

**Supporting People
Kent Adult Social Services
Annual Business Unit
Operational Plan
2008/9**

SECTION 1: SERVICE PROFILE

PURPOSE OF THE SERVICE

The Supporting People (SP) Programme is a grant-funded government initiative, which aims to provide a better quality of life for vulnerable people and enable them to develop and sustain their capacity to maintain their housing situations. In providing such welfare services, the Programme seeks to prevent the problems that can lead to hospitalisation, institutional care and homelessness. As such, the Programme contributes to the overall objective of the Kent Adult Social Services Directorate of the County Council which is “to help the people of Kent to live safely and independently in their local communities”. It contributes to the ten year vision for Kent Adult Social Services, Active Lives, and is aligned with the Kent Adult Social Services policy framework, “Our Care, Our Health, Our Say”, and Kent County Council’s overarching Social Independence Programme.

The Supporting People Team is responsible for the implementation of the Programme, in accordance with the directions of the Commissioning Body. Its operational functions include contracting, paying for and monitoring housing related support services, the performance review and reporting of the programme and the production and co-ordination of policy and strategy as it pertains to the programme. The setting of eligibility criteria, which does not include personal care or domiciliary care which is funded through mainstream Kent Adult Social Services budgets, is a responsibility of the Team. Although not directly responsible for the delivery of services, the Team is additionally responsible for management of the referral system for all Floating Support services delivered in the County.

As at February 2008, the Supporting People Programme is currently delivering over four hundred services (following amalgamation and capping of services) to over seventeen thousand service users/household units. This equates to over £33 million in budget activity for 2008/09.

OPERATING CONTEXT

Supporting People was enacted through Section 93(1) of the Local Government Act 2000, which provides for the Secretary of State to pay grants to Local Authorities in England. The Directions, Guidance, and Grant Conditions pursuant to the Act provide the framework for Supporting People. In Kent, the programme is subject to Communities and Local Government (CLG) Supporting People Programme Grant conditions for Excellent Authorities.

This non-statutory programme is designed to establish an integrated policy and funding framework from disparate sources such as Health, Probation, Social Services and Housing for the provision of housing related support to twenty-one service user groups of people who are vulnerable.

Nationally, this grant-funded initiative is the responsibility of Communities and Local Government (CLG). The CLG allocates grant funding to, and monitors the performance of, Administering Authorities such as Kent County Council (KCC) who deliver the Programme locally. In turn, the Council contracts with service providers to deliver housing related support to vulnerable people in a variety of provision across the County. In accordance with CLG's stipulations in the Grant Conditions for Excellent Authorities, a Commissioning Body sits above the Administering Authority and is the entity responsible for the delivery of the Programme locally and the production of a Five Year Strategy. In Kent, this Body is a partnership of Elected Members, nominated officers from the twelve District and Borough Councils, Probation, Health, Communities Directorate, Children's, Families and Education Directorate and statutory Adult Social Services. The Core Strategy Development Group is an advisory group, also representative of these parties and includes a Provider representative. The Group has responsibility for giving the Commissioning Body a strategic steer in the management of the Programme. The Unit Business plan has been written with reference to this strategy.

For the first time this year, the administration grant and main grant will be aligned with the Local Area Agreement Two/Public Service Agreement Three.

Corporate Priorities

Corporate priorities to which the unit is lead include Kent Agreement 2008 – LAA1 PSA3 National Indicator 141

- Towards 2010 is the strategic document which outlines the targets KCC has set itself in its operations over the next four years. The programme will contribute significantly to Targets 52 –56 Improved Health, Care and Well Being.
- Delivering housing related support to those who are eligible.
- Investigation of the potential for an integrated policy of delivery of community and social alarms with the Telecare project.
- Improving the accessibility of service information.
- A continued assessment of the impact of Direct Payments on Supporting People services.
- Monitoring services to Quality Assessment Framework standards, ensuring that community participation is encouraged through support planning.

Programme Priorities

- These reflect the relationship between the Programme and the CLG. These include responding to and aligning the Kent Programme with the National Supporting People Strategy, and other CLG priorities that emerge during the financial year. In particular these relate to responding to the needs of the third sector, provider and service user charters, full cost recovery, and self directed support.
- The Audit Commission recommendations and the action plan that stemmed from them will need to be delivered.

USERS

The Supporting People Programme is driven by what potential and existing customers need. The Programme is in the process of drafting a Service User Involvement and Consultation Strategy, which it is hoped will be implemented via the appointment of an officer to the Team. The Service User Involvement Strategy will include clear measurable outcomes, which will be developed in consultation with users and advocates. The Programme will be concentrating on ensuring that service users are able to give feedback or express concerns about the Supporting People services they receive. There will be an increased emphasis on facilitating independent feedback from users of Supporting People services through 'mystery shopping' and user groups. The Programme will ensure that all frontline staff employed by the partners provide a consistent and informed approach to the Programme. The Programme will also be making a commitment to carefully plan all major public consultation exercises. The ultimate aspiration will be to ensure that service users have an opportunity to influence decision making and participate in governance, performance management and procurement (this has already been progressed in relation to specifications).

The Programme already involves service users in the monitoring and review programme, in the compilation of specifications and leaflets, and has indirectly employed two ex-service users as monitoring and review officers. The Programme has reviewed the questions asked in the review process to ensure that they are fit for purpose. It has offered the opportunity through an Innovation and Good Practice Grant for service users to gain qualifications through the Open College Network. It also operates a complaints procedure which enables service users to complain about a service, as well as choosing, and potentially changing a floating support worker or floating support service provider. This has been enhanced by the introduction of specialist and non-specialist floating support services. There has also been a second service user conference, and a service user panel, and people bank have been in operation. The panel members were involved in the development of the Website, and in looking at Core Strategy Development Group papers. The Website includes a directory of services to enhance access to our services.

The Programme has undertaken consultation exercises in 2007/08 in relation to the review of short-term and long-term accommodation based services. This led to the commissioning of new accommodation-based and floating support services. The consultation on the Older Person's Review led to a significant change in the recommendations that had originally been made by the Commissioning Body.

The Programme has also ensured that no providers apply restrictive access and referral arrangements and that all providers comply with the Programme's agreed local connection and reconnection policy. The Programme has also ensured that all documents are printed with the relevant translation straplines. It has also ensured that the Programme is widely advertised in public access areas in Kent via notice boards, leaflets, mailouts, care guides, and partners Websites. This has led to an increase in floating support referrals, as well as the floating support reconfiguration. The Programme has developed culturally specific services for people in Gravesham, and has evaluated the needs of gypsies and travellers, and refugees. Equality impact assessments are all up to date, and signed off.

REVIEW OF PERFORMANCE 2007/08

KEY PERFORMANCE INDICATORS

Indicator	Actual performance 2006/2007	Estimated performance 2007/08	Target 2008/09
Programme Performance Indicators			
CLG Service Utilisation (Service Performance Indicator 2)	N/A	85%	90%
CLG Throughput (Service Performance Indicator 4)	N/A	98%	100%
LAA1/PSA2 Target. Number of Supporting People Service Users who complete a move to independent living.	2483	2541	2592
Percentage of contracted providers (as at 01/04/07) to have improved their performance against the Quality Assessment framework by at least one grade by March 2008.	N/A	18%	15%
100% of providers to achieve at least Level C of the Empowerment Objective within the next 2 years.	N/A	100%	100%
The Kent Agreement 2 - NI141 - Number of vulnerable people achieving independent living	65.7%	62.2%	71%

KEY ACHIEVEMENTS/OUTCOMES IN 2007/08

The Audit Commission in September 2007 inspected the Supporting People Programme in Kent. The outcome was Good with Promising prospects. The recommendations from the Audit Commission Inspection have been incorporated into an action plan, which was developed in co-operation with the Core Strategy development Group, and the Commissioning Body. The outcome of the inspection was also subject to Cabinet Scrutiny, and an action sheet has been confirmed. The recommendations from the Audit Commission related to:

- strengthening the strategic approach to the Supporting People Programme
- improving performance management and governance of the Programme
- improving the approach to value for money
- improving service user involvement
- improving access and information in relation to the Supporting People Programme

The Cabinet Scrutiny action sheet included the following items:

- the circulation of the response to the Audit Commission recommendations
- the distribution of an induction pack and the implementation of briefings

- the enhancement of information and opportunities for service users to give feedback or express concerns
- to facilitate independent feedback from users e.g. mystery shopping and service user groups

The inspection preparation led us to review, standardise and streamline business processes and procedures. The administrative burden on providers has also been reduced, by introducing one-page workbooks and fixed capacity contracts. Good practice has been cascaded to the Kent Adult Social Services Directorate in relation to contracting, monitoring and review.

The Supporting People Programme has met its LAA1/PSA2 targets and achieved a particularly good outcome in relation to Investors in People.

The Commissioning Body have revised and agreed eligibility criteria for the Programme, and its Memorandum of Understanding. There has also been an evaluation of self-directed support and the implications for the programme in relation to individualised budgets.

Strategic reviews have been undertaken of older people's services and short-term accommodation based services, and further work has been undertaken on the strategic review of floating support. This has led to the commissioning and tendering of additional services. The strategic review of long-term accommodation based services is still ongoing due to the duration of the strategic review of older person's services.

SERVICE COMPARISON

The CLG provides collated national and regional data for all Supporting People programmes in the country. The results are published quarterly here:

<http://www.spkweb.org.uk/Subjects/Statistics/Analysis+of+KPI+Data.htm>

The Cross-Authority Group comprises representation from the Supporting People programmes in Surrey, East Sussex, West Sussex, Kent, Medway and Brighton and Hove. This collaborative group meet quarterly to ensure consistency and efficiency in the application of the programme, including the benchmarking of value for money in the region. Subgroups focus on particular aspects of improvement and currently include Quality, Value for Money and Performance Management.

SECTION 2: PRIORITIES AND OBJECTIVES

KEY RESPONSIBILITIES OF THE SERVICE

	Key Corporate / Directorate Targets	
Towards 2010	Target 52 – Increase the number of people supported to live independently in their own homes	Support for Target: Anne Tidmarsh, Chris Belton, Michael Thomas-Sam, Jeremy Blackman, David Weiss
Towards 2010	Target 53 – Strengthen the support provided to people caring for relatives and friends	Support for Target: Mary Silverton
Towards 2010	Target 54 – Work with our colleagues in the health service to reduce the number of avoidable admissions to	Support for Target: Anne Tidmarsh,

	hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent	Chris Belton, Jan Harker
Towards 2010	Target 55 – Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence	Support for Target: Michael Thomas-Sam, Colin Feltham
Towards 2010	Target 56 – Improve older people’s economic well-being by encouraging the take-up of benefits	Support for Target: Chris Grosskopf
Kent Agreement 2	NI 125 – Achieving independence for older people through rehabilitation/intermediate care	Support for Target
The Kent Agreement 2	NI 141 - Number of vulnerable people achieving independent living	Lead for Target: Claire Martin
National Indicator	NI 127 – Self reported experience of social care users	Support for Target
National Indicator	NI 130 – Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	Support for Target
National Indicator	NI 132 – Timeliness of social care assessment	Support for Target
National Indicator	NI 133 – Timeliness of social care packages	Support for Target
National Indicator	NI 136 – People supported to live independently through social services (all ages)	Support for Target
National Indicator	NI 145 – Adults with learning disabilities in settled accommodation	Support for Target
National Indicator	NI 146 – Adults with learning disabilities in employment	Support for Target
National Indicator	NI 135 – Carers receiving needs assessment or review and a specific carer’s service, or advice and information	Support for Target
National Indicator	NI 139 – People over 65 who say that they receive the information, assistance and support needed to exercise	Support for Target

	choice and control to live independently	
National Indicator	NI 124 – People with a long-term condition supported to be independent and in control of their condition	Support for Target
National Indicator	NI 131 – Delayed transfers of care from hospitals	Support for Target
National Indicator	NI 149 – Adults in contact with secondary mental health services in settled accommodation	Support for Target
National Indicator	NI 150 - Adults in contact with secondary mental health services in employment	Support for Target
National Indicator	NI128 – User reported measure of respect and dignity in their treatment	Support for Target
National Indicator	NI 142 – Number of vulnerable people who are supported to maintain independent living	Lead for Target
Equalities Strategy	Promotion and delivery of Disability, Race and Gender Equality schemes together with other accessibility and inclusivity targets for Age, Faith, Sexuality and social inclusion	Support for Target: Keith Wyncoll
Equality Standard for Local Government	Achieve Level 3 by March 2008, Level 4 by March 2009, Level 5 by March 2010	Support for Target: Keith Wyncoll

*Targets led by Headquarters are supported by Supporting People

Towards 2010 detailed action plans can be found at

<http://www.kent.gov.uk/publications/council-and-democracy/towards-2010-action-plans.htm>

CORE SERVICES AND FORECAST ACTIVITY LEVELS

1	At the end of March 2009, all providers will have received the correct payment on the
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	specified payment date known to all providers. All payments shall have been made in accordance with the contractual terms and conditions applied to Fixed Capacity, Block Subsidy and Block Gross payment models.
2	Data contained within the SWIFT database will be maintained and updated with accurate information.
3	All complaints, adult protection alerts and serious incidents will be responded to within stipulated Supporting People procedures Kent and Medway Adult Protection procedures and Kent County Council procedures.
4	The quality of services provided to service users will be improved through Contract monitoring procedures and processes. Officers will validate service compliance with quality levels of services as stipulated within the Supporting People Quality Assessment Framework.
5	The accuracy and completeness of Performance Indicator data from providers will be improved by ensuring that 100% of providers return their workbooks within the published deadlines. All anomalies will be investigated and resolved with the providers as they arise each quarter. Data verification exercises will also be carried out on a 20% sample of services each Quarter.
6	Two business benefits will be demonstrated as a result of improved cross authority working between contract departments of Supporting People Teams in the South of England
7	A needs analysis will be conducted every six months enabling future planning and commissioning to be best matched to local demand.
8	Data quality and availability of performance information regarding the Floating Support Referral Process will be improved and developed by the end of March 2009.
9	Compliance with the Audit Commission's new KLOE's for the Supporting People Programme will be monitored and managed. The Audit Commission recommendations/action plan will be delivered by March 2009. Areas identified as below average performance will be discussed as standing items at Team meetings

	until satisfactory improvement has been achieved.
10	Service users will become actively and demonstrably involved in the development and strategic planning of the Supporting People Programme through involvement and consultation identified via the strategy.
11	The Team will increase the level and quality of multi- agency working with Probation, Health, Housing Sector, Districts and Boroughs, Adult Social Services and Voluntary Organisations throughout 2008/2009 including in house contracting units, and the regular provision of referral data to partner agencies.
12	The Team will continue to ensure that fair and equal access to services is offered to all potential and existing service users through conducting Equality Impact Assessments on all procedures and protocols.

These business objectives 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. A risk plan has been developed as necessary.

The programme undertakes a needs analysis every six months to ensure that the priorities of the programme are aligned with local need. The analysis includes an examination of the current levels of provision of housing related support services in Kent according to primary client group.

The latest needs analysis was reported to the Commissioning Body in December 2007, and indicates that the distribution of services is as follows:

Client Group	Total Number of Funded Household Units	% of All Units	% of Total Grant
Frail Elderly	313	1.46%	2.34%
Generic	785	3.67%	6.98%
Homeless Families with Support Needs	70	0.33%	1.80%
Offenders or People at Risk of Offending	136	0.64%	2.53%
Older Persons with Mental Health Problems /	4	0.02%	0.03%

Dementia			
Older Persons with Support Needs	17,097*	79.94%	23.63%
People with a Physical or Sensory disability	637	2.98%	1.87%
People with Alcohol Problems	11	0.05%	0.15%
People with Drug Problems	101**	0.47%	1.43%
People Living with HIV/Aids	20	0.09%	0.20%
People with Learning Disabilities	435	2.03%	16.55%
People with Mental Health Problems	546	2.55%	12.42%
Rough Sleeper	42	0.20%	1.11%
Single Homeless with Support Needs	555	2.60%	12.02%
Teenage Parents	104	0.49%	1.70%
Women at Risk of Domestic Abuse	192	0.90%	5.70%
Young People at Risk	226	1.06%	6.80%
Young People Leaving Care	112	0.52%	2.74%
Gypsies and Travellers	0	0	0
Mentally Disordered Offenders	0	0	0
Refugees	0	0	0
TOTAL	21,386	100.00%	100.00%

* This includes services provided by Home Improvement Agency

**This includes 66 units of Floating Support for people who misuse drugs or alcohol
Update; SP Team December 2007)

(Source: Needs Analysis

Revenue Budget

SUPPORTING PEOPLE - Budget & Services

2007-08		2008-09										
Controllable Expenditure	FTE	Activity/Budget Line	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	£'000	
		Supporting People										
0.0	5C1	Supporting People - Admin		722.4	91.8	37.8	80.0	932.0	0.0		932.0	KL
0.0	5C3	Supporting People - OP		0.0	0.0	8463.5	0.0	8463.5	0.0		8463.5	KL
0.0	5C4	Supporting People - LD		0.0	1143.6	4510.2	0.0	5653.8	0.0		5653.8	KL
0.0	5C5	Supporting People - PD		0.0	94.4	541.3	0.0	635.7	0.0		635.7	KL
0.0	5C6	Supporting People - MH		0.0	254.8	3606.0	0.0	3860.8	0.0		3860.8	KL
0.0	5C7	Supporting People - Other Adults		0.0	0.0	9870.7	59.0	9929.7	0.0		9929.7	KL
0.0	5C8	Supporting People - Other Youths		0.0	0.0	3481.4	0.0	3481.4	0.0		3481.4	KL
0.0		TOTAL SUPPORTING PEOPLE		722.4	1584.6	30510.9	139.0	32956.9	0.0	0.0	32956.9	
		<u>Memorandum Items:</u>										
0.0		Central Overheads										
0.0		Capital charges										
0.0		Directorate Overheads										
0.0		Total Cost of Unit		722.4	1584.6	30510.9	139.0	32956.9	0.0	0.0	32956.9	

Supporting People is a central government initiative. The Office of the Deputy Prime Minister is the department responsible for the programme which is intended to help vulnerable people to stay in their own homes for as long as possible by providing housing related support. It ties into Social Services' overall aim to HELP THE PEOPLE OF KENT TO LIVE SAFELY AND INDEPENDENTLY IN THEIR LOCAL COMMUNITIES and is in line with Active Care and KCC's overarching Social Independence Programme.

- 5C1 Supporting People - Admin
- 5C3 Supporting People - supp people Persons
- 5C4 Supporting People - LD
- 5C5 Supporting People - PD
- 5C6 Supporting People - MH
- 5C7 Supporting People - Other Adults
- 5C8 Supporting People - Other Youths

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	Deliverables or outcomes planned for 2008/09	Target dates
Refresh the Five Year Strategy	Claire Martin/Jo Pannell	Audit Commission Inspection	The linkages will be explored between the SP strategy and other strategies (mapped). Key stakeholders will be consulted.	March 2009
Five Year Strategy	Claire Martin/Jo Pannell	Audit Commission Inspection	A new five-year Strategy will be delivered. Needs analysis will be undertaken every six months. Diversity will be a key element of the strategy and needs analysis. A full consultation process will be undertaken prior to publication.	March 2009
Countywide move-on strategy.	Claire Martin/Jo Pannell	Audit Commission Inspection	The countywide move-on strategy will be developed in partnership with the Joint Policy and Planning Board for Housing, the Kent Housing Group, and Kent Partnership Board. The local connection/reconnection policy will be monitored and providers compliance checked.	March 2009
Performance Management & Governance of the Programme will be improved.	Claire Martin /Melanie Anthony	Audit Commission Inspection	Establishment of a suite of performance indicators to measure impact and qualitative and qualitative outcomes for service users. Questionnaires and surveys will test client satisfaction levels with services. Training will be provided to providers to enable them to deliver outcomes and client record information to the University of St Andrews. Benchmarking	March 2009

			within Kent will be reported.	
Elected members	Claire Martin/Jo Pannell/Melanie Anthony		Elected members will be reported to on a twice-yearly basis (ASPOC), and the Cabinet Scrutiny action sheet delivered. Induction packs and a glossary will be issued in relation to the Programme, and briefing sessions provided on request.	April 2008 & November 2008
Value for Money	Kevin Prior/Andrea Coleman		Cross-authority benchmarking will be delivered. VFM will be balanced against quality. Providers will understand the benefits to them of continuous improvement.	March 2009
Service User Involvement	Claire Martin/Jo Pannell		A service user involvement strategy will be developed. Existing forums will be utilised. Questions will be refined for use with service users. Communication planning will be a priority. Partners will ensure that Programme is understood and well publicised. Mystery shopping will be undertaken.	March 2009

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.

USER/ RESIDENT INVOLVEMENT PLANNED FOR 2008/9

Name	Start date/ End date (dd/mm/yy)	Feedback date (dd/mm/y)	Target Group	Target area (Kent, Town, district, ward etc)	Brief summary	What we want to find out and how we will use the information, (approx 25 – 50 words)	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
Service User Involvement Strategy	01/04/08 01/09/08	30/09/08	Supporting People Service Users – 21 client groups	County-wide	A strategy for engagement with service users	We will examine every aspect of the Supporting People Programme & evaluate with service users how they can be consulted & involved & give feedback on services, & complain about services	No	Social	Jo Pannell Jo.Pannell@kent.gov.uk 01622 696171

* There are ongoing mechanisms for securing service user involvement as described on p10/11 of the business plan.

CAPACITY, SKILLS AND DEVELOPMENT PLANNING

The senior members of the Team are all undertaking a report writing course.

The Team will be working more closely with the Kent Partnership in relation to the delivery of LAA2/PSA3.

The Team have had a challenging year and have been under a significant degree of pressure in preparing for the inspection and dealing with a challenging strategic review.

The age/skill profile of the Team is good. The Team are spread fairly evenly across age ranges. The Team have an extremely high level of relevant qualifications at degree level, as well as professional and contracting qualifications. The majority of team members have Prince 2 qualifications.

In comparison with many Adult Social Services, the Directorate continues to have good rates of recruitment retention and low sickness levels. In achieving this, the staff care policies, Investors in People, good training and career development opportunities have contributed to this. However, the Directorate recognises that it needs to continue to develop strategies to meet future challenges if it is to maintain this record and to ensure continuous improvement.

Currently the Directorate is finalising the Adult Social Services Workforce Plan. This is a detailed plan outlining the make up of the workforce, the challenges that the Directorate is facing and some of the planned actions. Significant issues highlighted in the plan are:

- The need to develop workforce planning with the private and voluntary sector. KASS recognises the importance of investing in the recruitment, development and retention of staff in order to provide quality social care for the whole community. A Kent Adult Social Care Workforce Strategy Group has been established, chaired by the Managing Director of KCC Adult Social Services, to deliver this objective. The work with the wider social care economy has already seen major initiatives, such as Training 4 Care, established.
- Workforce planning in partnership with Health is also an essential strategic objective. To this end we have established Strategic Workforce Planning Groups with the PCT's.
- ALFA – This is a major cultural change, which will see a shift in emphasis away from 'managing care packages' and towards personalisation - supporting people in identifying how best to meet their own needs. It will transform all front line services. It has major implications for future staff mix and skills and therefore this is a major workstream for the project.
- The changes that are taking place in in-house services as a part of the modernisation agenda.

The plan gives in depth analysis and direction for the future workforce planning, aligned to our key priorities.

EQUALITIES AND DIVERSITY

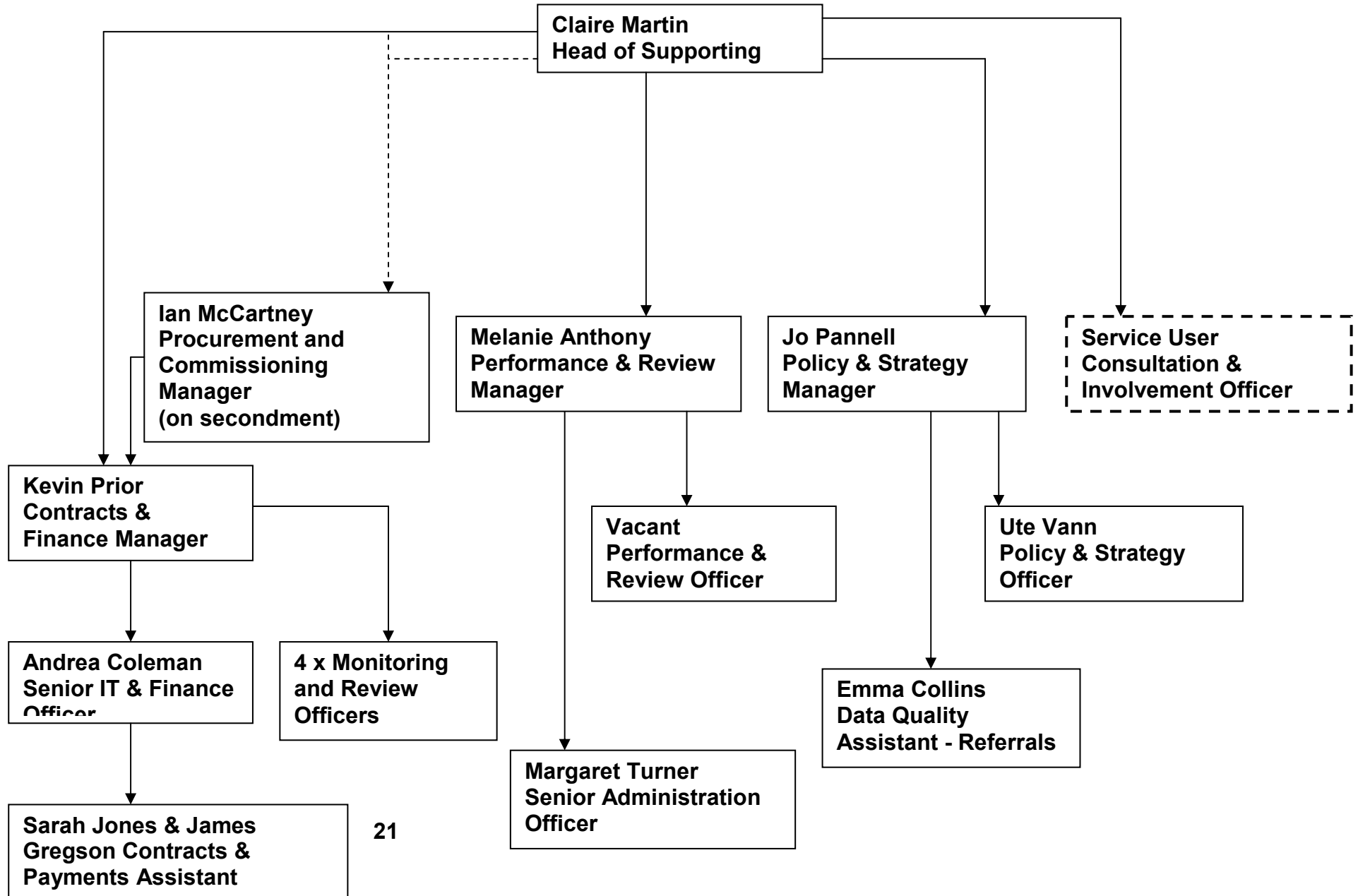
The Supporting People Team acknowledge their duty to take account of the equalities and diversity in all its work. All policies, strategies, plans and budgets are considered from the standpoint of their contribution to equality and diversity.

In line with the Council's Equalities Strategy, the Directorate has developed an Equalities Work Programme (Oct 2007-Mar 2009) to address the needs of staff, service users and carers. It sets out how Kent Adult Social Services will promote equality of opportunity, enhance community cohesion and tackle unfair discrimination. One means by which this can be achieved is by carrying out Equality Impact Assessment screening of all policies, procedures and practices. The completed exercise revealed that the vast majority were assessed as having "low adverse impact" on staff, service users and carers, requiring minor changes. Managers who own these policies, procedures and practices are committed to carrying out all the necessary amendments by October 2008, to make their services more inclusive and accessible. This includes contractual agreements with partners agencies. The Directorate Equalities Group will monitor progress.

The Council has devised Best Value Performance Indicators (BVPI) linked to anti-discrimination legislation on Race, Gender and Disability. Kent Adult Social Services has been successful in recruiting disabled people but retention has been more challenging, resulting in the target being missed. The Directorate is committed to achieving this target while continuing to improve those on Gender and Race. Supporting People managers will contribute to achieving these and other targets within the Work Programme.

Linked to the Directorate's initiatives on Equalities is the Council's drive to achieve level 5 (the highest level) of the Equality Standards for Local Government, by April 2010. Supporting People managers will work with colleagues within Kent Adult Social Services and across Directorates to provide supporting evidence that the diverse needs of staff, service users and carers are being addressed by the Council.

RESOURCES:- Structure chart



Staffing

	2007/08	2008/09
Pt13 and above or equivalent (FTEs)	One	One
Pt12 and below (FTEs)	15	15
TOTAL	16	16
Of the above total, the estimated FTE which are externally funded	All (CLG)	All (CLG)

SECTION 17 CRIME & DISORDER ACT

Crime and Disorder Act (1998) Section 17

The Supporting People Team acknowledges their duty to take account of the community safety dimension in all its work. All policies, strategies, plans and budgets are considered from the standpoint of their contribution to the reduction of crime and disorder.

In the exercising of all it's duties the Directorate takes seriously it's responsibilities under the Crime and Disorder Act. Many of the people who use our services are vulnerable to some of the consequences of crime and disorder.

Enabling people with complex needs to live independently and to have choice and control over the services they receive inevitably means the management of greater risk. Through MAPPA (Multi- Agency Public Protection Arrangements) and the Multi Agency Adult Safeguards Board, we have robust adult protection processes in place. Together with our partners we have given Kent a reputation of excellence in this area.

The Directorate plays an active part in the Crime and Disorder Partnerships and the Community Safety Board.

An area of current concern is the level of hate crime people with Learning Disabilities have experienced. We are currently working with the Partnership Board, District Partnership Groups and other key agencies to look at ways to address this issue.

CORPORATE ENVIRONMENTAL PERFORMANCE AND CLIMATE CHANGE ADAPTATION

The Directorate is working within the programme of Corporate environmental performance and climate change adaptation. This is being led from within HQ, with lead officers identified as follows: Directorate lead – Caroline Highwood; sustainable transport and travel - Emma Hanson; Sustainable procurement - Procurement forum representative; staff engagement - Mags Harrison; sustainable estates - David Weiss. Current activity is to establish baselines and to develop appropriate targets for improved performance.

Outlined above are key areas which the Directorate is a part of in the implementation of KCC's Environment Policy. Some of the actions, which will support this, are as follows:

- Engagement of staff in the implementation of the plan.
- Review of in house transport arrangements, as part of the reviews of LD and older peoples services - Reducing use of KCC Fleet Hire and reduce carbon emissions by offering alternative options to transport people to in-house day care.
- Office strategy. As part of ALfA and other reviews, the Directorate is fully reviewing it's office use.
- Development of mobile working, promoting smarter working involving less travel etc.
- Ensure that any building work is of the highest standard. This particularly applies to PFI Extra Care Sheltered Housing which will be designed to high construction standards.

SECTION 3: MONITORING AND REVIEW - HOW DO WE KNOW WE ARE THERE?

Commissioning Body – this is the current decision-making body for the Programme. The Commissioning Body will monitor the response to the Audit Commission report and the consequent action plan. The meeting is held quarterly.

Core Strategy Development Group – this is the current strategy making body for the Programme. The Commissioning Body will monitor the response to the Audit Commission report and the consequent action plan. The meeting is held quarterly.

Kent Partnership will monitor the Programme's progress against Local Area Agreement Targets.

Kent Housing Group - will monitor the Programme's progress against Local Area Agreement Targets and receives regular reports on the progress of the Programme in general. The meeting is held bi-monthly.

Joint Policy and Planning Board (East and West Kent) - will monitor the Programme's progress against Local Area Agreement Targets and receives

regular reports on the progress of the Programme in general. The meeting is held quarterly.

Kent Adult Social Services Policy and Scrutiny Over-view Committee - receive a report every six months on the Supporting People Programme.

The Head of the Supporting People Programme is accountable for reporting to these bodies on the progress of the Programme against the Business plan.