

# Divisional Business Plan 2013-14

Families & Social Care

Learning Disability/Mental Health

| Executive Summary:              |   |
|---------------------------------|---|
| Cabinet Portfolio:              | Graham Gibbens – Cabinet Member for Adult Social Care & Public Health |
| Responsible Corporate Director: | Andrew Ireland  |
| Responsible Director:           | Penny Southern  |
| Head(s) of Service:             | Mark Walker, Chris Beaney, Cheryl Fenton                              |
| Gross Expenditure:              | £173711500  |
| FTE:                            | 781.9   |

## SECTION A: ROLE/PURPOSE OF FUNCTION

The aim for Learning Disability and Mental Health services is to provide quality services in a personalised way so that individuals (and carers) can receive the support they need in a way that enhances their independence. At this time of austerity and financial constraint there will certainly be challenges, however through carefully considered transformation of services and by working in partnership with others, we are confident of sustaining professional and person centred services.

The strategic direction for the Learning Disability/Mental Health Division is set out in two key documents. For learning disability the 'Partnership Strategy for Learning Disability in Kent 2012-15' has been produced by stakeholder groups from Kent NHS and Kent County Council including service users. The 'Partnership Strategy for Learning Disability in Kent 2012-2015 can be viewed at:

[http://www.kent.gov.uk/adult\\_social\\_services/your\\_social\\_services/services\\_and\\_support/learning\\_disability/plans\\_for\\_kent.aspx](http://www.kent.gov.uk/adult_social_services/your_social_services/services_and_support/learning_disability/plans_for_kent.aspx)

For mental health 'Live it Well' is the strategy for improving the mental health and wellbeing of people in Kent and Medway 2010-15. The 'Live it Well' strategy can be viewed at:

[http://www.kent.gov.uk/adult\\_social\\_services/your\\_social\\_services/services\\_and\\_support/mental\\_health/improving\\_mental\\_health.aspx](http://www.kent.gov.uk/adult_social_services/your_social_services/services_and_support/mental_health/improving_mental_health.aspx)

These strategies set out how we are going to achieve the overall objective which is to help **the people of Kent to live independent and fulfilled lives safely in their local communities.**

## SECTION B: CONTRIBUTION TO MTP OBJECTIVES

A clear message running through Bold Steps for Kent<sup>1</sup> is that residents should have more influence on how services are provided locally; this is in line with one of the main measures of the Localism Act, 2011. The key themes for Learning Disability and Mental Health Services are:

- Empowering residents through greater personalisation;
- Further integration of health and social care;
- Provision of job opportunities;
- Development of greater choice in housing;
- Supporting voluntary and community groups to deliver services;
- Continuing to ensure that safeguarding procedures are robust and effective.

The MTFP has identified that Families & Social Care needs to achieve £18.1 million of savings in 2013-14. This annual plan sets out the priorities for Learning Disability and Mental Health services 2013-14, detailing how it will contribute to the above Bold Steps Priorities and to overall savings.

A priority for 2013/14 is to maintain the delivery of quality services at a time of austerity and financial constraint. This will be achieved through a programme of transformation which will include an appraisal of options and where appropriate changes to services and new ways of working. Through the delivery of the Transformation Programme Families and Social Care will ensure that people are at the heart of all adult social care activities, receive integrated services that are easy to access, of good quality and that maximise their ability to live independently and safely in their community.

The KCC Budget Consultation and 'Bold Steps' progress report to County Council reference five 'P' themes that are of strategic importance to the organisation: prevention, productivity, partnership, procurement and people for 2013/14. FSC have utilised this the five 'P' framework to consider headline priorities for learning disability and mental health services which are outlined within this business plan.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

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

| <b>PRIORITY 1: Prevention</b> |  | <b>DESCRIPTION OF PRIORITY: Promote enablement, the use of assistive technology and community based interventions so that fewer people become dependent on long term care and are supported to plan for the future</b> |                            |                          |
|-------------------------------|--|--|----------------------------|--------------------------|
| Actions                       |  | Accountable Officer  | Start Date<br>(month/year) | End Date<br>(month/year) |
| <b>1</b>                      | <b>Promote enablement and target interventions so that fewer people become dependent on long term care services.</b>   |  |                            |                          |
| 1.1                           | Delivery of the Supporting Independence pilot for adults with learning disabilities in Dover/ Thanet and commence delivery in Dartford, Gravesham and Swanley. | Chris Beaney/Mark Walker   | April 2013                 | March 2014               |
| 1.2                           | Delivery of the Mental Health Short Term Recovery Model  | KMPT & KCC Partnership Agreement/ Stephanie Clarke/ Andy Oldfield  | April 2013                 | September 2013           |
| <b>2</b>                      | <b>Build community capacity and develop more inclusive access and participation.</b>   |  |                            |                          |
| 2.1                           | Improve early public access via primary care, gateways and other community based initiatives   | Chris Beaney/Mark Walker/ KMPT & KCC Partnership Agreement   | April 2013                 | Dec 2013                 |

|                       |   |   |            |                             |
|-----------------------|---|---|------------|-----------------------------|
| 2.2                   | Review and restructure the LD in-house day care team.<br>Tender for five community based day services.  | Chris Beaney/Mark Walker/Paula Watson   | April 2013 | March 2014                  |
| <b>3</b>              | <b>Improve access to services for carers.</b>   |   |            |                             |
| 3.1                   | All known Carers signposted to contracted providers for Carers Assessment and Support   | Locality Team Managers/Service Managers | April 2013 | March 2014                  |
| 3.2                   | Offer Carer Assessments to all eligible Carers  | Locality Team Managers/Service Managers | April 2013 | March 2014                  |
| 3.3                   | Treat Carers as expert partners in care by Learning disability integrated teams and Mental Health care management teams   | Locality Team Managers/Service Managers | April 2013 | March 2014                  |
| <b>4</b>              | <b>Further promote the use of assistive technology and other equipment to enable people to live independently.</b>  |   |            |                             |
| 4.1                   | Increase the number of people in receipt of and effectively using assistive technology and other equipment  | Locality Team Managers/Service Managers | June 2013  | December 2013               |
| 4.2                   | Review and re-launch telecare programme for LD in supported accommodation to reduce staff support   | Locality Team Managers/Service Managers | June 2013  | December 2013               |
| <b>5</b>              | <b>Improve public information to give people more information about independence, choice and control</b>  |   |            |                             |
| 5.1                   | Increase staff and service users/Carers awareness and understanding of personal budgets and associated payment methods  | Locality Team Managers/Service Managers | April 2013 | March 2014                  |
| 5.2                   | Ensure that the whole of KCC are delivering easy read information for individuals with learning disability.<br>Develop an action plan for easy read publications. | Customer and Community Engagement       | May 2013   | Sept 2013                   |
| <b>KEY MILESTONES</b> |   |   |            | <b>DATE</b><br>(month/year) |
| A                     | Review Supporting Independence Pilot in Dover/Thanet  |   |            | Jan 2014                    |

|   |   |   |
|---|---|---|
| B   | Implement Support Independence Pilot in Dartford, Gravesham and Swanley                                     | March 2014                                    |
| C   | Mental Health Short Term Recovery Model implemented   | Sept 2013                                     |
| D   | Change day service provision through the Good Day Programme.  | December 2013                                 |
| E   | Social Enterprise Tender/Right to challenge – 5 community based services                                    | June 2013                                     |
| F   | Check progress of carers assessment and review how many result in carers service or information and advice. | October 2013                                  |
| G   | Review progress of the learning disability Telecare project   | October 2013                                  |
| ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY? |   | ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No |
| 1   | Change to the supply, procurement and delivery of day services for adults with learning disabilities        | Yes   |

| <b>PRIORITY 2: Productivity</b> |  | <b>DESCRIPTION OF PRIORITY: Review services and processes to support the delivery of lean efficient services with minimal duplication.</b> |                             |                             |
|---------------------------------|--|--|-----------------------------|-----------------------------|
| Actions                         |  | Accountable Officer  | Start Date<br>(month/year)  | End Date<br>(month/year)    |
| <b>1</b>                        | <b>Continue to develop and implement the Transformation Programme to identify new ways of working.</b>   |  |                             |                             |
| 1.1                             | Define an overarching care management strategy for adults with learning disabilities<br><br>To realign LD teams to ensure an equitable service across the County | Penny Southern/Chris Beaney/Mark Walker/Cheryl Fenton  | April 2013<br><br>June 2013 | June 2013<br><br>March 2014 |
| 1.2                             | Implement the findings of the AMHPS review with regards to the MH SW workforce.  | Cheryl Fenton/Stephanie Clarke/Andy Oldfield   | April 2013                  | December 2013               |
| 1.3                             | Enablement and/or enabling support is made centre of service offer in relation to assessment, support planning, personalisation and service delivery             | Locality Team Managers   | April 2013                  | January 2014                |
| 1.4                             | Ensure alternative models of care (specifically technological solutions) are considered as viable options  | Locality Team Managers   | April 2013                  | March 2014                  |
| 1.5                             | Reduce the number of people being placed in residential care - target set at 1260  | Chris Beaney/Mark Walker   | April 2013                  | March 2014                  |
| <b>2</b>                        | <b>Review services to identify more efficient processes</b>  |  |                             |                             |
| 2.1                             | Implement changes following the review of Personalisation Coordinators and the way FSC delivers  | Sharon Buckingham  | April 2013                  | October 2013                |

|  |  |  |  |                             |
|--|--|--|--|-----------------------------|
|  | personalisation  |  |  |                             |
| 2.2  | Review Purchasing Coordinators role and ways of working  | Sharon Buckingham  | April 2013   | October 2013                |
| 2.3  | Review Care Management Assistants role and working practices in Mental Health services   | Cheryl Fenton  | June 2013  | December 2013               |
| 2.4  | Review ILS service ready for formal consultation on future service models.   | Mark Walker  | June 2013  | Sept 2013                   |
| 2.5  | Review the Swift system to ensure data is of a good quality, purposeful and up to date   | Penny Southern/ Adults Systems Group   | April 2013   | March 2014                  |
| <b>3</b>   | <b>Identify opportunities for joint work with partner agencies to reduce any duplication.</b>  |  |  |                             |
| 3.1  | Optimise opportunities for integration with other partners   | Chris Beaney/Mark Walker/Cheryl Fenton   | April 2013   | March 2014                  |
| 3.2  | Review current transition arrangements in adult social care to ensure smooth transition and ensuring the right support is available to assist people to lead independent lives.. | Chris Beaney/Mark Walker/Anthony Mort/ MH Partnership Agreement/ Specialist Childrens Services/ Education and Learning | April 2013   | Sept 2013                   |
| <b>KEY MILESTONES</b>  |  |  |  | <b>DATE</b><br>(month/year) |
| A  | Commence implementation of decisions following Personalisation Service Review  |  |  | April 2013                  |
| B  | Delivery of Purchasing Coordinators Review   |  |  | June 2013                   |
| D  | Delivery of a Care Management Strategy for Learning Disability   |  |  | June 2013                   |
| <b>ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?</b> |  |  | <b>ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No</b> |                             |
| 1  | Potential restructure/commissioning activity may be required pending outcomes of service reviews   |  | No   |                             |

| <b>PRIORITY 3: Partnership</b> |   | <b>DESCRIPTION OF PRIORITY: To work with key partners to improve outcomes for service users and promote personalisation</b> |                            |                          |
|--------------------------------|---|---|----------------------------|--------------------------|
| Actions                        |   | Accountable Officer   | Start Date<br>(month/year) | End Date<br>(month/year) |
| <b>1</b>                       | <b>Work with the new CCGs to ensure coherent processes and systems across health and social care and to identify opportunities for integrated commissioning and working</b> |   |                            |                          |
| 1.1                            | To work with CCGs to raise awareness of integrated Learning Disability teams and improve joint working practices  | Chris Beaney/Mark Walker  | April 2013                 | June 2013                |
| 1.2                            | Ensuring each GP practice has a named practitioner from the local Team for People with Learning Disability Team allocated to them.  | Locality Team Managers  | April 2013                 | May 2013                 |
| 1.3                            | Increasing access for people with learning disabilities to prevention, screening and health promotion including annual health checks.                                       | Locality Team Managers  | April 2013                 | March 2014               |
| 1.4                            | To work with CCGs to build on and improve joint working practices for adults with Mental Health needs   | Cheryl Fenton/ MH Joint Commissioner  | April 2013                 | September 2013           |
| <b>2</b>                       | <b>Work with housing providers to increase housing choices for disabled people.</b>   |   |                            |                          |
| 2.1                            | Ensure as many eligible users as possible are in stable accommodation   | Locality Team Managers  | April 2013                 | March 2014               |
| <b>3</b>                       | <b>Work with the Kent Learning Disability Partnership Board to improve delivery on key areas for people with a disability</b>   |   |                            |                          |
| 3.1                            | To deliver and report against the Learning Disability Partnership Strategy annual plan utilising agreed reporting mechanism   | Penny Southern/ Kent LD Partnership Board   | April 2013                 | November 2013            |
| 3.2                            | District Partnership Groups and Partnership workstreams, supported to deliver and report against  | Penny Southern/ Kent LD Partnership Board   | April 2013                 | December 2013            |

|   |   |   |   |                             |
|---|---|---|---|-----------------------------|
|   | their respective annual plans   |   |   |                             |
| 3.3   | Local representation of people with learning disabilities and family/carers clear throughout the Partnership Structure                        | Penny Southern/ Kent LD Partnership Board | April 2013                                    | March 2014                  |
| 4   | <b>Work with KMPT to improve outcomes for service users and promote personalisation</b>   |   |   |                             |
| 4.1   | Improve the professional supervision and support for social care staff, including training and communication                                  | Cheryl Fenton                             | April 2013                                    | March 2014                  |
| 4.2   | Increase the number of Fair Access to Care assessments recorded by KMPT. To be monitored monthly at Divisional Management Team.               | Cheryl Fenton                             | April 2013                                    | March 2014                  |
| KEY MILESTONES  |   |   |   | DATE<br>(month/year)        |
| A   | Review progress towards achieving 100% of GP practices having named practitioner allocated to them from local Team.                           |   |   | April 2013                  |
| B   | Review progress towards achieving at least 65% of eligible people with learning disabilities in stable accommodation                          |   |   | October 2013                |
| C   | Report to the Learning Disability Partnership on the delivery of the priorities outlined in the Kent Learning Disability Partnership Strategy |   |   | December 2013               |
| D   | Review progress towards increasing in the number of FACS assessments recorded by KMPT   |   |   | June 2013,<br>December 2013 |
| ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY? |   |   | ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No |                             |
| 1   |   |   |   |                             |

| <b>PRIORITY 4: Procurement</b> |  | <b>DESCRIPTION OF PRIORITY: To work alongside procurement and strategic commissioning to ensure that the market is able to provide services at the best price and quality to meet individual outcomes</b> |                            |                          |
|--------------------------------|--|---|----------------------------|--------------------------|
| Actions                        |  | Accountable Officer   | Start Date<br>(month/year) | End Date<br>(month/year) |
| <b>1</b>                       | <b>Develop the access to resources arrangements to purchase services at the best price and quality</b>   |   |                            |                          |
| 1.1                            | Review and complete implementation of the Access to Resources Team within the Operational Support Unit   | Sharon Buckingham   | April 2013                 | October 2013             |
| 1.2                            | Mechanisms and measures are in place that ensure all placements are value for money for the individual and the Council   | Sharon Buckingham   | April 2013                 | March 2014               |
| 1.3                            | Develop a clear understanding of the current market place to ensure effective purchasing strategies and promote choice including for people on direct payments | Sharon Buckingham   | April 2013                 | March 2014               |
| <b>2</b>                       | <b>Develop commissioning plans for specific service areas</b>  |   |                            |                          |
| 2.1                            | Scope and understand the accommodation based respite provision for adults learning disability.   | Paula Watson/Chris Beaney   | April 2013                 | June 2013                |
| 2.2                            | Develop and implement strategic options for the new short breaks/Respite service   | Paula Watson/Chris Beaney   | June 2013                  | January 2014             |
| 2.3                            | Review transport arrangement for all Adult Social Care service users who receive KCC funded transport in order to access services.                             | Mark Walker/Chris Beaney/<br>Sharon Buckingham  | April 2013                 | October 2013             |
| 2.4                            | Implementation of new service models following formal consultation in: Thanet, Shepway & Tonbridge.  | Paula Watson  | April 2013                 | March 2014               |

|   |  |              |   |                      |
|---|--|--------------|---|----------------------|
| 2.5   | Development of community hubs in Shepway, Thanet, Tonbridge, Tunbridge Wells, Dartford, Gravesham, Canterbury and Dover. | Paula Watson | June 2013                                     | March 2014           |
| 2.6   | Deliver the community Hydrotherapy Project   | Paula Watson | Sept 2013                                     | March 2014           |
| 2.7   | Review Adult Placement Service and explore the potential appetite for micro provision for day care                       | Mark Walker  | November 2013                                 | January 2014         |
| KEY MILESTONES  |  |              |   | DATE<br>(month/year) |
| A   | Access to Resources Team review completed  |              |   | May 2013             |
| B   | Commence formal consultation re accommodation based respite for adults with a learning disability                        |              |   | June 2013            |
| C   | Agree and implement recommendations re learning disability respite provision   |              |   | October 2013         |
| ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY? |  |              | ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No |                      |
| 1   | Potential changes to the supply and delivery of accommodation based respite  |              | Yes   |                      |
| 2   | Potential changes to the procurement and delivery of transport provision   |              | Yes   |                      |

| <b>PRIORITY 5: People</b> |   | <b>DESCRIPTION OF PRIORITY: To ensure that service users are kept safe and enabled to achieve genuine choice and control. To ensure staff are supported to promote personalisation and deliver the core business.</b> |                            |                          |
|---------------------------|---|---|----------------------------|--------------------------|
| Actions                   |   | Accountable Officer   | Start Date<br>(month/year) | End Date<br>(month/year) |
| <b>1</b>                  | <b>Further promote personalisation giving people genuine choice and control over their lives</b>  |   |                            |                          |
| 1.1                       | Ensure that all people using services are offered a personalised service, giving them more choice and control over the shape of support they receive wherever the care setting is | Mark Walker/Chris Beaney/Cheryl Fenton  | April 2013                 | March 2014               |
| 1.2                       | Deliver a continued high standard of core service to adults with learning disabilities and mental health problems meeting eligible needs following a timely assessment.           | Locality Team Managers/<br>Service Managers   | April 2013                 | March 2014               |
| 1.3                       | Implement the action plan to deliver personalisation in Mental Health   | Penny Southern  | April 2013                 | March 2014               |
| 1.4                       | Record and report Personal Budgets  | Locality Team Managers/<br>Service Managers   | April 2013                 | March 2014               |
| 1.5                       | Increase the number of people in receipt of a direct payment  | Locality Team Managers/<br>Service Managers   | April 2013                 | March 2014               |
| 1.6                       | Increase the number of individuals using the Kent Card as the preferred method of delivering direct payments  | Locality Team Managers/<br>Service Managers   | April 2013                 | March 2014               |
| 1.7                       | Develop a coordinated approach in delivering supported employment. Ensure as many eligible users as possible are in supported employment.   | Locality Team Managers/<br>Service Managers   | April 2013                 | March 2014               |
| <b>2</b>                  | <b>Continue to review safeguarding arrangements to ensure the protection of vulnerable people</b>   |   |                            |                          |

|                       |  |   |              |                              |
|-----------------------|--|---|--------------|------------------------------|
| 2.1                   | Work with partners, including the police and criminal justice system to safeguard vulnerable people and, if they are victims of crime, ensure they have access to justice and support.                 | Locality Team Managers/ Adult Protection Coordinators | April 2013   | March 2014                   |
| 2.2                   | Use the Safeguarding Vulnerable Adults Competency Framework to evidence the competence of community teams to deal with safeguarding issues.  | Locality Team Managers/ Adult Protection Coordinators | April 2013   | March 2014                   |
| 2.3                   | Reduce the number of Safeguarding Cases open beyond 6 months.  | Locality Team Managers/ Adult Protection Coordinators | April 2013   | June 2013                    |
| <b>3</b>              | <b>Ensure services are customer centric with clear information, access, complaints processes and quality assurance</b>   |   |              |                              |
| 3.1                   | Review Customer Service Team and processes and implement new service model   | Maureen Stirrup/Anthony Mort.                         | April 2013   | June 2013                    |
| <b>4</b>              | <b>Engage service users and others to obtain feedback on services</b>  |   |              |                              |
| <b>5</b>              | <b>Workforce development</b>   |   |              |                              |
| 5.1                   | Define an overarching workforce plan for adults with learning disabilities and mental health needs to ensure we have the right people, in the right place, with the right skills to meet business need | Chris Beaney/Mark Walker/ Cheryl Fenton               | April 2013   | October 2013                 |
| 5.2                   | Develop and commence delivery of a training strategy to optimise the workforce to deliver high quality outcome focused services  | Chris Beaney/Mark Walker/ Cheryl Fenton               | October 2013 | March 2014                   |
| <b>KEY MILESTONES</b> |  |   |              | <b>DATE<br/>(month/year)</b> |
| A                     | Review progress to achieving at least 6% of eligible people with learning disabilities are in supported employment   |   |              | March 2014                   |
| B                     | Review progress to achieving at least 70% of eligible mental health service users in receipt of a personal budget  |   |              | March 2014                   |

|   |   |   |
|---|---|---|
| C   | Review progress to achieving at least 70% of eligible people with learning disabilities in receipt of a personal budget | March 2014                                    |
| D   | Review progress to achieving implementation of the Kent card as the preferred way in delivering direct payments         | March 2014                                    |
| E   | Delivery of a joint workforce plan  | October 2013                                  |
| ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY? |   | ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No |
| 1   |   |   |
| 2   |   |   |
| 3   |   |   |

| PRIORITY 6: Financial & Policy Changes  |   | DESCRIPTION OF PRIORITY: To monitor and prepare for any legislation that may impact on financial projections and/or policy. |   |                       |
|---|---|---|---|-----------------------|
| Actions   |   | Accountable Officer   | Start Date (month/year)                       | End Date (month/year) |
| <b>1</b>  | <b>Continue to ensure value for money and check that every penny counts</b>                                       |   |   |                       |
| 1.1   | Utilise the cost setting guidance to allocate funding according to individual assessed needs within Mental Health | Locality Team Managers  | April 2013                                    | March 2014            |
| 1.2   | Ensure support plan reviews are undertaken in line with policy  | Locality Team Managers  | April 2013                                    | March 2014            |
| KEY MILESTONES  |   |   |   | DATE (month/year)     |
| A   | Review progress to achieving 70% of clients allocated a personal budget utilising the cost setting guidance tool  |   |   | October 2013          |
| B   | Review progress to achieving 100% of clients receiving an annual care review                                      |   |   | October 2013          |
| C   | Review progress to achieving 100% of DP4 undertaken   |   |   | October 2013          |
| ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY? |   |   | ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No |                       |
| 1   |   |   |   |                       |

SECTION D: FINANCIAL AND HUMAN RESOURCES

| FINANCIAL RESOURCES (000's)                               |                                |            |              |                   |                |                 |              |             |
|---|--------------------------------|------------|--------------|-------------------|----------------|-----------------|--------------|-------------|
| Divisional Unit   | Responsible Manager            | Staffing   | Non Staffing | Gross Expenditure | Service Income | Net Expenditure | Govt. Grants | Net Cost    |
| East Kent   | Chris Beaney                   | £ 10,047.4 | £ 70,256.0   | £ 80,303.4        | -£ 5,795.2     | £ 74,508.2      | £ -          | £ 74,508.2  |
| West Kent   | Mark Walker                    | £ 6,214.3  | £ 60,023.3   | £ 66,237.6        | -£ 5,086.6     | £ 61,151.0      | £ -          | £ 61,151.0  |
| Mental Health   | Penny Southern/<br>John Hughes | £ 9,123.7  | £ 16,208.9   | £ 25,332.6        | -£ 2,661.9     | £ 22,670.7      | -£ 345.8     | £ 22,324.9  |
| Operational Support                                       | David Oxlade                   | £ 1,048.5  | £ 1,562.6    | £ 2,611.1         | £ -            | £ 2,611.1       | £ -          | £ 2,611.1   |
| Learning Disability and Mental Health Divisional Budget * | Penny Southern                 | -£ 553.6   | -£ 219.6     | -£ 773.2          | -£ 91.7        | -£ 864.9        | -£ 912.5     | -£ 1,777.4  |
| <b>Total</b>  | Penny Southern                 | £ 25,880.3 | £ 147,831.2  | £ 173,711.5       | -£ 13,635.4    | £ 160,076.1     | -£ 1,258.3   | £ 158,817.8 |

| HUMAN RESOURCES                    |  |                          |
|------------------------------------|--|--------------------------|
| FTE establishment at 31 March 2014 | Estimate of FTE establishment at 31 March 2014 | Reasons for any variance |
| 781.9                              | 781.9  |                          |

SECTION E: RISK AND BUSINESS CONTINUITY

RISKS – FSC has a risk register which is maintained and includes greater detail. The below highlights the key risks from the overarching risk register as applicable to Learning Disability and Mental Health services.

| RISKS  | MITIGATION  |
|--|---|
| Transformation agenda could significantly impact on service delivery   | Transformation programme in place – blueprint produced, understand projects completed, Newton Europe provided advice.   |
| Need to ensure robust safeguarding arrangements are in place for Learning disability and Mental Health Services  | Multi-agency safeguarding arrangements in place, peer review and safeguarding procedures. Safeguarding co-ordinators appointed. Training provided.                    |
| Financial pressures and increased demand on services   | Robust financial and activity monitoring. Transformation programme in place.  |
| Oversee the KCC/KMPT partnership agreement – and changes to ways of working e.g. personalisation of services to give greater choice and control to the service user. | Developing more robust arrangements for supervision and support. More robust joint governance.  |
| Transition arrangements and preparation for statutory changes to SEN services that will impact on ways of working.   | Transition working groups in place, close liaison with colleagues in SEN services, participation and contribution to SEN pilot projects.                              |
| Financial Pressures on partner agencies for example risk of cost shunting to social care and risk to the financial viability of some service providers.              | Close monitoring of Continuing Health Care and Section 117 arrangements. Working with Strategic Commissioning to ensure a sustainable social care market is in place. |
| Potential risk if the programme of modernisation of services is not sustained.   | Need to continue progress the Good Day Programme and innovative ways of working to provide opportunities for people with learning disability.                         |

|   |   |
|---|---|
| Potential risk if people with learning disability and carers and advocates are not fully engaged in services and the broader society. | An active Learning Disability Partnership Board and Cabinet with service delivery groups promoting for example improved health, citizenship and transition. Build community capacity. |
|---|---|

**BUSINESS CONTINUITY**

The Division has up-to-date Business Continuity Plans in order to provide essential services when faced with a business disruption. Each department has undertaken a Business Impact Analysis and produced a Business Continuity Plan. In addition, business continuity planning forms part of the contracting arrangements with our private and voluntary sector providers. Our plans provide assurance that effective risk and business continuity management is being undertaken for each service, and that there is a clear synergy between the business plan, service risk register, and business continuity plan.

Business Impact Analysis is reviewed at least every 12 months, or when substantive changes in processes and priorities are identified. The availability of up-to-date plans will ensure that the Directorate can continue to operate and provide essential services, at least, to a pre-determined minimum level, in the event of a major business disruption.

The table below headlines the Division’s most critical processes and the minimum level of service at which the function will be delivered following a significant business disruption. Further details regarding critical functions and their supporting resources are detailed in the Directorate’s Business Impact Analysis.

| CRITICAL FUNCTIONS   | TIMESCALE | MINIMUM SERVICE LEVEL  |
|--|-----------|--|
| <b>Local Access Response</b>   | 4 hours   | Maintain critical access for the public and multi-agency partners to joint adult health and social care through KCC and KCHT based services including the commissioning and provision of inpatient, outpatient, care in the home, community, day services, and residential and respite services. |
| <b>Management of Contract of Service for Specialist Staff and Delegated Responsibilities (Learning Disability)</b> | 4 hours   | Manage delegated responsibilities to KCC to provide an approved integrated Learning Disability Practitioner Service. Manage Continuing Health Care (Lead) and qualified social care staff from KCHT to support and   |

|  |         |  |
|--|---------|--|
|  |         | deliver specialist services across Kent. Lead on practice and quality standards, undertaking regular audits to manage, maintain and report on performance of quality, practice and procedures, ensuring all services operate in line with NHS Standards, guidance, protocols, policies and mandates.   |
| <b>Safeguarding Processes</b>  | 4 hours | Manage safeguarding alerts regarding new or existing Service Users. Undertake Adult Protection assessment, investigation, intervention and strategy discussion including co-ordination of case conferences.  |
| <b>Referrals and Assessment Processes</b>                                    | 4 hours | Manage new referrals to appropriate health or social care service, conduct priority care management, health assessments, screening, care plan and intervention for clients referred to health and social care professionals. Arrange appropriate services for people based on priority assessment.   |
| <b>Residential Respite and Day Care Operations Process</b>                   | 4 hours | Manage all critical Residential and Day Care operations to provide and maintain a safe/secure environment conducive to meeting the needs of staff and service users to meet their accommodation needs.   |
| <b>Short Term Bed Allocation Process</b>                                     | 4 hours | Co-ordinate the planning and purchase of short term bed provision to enable short term care in residential and nursing homes, including supporting Hospital discharge process.   |
| <b>Operational Policy Standards</b>  | 4 hours | Provide critical advice and support on care management operational policy, practice and procedures. Manage communications of policy changes and implementation.  |
| <b>Business Continuity and Major Emergency Incident Response and Support</b> | 4 hours | Manage Directorate incident response and co-ordination to emergency community incidents and internal service disruption, including alerting and activation of plans, rest centre response, identification of vulnerable persons, liaison with County Emergency Centre and other external partners and agencies. Provide support to maintain statutory requirements for roles set out in Major Emergency Plan and Business Continuity Plan ensuring key decisions, record keeping , debriefing and reporting are managed appropriately. |

|  |          |  |
|--|----------|--|
| <b>Independent Living and Support –<br/>Management of Community Equipment<br/>Services</b> | 24 hours | Case manage and overview of contract management and Service Level Agreement management for the Countywide Integrated Community Equipment Services, providing telecare/telehealth, community equipment and services to users. Ensure continuity and maintenance of systems and service networks. Carry out essential repairs to lifts and maintain items. |
| <b>Client and Business Information<br/>Management</b>                                      | 24 hours | To maintain client records and critical business information (client records, financial, contractual, systems, other information assets) and all aspects of record keeping, including hardcopy and electronic data formats (Msoft, Redcell, SWIFT, ICS, Atrium, Oracle, PNC6, ENUT), in line with information.   |

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable on a quarterly basis by financial year (\* nationally set targets)

| PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR   | Floor Performance Standard | December       | Comparative Benchmark | Target |      |      |      |
|--|----------------------------|----------------|-----------------------|--------|------|------|------|
|  |                            |                |                       | Q1     | Q2   | Q3   | Q4   |
| All service users and carers as at the last day of the period with a <b>personal budget/direct payment</b> as a percentage of all service users and carers who have received community based services on the last day of the period. – People with a learning disability |                            | 77.0%          | 34%                   | 80%    | 83%  | 87%  | 90%  |
| All service users and carers as at the last day of the period with a <b>personal budget/direct payment</b> as a percentage of all service users and carers who have received community based services on the last day of the period. – People with a mental health need. |                            | 38.0%          | N/A                   | 55%    | 60%  | 65%  | 70%  |
| <b>Carers</b> receiving a needs assessment or review resulting in specific carer's service or information and advice.  |                            | Draft<br>36.0% | 31%                   | 40%    | 40%  | 40%  | 40%  |
| <b>People with a learning disability in residential care</b>   |                            | 1270.0         |                       | 1265   | 1260 | 1255 | 1250 |
| People with a learning disability in <b>supported employment.</b>  |                            | 6%             | 9%                    | 8%     | 8%   | 8%   | 8%   |
| People with a mental health problems in settled accommodation.   |                            | 85%            | 64%                   | *75%   | *75% | *75% | *75% |
| People with mental health problems in supported employment.  |                            | 13%            | 7%                    | *12%   | *12% | *12% | *12% |
| % Contacts resolved at sources   |                            | 24%            | N/A                   | 25%    | 26%  | 28%  | 30%  |

| PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR                          | Floor Performance Standard | December     | Comparative Benchmark | Target |     |     |     |
|---|----------------------------|--------------|-----------------------|--------|-----|-----|-----|
|   |                            |              |                       | Q1     | Q2  | Q3  | Q4  |
| % ST intervention that results in no further service provided for new clients |                            | Starts 06/13 | N/A                   | TBC    | TBC | TBC | TBC |
| Personal outcomes achieved  |                            | 72%          |                       | 74%    | 76% | 78% | 80% |
| % telecare installations for complex equipment                                |                            | 15%          |                       | 16%    | 17% | 18% | 20% |

**Table for PERFORMANCE indicators measurable on a termly basis by academic year**

| PERFORMANCE INDICATOR – TERMLY BY ACADEMIC YEAR | Floor Performance Standard | Aut 12 Outturn | Comparative Benchmark | Target – terms end dates |        |        |        |
|---|----------------------------|----------------|-----------------------|--------------------------|--------|--------|--------|
|   |                            |                |                       | Spr 13                   | Sum 13 | Aut 13 | Spr 14 |
|   |                            |                |                       |                          |        |        |        |
|   |                            |                |                       |                          |        |        |        |

**Table for PERFORMANCE indicators measurable annually by financial year**

| PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR | Floor Performance Standard | 2012/13 Outturn | Comparative Benchmark | Target 2013/14 | Target 2014/15 |
|--|----------------------------|-----------------|-----------------------|----------------|----------------|
|  |                            |                 |                       |                |                |
|  |                            |                 |                       |                |                |

**Table for PERFORMANCE indicators measurable annually by academic year**

| PERFORMANCE INDICATOR - ANNUALLY BY ACADEMIC YEAR | Floor Performance Standard | 2012 Outturn | Comparative Benchmark | Target 2013 | Target 2014 |
|---|----------------------------|--------------|-----------------------|-------------|-------------|
|   |                            |              |                       |             |             |
|   |                            |              |                       |             |             |

**Table for ACTIVITY indicators measurable on a quarterly basis by financial year**

| ACTIVITY INDICATOR   | 2012/13 Outturn | December 2012 | Expected range for activity |    |    |    |    |
|--|-----------------|---------------|-----------------------------|----|----|----|----|
|  |                 |               | Threshold                   | Q1 | Q2 | Q3 | Q4 |
| People with a learning disability in permanent residential care                      |                 |               | Upper                       |    |    |    |    |
|  |                 |               | Lower                       |    |    |    |    |
| People with a learning disability receiving a direct payment                         | 789<br>797      | 751<br>1,025  | Upper                       |    |    |    |    |
|  |                 |               | Lower                       |    |    |    |    |
| People with a learning disability in supported accommodation, supported independence | 731             | 992           | Upper                       |    |    |    |    |
|  |                 |               | Lower                       |    |    |    |    |
| People with a mental health need in permanent residential care                       | 192             | 200           | Upper                       |    |    |    |    |
|  |                 |               | Lower                       |    |    |    |    |
| People with a mental health need receiving a direct payment                          | 160             | 171           | Upper                       |    |    |    |    |
|  |                 |               | Lower                       |    |    |    |    |

| SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES |                 |               |
|---|-----------------|---------------|
| ACTIVITY DETAILS  | EXPECTED IMPACT | EXPECTED DATE |
|   |                 |               |

|   |  |              |
|---|--|--------------|
| Establishing Access to Resources Team and related procurement processes/systems including i-procurement | Procurement  | April 2013   |
| Review Purchasing Officers  | Human Resources  | June 2013    |
| Review Personalisation Coordinators   | Human Resources  | April 2013   |
| Review Care Manager Assistants  | Human Resources  | June 2013    |
| Ensure best use of KCC owned property through review of Day and Respite services                        | Property   | June 2013    |
| Swift review and data clean up  | ICT  | April 2013   |
| Consultation regarding informal review of respite facilities  | Customer and Community Engagement                        | June 2013    |
| Development of a workforce plan   | Human Resources  | April 2013   |
| Development of a training plan and associated delivery  | Case Management  | October 2013 |
| Development of a care management strategy   | Human Resources  | June 2013    |
| Review of commissioning arrangements of transport services  | Procurement/Commercial Services                          | April 2013   |
| Tender for potential social enterprise or right to challenge  | Procurement/Human Resources                              | June 2013    |
| Mental Health Short Term Recovery Model   | Procurement  | April 2013   |
| Supporting Independence pilots  | Procurement  | April 2013   |
| Transitional work for young people in transition from children to adult services                        | Specialist Children's Services<br>Education and Learning | April 2013   |
| Development of easy read communications   | Customer and Community Engagement                        | April 2013   |