the infrastructure of changing services required to deliver the Transformation of Social Care Agenda.

This involves overseeing the development, implementation and evaluation of the personalisation agenda across KASS through the Self Directed Support project and overseeing the development of a communication strategy to ensure managers, staff and key partners are fully aware of changes required to ensure transformation of adult social care. The project team also manages the development of an effective, needs-based and fair Resource Allocation System for SDS Personal Budgets and leads on establishing effective user-led organisations.

3. Strategic Operations

The Director of Operations manages the following projects at Headquarters:

- **Whole Systems Demonstrator and Assistive Technologies**, involving the development of preventative technologies, TeleHealth and Telecare, to support independent living. These will be embedded by 2011.
- **Flexible and Mobile Engagement (FaME)** delivers the full range of mobile and flexible working solutions across all KASS service units, in line with the KCC Better Workplaces Programme and the KASS FaME Programme Brief.

4. Governance, Member Support and Communication

Governance, Member Support & Communication provides a key support service to the Strategic Management Team and ensures there are strong links with the Cabinet and elected Members of KCC and is responsible for the management of all governance issues. It ensures that Directorate communications are as inclusively accessible as possible and communication happens in a timely and appropriate manner with all stakeholders, notably people who use KASS services, the public, partner organisations and our staff.

The legislative/ statutory context and the KCC context within which KASS operates are shown in the Directorate Level Business Plan.

2. BUDGET PROFILE SUMMARY

2009/10		ACTIVITY/BUDGET LINE	2010/11									CABINET MEMBER
FTE	CONTROLLABLE EXPENDITURE		FTE	EMPLOYEE COSTS	RUNNING COSTS	CONTRACTS & PROJECTS	TRANSFER PAYMENTS & RECHARGES	GROSS EXPENDITURE	EXTERNAL INCOME	INTERNAL INCOME	CONTROLLABLE EXPENDITURE	
	£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
		Older People										
		Residential Care		-4.8	0.0	-303.5	0.0	-308.3	-341.0	0.0	-649.3	Graham
		Nursing Care		0.0	0.0	7,911.7	0.0	7,911.7	-8,214.8	0.0	-303.1	Gibbens
		Domiciliary Care		-3.5	0.0	1,309.5	0.0	1,306.0	-173.6	0.0	1,132.4	
		Direct Payments		0.0	0.0	45.0	0.0	45.0	-6.9	0.0	38.1	
		Other Services		312.0	1,057.5	1,193.0	0.0	2,562.5	-919.2	0.0	1,643.3	
		Total Older People		303.7	1,057.5	10,155.7	0.0	11,516.9	-9,655.5	0.0	1,861.4	
		Physical Disability										
		Residential Care		0.0	0.0	563.4	0.0	563.4	-208.0	0.0	355.4	
		Domiciliary Care		0.2	0.0	407.3	0.0	407.5	-19.2	0.0	388.3	
		Direct Payments		0.0	0.0	432.2	0.0	432.2	-24.0	0.0	408.2	
		Supported Accommodation		0.0	0.0	83.9	0.0	83.9	-10.0	0.0	73.9	
		Other Services		101.6	356.1	176.4	0.0	634.1	-298.7	0.0	335.4	
		Total Physical Disability		101.8	356.1	1,663.2	0.0	2,121.1	-559.9	0.0	1,561.2	
		All Adults Assessment & Related		3,656.5	146.8	333.0	3.4	4,139.7	-110.9	-126.6	3,902.2	
		No Recourse to Public Funds		0.0	100.0	0.0	0.0	100.0	0.0	0.0	100.0	
		Strategic Management		1,081.1	5.5	0.0	0.0	1,086.6	0.0	-27.4	1,059.2	
		Strategic Business Support		13,221.9	2,008.9	302.0	1,023.4	16,556.2	-593.9	-221.4	15,740.9	
		Support Services Purchased from CED		0.0	119.2	0.0	6,696.6	6,815.8	0.0	0.0	6,815.8	
		Specific Grants		0.0	0.0	0.0	0.0	0.0	-8,773.5	0.0	-8,773.5	
323.36	28,781.0	TOTALS	362.34	18,365.0	3,794.0	12,453.9	7,723.4	42,336.3	-19,693.7	-375.4	22,267.2	

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:

Project/development/key action	a/c manager	Link to Corporate/Directorate Target or theme	Deliverables or outcomes planned for 2010/2011	Target dates
Putting People First				
Ensure all SDS project team activity is embedded into mainstream business	SDS Project Team	Putting People First Transformation Adult Social Care Agenda	Agreed plans to progressively transfer the knowledge, systems, processes and supporting material to the relevant part of the business.	September 2011
Support the drive to increase the number of people receiving their personal budget as a Direct Payment	SMT	Putting People First Transformation Adult Social Care Agenda Regeneration Framework	Increase the number of people who receive personal budgets in line with the target set in the Milestones document.	Ongoing
Comprehensive review of information for the public and staff - making a step change in information, advice and guidance to provide an improved service to citizens	Pat Huntingford/ Daniel Waller	Putting People First Transformation Adult Social Care Agenda	Comprehensive review of printed information for staff and the public. Updated printed information in formats wanted by stakeholders, as identified with Public Involvement Team. Update of Directorate information on kent.gov.uk Rebuild Knet (intranet).	June 2010
Progress Carer initiatives across KASS and Kent Public Health Department	Michael Thomas-Sam	Active Lives Putting People First	Includes the promotion of health, psychological and emotional health checks; improving access to physical, leisure and social activities and the introduction of hospital discharge planning procedures.	Ongoing
Implementation of Fairer Contribution Guidance	Michael Thomas-Sam	Active Lives Vision for Kent	New guidance introduced.	March 2011
Implementation of the	Michael	Active Lives	Revised Ordinary Residence Guidance in place.	March 2011

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target or theme	Deliverables or outcomes planned for 2010/2011	Target dates
revised Ordinary Residence Guidance	Thomas-Sam	Vision for Kent		
Revise governance arrangements for safeguarding	Michael Thomas-Sam	Active Lives Vision for Kent	Governance arrangements agreed and implemented.	March 2011
Evaluation of SDS Project	Pat Huntingford	Transformation of Adult Social Care	Ensure staff make up is correct, processes are reviewed and enablement is a financially viable service.	Ongoing until 2011
Resource Allocation System (RAS)	SDS Executive	Putting People First Transformation Adult Social Care Agenda	Explore the feasibility of RAS, a decision will be made regarding implementation.	September 2010
Re-shaping of Directorate Involvement Group	Nick Sherlock/ Pat Huntingford	Active Lives Putting People First	To re-configure the Directorate Involvement Group to ensure there is a direct link between SMT and the public.	July 2010
Ensuring the availability of high quality services				
Enablement Services are working to full capacity	Pat Huntingford	Putting People First Transformation Adult Social Care Agenda Active Lives	We are seeing a return on investment as less people take long term support packages (particularly) domiciliary. Ensure enablement is embedded into core services.	Ongoing
Delivery of the Inspection Action Plan following Independence, Choice and Wellbeing Inspection in March 2009	Nick Sherlock	Independence, Wellbeing and Choice Inspection	Achieve delivery of recommendations and outcomes identified in the Inspection Action Plan, within specified deadlines. Progress will be monitored closely by the KASS Strategic Management Team and will also be reported to Members on a regular basis. CQC will also monitor progress of the action plan.	Ongoing
Manage, on behalf of the Directorate, the CQC relationship and respond to routine and extra requests for information	Nick Sherlock/ Steph Abbott	CQC Performance Framework	Ensure the CQC Performance Framework is managed to ensure that Kent's performance is fully assessed. This involves: Self Assessment Survey, Routine Business Monitoring Meetings, Annual Review Meeting and reviews and special studies. Ensure CQC fully recognise the work undertaken by KASS and the outcomes it is having for the people of Kent.	Ongoing throughout 2010 – 2011

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target or theme	Deliverables or outcomes planned for 2010/2011	Target dates
Assistive technologies (Telehealth and Telecare) available for appropriate service users	Service Development Manager	Active Lives Putting People First	Increased usage of assistive technology.	September 2010
Working in partnership				
Excellent Homes for All Housing PFI	David Weiss	Active Lives Towards 2010 Transformation Adult Social Care Agenda Kent and District Council Housing Strategies	Partner selected to deliver 229 supported apartments including 5 extra care schemes and supported housing for people with mental health problems.	Ongoing until 2013
Broadmeadow Dementia Centre	Lynn Egercz	Active Lives Towards 2010 Transformation Adult Social Care Agenda Dementia Strategy	Construction of extension to Broadmeadow for the provision of services for older people with dementia.	Ongoing until 2011
Support the work with Age Concern (Age UK) and other voluntary sector partners on the personalisation agenda	Michael Thomas-Sam	Active Lives Vision for Kent Putting People First Transformation Adult Social Care Agenda Regeneration Framework	Develop the community and voluntary sector to provide more choice to the individual. KASS will continue to stimulate and shape the market and identify new ways in which people can take control, for example, a more proactive role in the development of independent sector services which will manage money for people.	March 2011
Development and co-ordination of JSNA and specialist assessments (e.g. Learning Disability & Carers)	Nick Sherlock	JSNA Active Lives Kent Agreement 2 Regeneration Strategy	Ensure there is in place key assessments to inform the commissioning of services to meet current and future need.	March 2011
Valuing, developing and supporting the social care workforce				
FaME Flexible and Mobile Engagement	Nigel Vian	Kent Environment Strategy	Completion of the programme by full encryption of all mobile devices; deployment of portable IT kit to work	31 st December

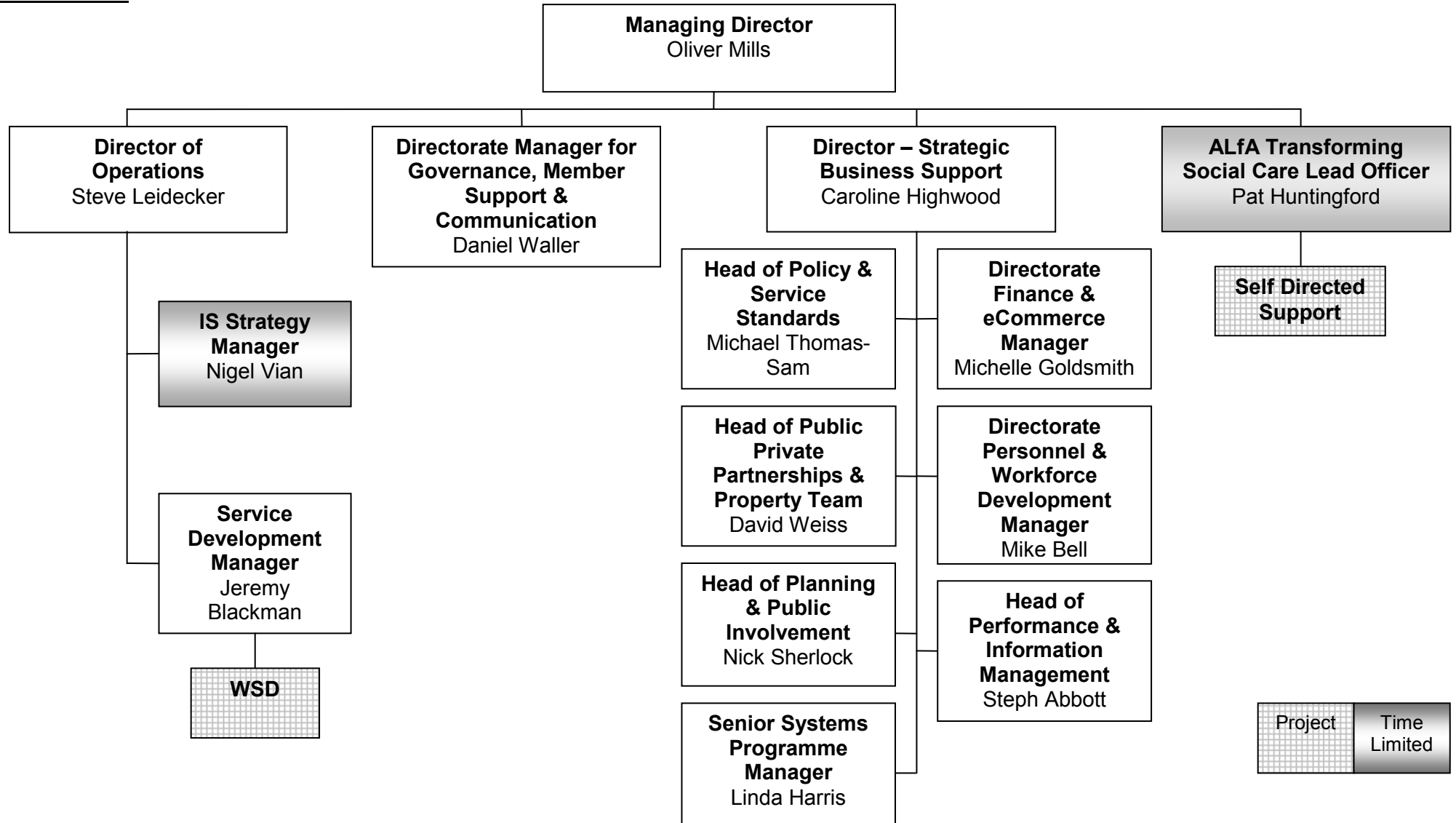
Project/development/key action	a/c manager	Link to Corporate/Directorate Target or theme	Deliverables or outcomes planned for 2010/2011	Target dates
Programme			flexibly; deployment of new Microsoft Sharepoint IT infrastructure to support mobile working through the use of dynamic assessment related e-forms; delivery of e-collaborative working for teams and projects through virtual spaces within Sharepoint; secure the technical solution for Electronic Document Record Management to meet obligations under new Adult Social Care Record (ASCR).	2010
Procure and implement the new AIS front end to SWIFT	Linda Harris	Transformation Adult Social Care Agenda	A significantly easier system to use, with improved functionality for personalisation and allowing process improvements and efficiencies.	March 2011
Making best use of resources				
Manage and improve the debt level, along with associated processes	Michelle Goldsmith	Value for Money	Debt is managed effectively.	Ongoing through 2010 – 2011
Reviewing and renewing Domiciliary Care contract	Linda Hardware	Putting People First Active Lives	New contract in place.	March 2011
Implementation of revised FACS	Michael Thomas-Sam	Active Lives Vision for Kent	FACS is in place across the Directorate.	March 2011
Implementation of Free Personal Care at Home (if receives Royal Assent)	Michael Thomas-Sam	Active Lives Vision for Kent	Members are updated and are aware implications of implementation. Directorate has a plan to deliver this.	March 2011
e-commerce	Michelle Goldsmith	Value for Money	Exploring e-commerce projects to support effective and efficient solutions	Ongoing

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

Structure chart



Staffing

	2009/10	2010/11
Grade KS 13 (or equivalent) and above	24.92	27.83
Grade KS 12 (or equivalent) and below	298.44	334.51
TOTAL	323.36	362.34
Of the above total, the estimated FTE which are externally funded	30.62	34.15

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 differences in staffing numbers as a result of the restructure.

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

- Increase of externally funded time limited project posts to support the Self-directed support project
- Debt Recovery staff - transfer of posts from Corporate Finance
- District Finance staff - transfer of posts from East/West Areas
- Area Benefit Officers - transfer of posts from East/West Areas

5. KEY PERFORMANCE INFORMATION

Performance Management

Performance information shown below is KASS wide.

Performance Measure or Activity	Accountable Manager	Monitoring Frequency	Target performance 2009/10	Estimated performance 2009/10	Target performance 2010/11	Link to strategic priority
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
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	National Indicator

Performance Measure or Activity	Accountable Manager	Monitoring Frequency	Target performance 2009/10	Estimated performance 2009/10	Target performance 2010/11	Link to strategic priority
					set until April 2010	
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 disabilities in employment	Steph Abbott	Quarterly	9.5%	40%	It is not possible to give targets for 2010/11 as they will not be set until April 2010	National 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 st 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 st March	Steph Abbott	Monthly	138	137	No target available until April 2010	MH Specific