

## Half Year Monitoring – KASS 2008/09

### Directors Summary

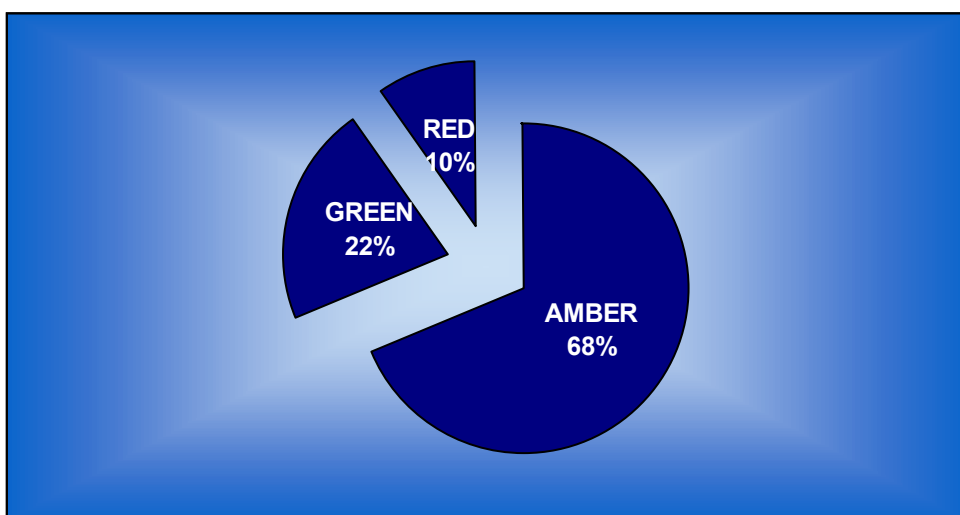
This monitoring report sets out the half year position of the 2008/09 KASS Business Plans. The report includes monitoring on all of the unit Business Plans for 2008/09 which were:

- East Kent - Operational
- West Kent - Operational
- HQ
- Mental Health
- Supporting People
- Kent Wide (Includes Gypsy, Sensory, Community Services, Supported Employment, County Duty)

### **Projects and Key Developments**

Over the last 6 months, the projects and key developments identified and listed in the KASS Business Plans have got well underway. There are only a few projects that have been categorised as Red, each of these has been explained under the project and key developments table. We are confident that the identified projects and key developments are on track and 'red' projects have been put on hold or stopped due to a genuine reason such as a bid failure, further internal and external consultation required or a management decision such as a hold on all modernisation progress.

Of the 83 projects listed, 8 are categorised as red, 18 are categorised as green and 57 are categorised as Amber, as shown below:

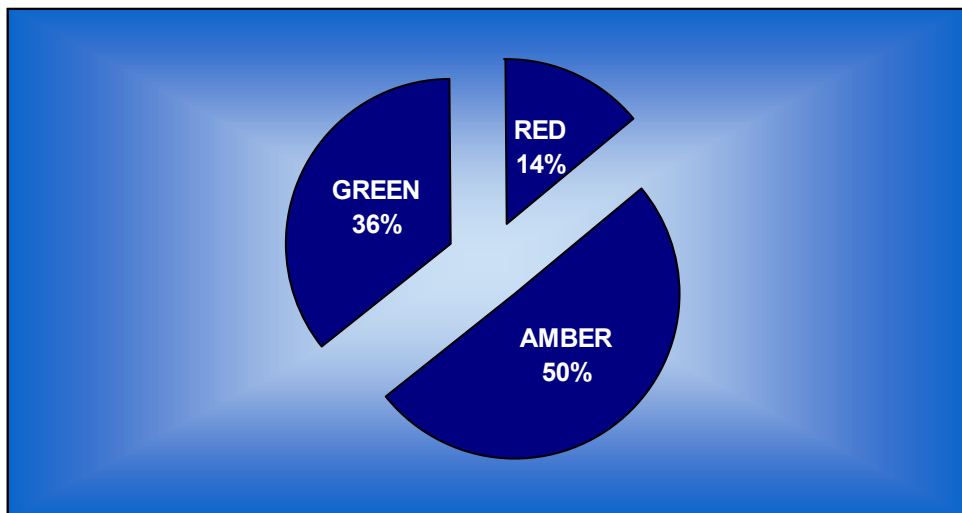


### **Equalities**

We have included the statement used across KASS Business Plans.

## User Involvement

Of the 14 User Involvement schemes listed, 2 were categorised as red, 5 were categorised as green and 7 were categorised as amber, as shown in the graph below. The 2 categorised as red were both due to a management decision to put a hold on any modernisation progress.



## Environmental Performance and Climate Change

We have included the statement used in all of the KASS Business plans. This statement has been rewritten given some significant changes in the staffing structure within KASS.

## Challenges facing KASS

Outlined below are some of the key challenges we are facing:

- Maintaining a balance between maintaining three star performance, delivering within cash limits, and retaining eligibility criteria at moderate in order to deliver preventative services to those with moderate needs.
- Valuing People Now: As part of this review the Local Authorities nationally are taking the lead on Learning Disabilities, including the transfer of resources and those people placed in NHS units. As the Commission has noted, this is a major challenge as Kent has one of the largest cohorts of people in the country. This is as a result of geographical position historical trends and size of Kent. The Directorate is determined that the principles of person centered planning will be paramount in meeting the needs of those people transferring from the NHS.
- Active Lives for Adults (ALfA): This is a major transformational 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 and is now being implemented.

- **Workforce:** KASS continues to have a skilled and stable workforce. Staff Care package, Training and IIP have all contributed to maintaining this healthy position. As outlined already the future holds a range of challenges and to meet these the Directorate will need a skilled, committed workforce with the right 'skill mix'. Within ALFA workforce development is a major workstream. The issues regarding workforce extend beyond KASS to the Private & Voluntary Sector and the NHS. We have been working now for sometime with the Private and Voluntary Sector to develop the wider social care workforce as evidenced by such initiatives as 'Training 4 Care'. We are working with the PCTs to look at some of these issues. The Directorate has developed a detailed workforce plan to address these and other issues such as succession planning and continuous improvement.
- **Transition:** This is a key T2010 Target that we share with Children Families & Education Directorate. Good transitional planning is a key element ensuring independence and personalisation and is a key issue in Valuing People Now. Implementing the recommendations of the recent select committee will be a key driver.
- **Carers:** We are implementing the recommendations of the recent KCC Select Committee report, and the new National Carers Strategy is a further driver in the development of services for carers.
- **Improving Performance:** Every year as standards rise it becomes ever more challenging to maintain our three star performance, as a result of increased demand arising from demographic change and changing expectations. Furthermore, year on year the Commission for Social Care Inspection continue to raise the bar in setting performance standards.

## Forecast Service/ Activity Levels

See table below:

Indicator	2007/08 Actual
Total Number of people receiving Direct Payment	1615

Older People	2007/08 Estimate	2007/08 Outturn (forecast)	2008/09 Estimate	2007/08 Actual	2008/09 Forecast
Number of Older People in permanent residential care (excluding preserved rights)	3083	2933	2928	2917	2836
Number of People in permanent nursing care (excluding preserved rights)	1253	1378	1457	1386	1324
Number of older people receiving domiciliary care	7162	7282	7282	7201	7041
Number of older people receiving a direct payment	618	512	702	548	686

<b>People with a Learning Disability</b>	<b>2007/08 Estimate</b>	<b>2007/08 Outturn (forecast)</b>	<b>2008/09 Estimate</b>	<b>2007/08 Actual</b>	<b>2008/09 Forecast</b>
Number of people with a learning disability in permanent nursing care (excluding preserved rights)	530	639	552	633	557
Number of people with a learning disability receiving domiciliary care	566	471	499	477	531
Number of people with a learning Disability receiving a direct payment	228	308	399	338	435
<b>People with a Physical Disability</b>	<b>2007/08 Estimate</b>	<b>2007/08 Outturn (forecast)</b>	<b>2008/09 Estimate</b>	<b>2007/08 Actual</b>	<b>2008/09 Forecast</b>
Number of people with a physical disability in permanent nursing care (excluding preserved rights)	187	214	196	207	205
Number of people with a physical disability receiving domiciliary care	945	1079	1083	1071	1018
Number of people with a physical Disability receiving a direct payment	293	519	606	547	571

<b>People with Mental Health Needs</b>	<b>2007/08 Estimate</b>	<b>2007/08 Outturn (forecast)</b>	<b>2008/09 Estimate</b>	<b>2007/08 Actual</b>	<b>2008/09 Forecast</b>
Number of people with a mental health need in permanent nursing care (excluding preserved rights)	N/A	194	194	193	193
Number of people with a mental health need receiving domiciliary care	N/A	605	632	604	632
Number of people with a mental health need Disability receiving a direct payment	N/A	110	150	109	150
<b>Performance Indicators</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Target 2008/09</b>	<b>Target 2009/10</b>
PAF C72 Admissions of supported residents aged 65 or over to residential/ nursing care per 10,000 population aged 65 and over	73	72	72	72	71
PAF C28 BVPI 53. KPI Intensive Home care per 1000 population aged 65 and over	11	11	11	10.9	10.9

PAF C32 BVPI 54. Older People aged 65 and over helped to live at home per 1000 population aged 65 and over	75	75	77	77	78
PAF D40 BVPI 55. Clients receiving a review as a percentage of adult clients receiving a service	85	86	86	86	88
PAF D39 BVPI 58. Percentage of people receiving a statement of their need and how they will be met	98	98	98	98	98

Supporting People Performance Indicators	Actual 2006/07	Estimated Performance 2007/08	Actual 2007/08	Forecast Performance 2008/09	Target 2008/09
CLG Service Utilisation (Service Performance Indicator 2)	N/A	85%	N/A	92.90%	90%
CLG Throughput (Service Performance Indicator 4)	N/A	98	N/A	154%	100%
LAA1/PSA2 Target. Number of Supporting People Service Users who complete a move to independent living	2483	2541	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%	N/A	100%	15%
100% of providers to achieve at least Level C of the Empowerment Objective within the next two years	N/A	100%	N/A	N/A	100%
The Kent Agreement 2 - NI 141 Number of vulnerable people achieving independent living	65.70%	62.20%	65.70%	69.90%	71%

Supporting People Core Service Activity	Core Service Activity	Status
1	At end March 2009, all providers will have received the correct payment on the specified 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 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 provider 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 if 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 2008/09 including in house contracting units and the regular provision of referral data to partner agencies.	
12	The team will continue to ensure that fair access to services is offered to all potential and existing service users through conducting quality impact assessments on all procedures and protocols.	

Review of Performance Indicators	Actual 2006/07	Actual 2007/08	Target 2008/09	Forecast performance 2008/09
<b>County Duty Service</b>				
No of new contacts/ referrals and addressed at first point of contact	94,000	N/A	90,000	N/A
<b>Sensory Disabilities Unit Community Services Team</b>				
PAF D54 - Percentage of items of equipment and adaptations delivered within 7 working days	93%	91%	91%	91%
PAF C32 - BVPI 54 - Older People aged 65 and over helped to live at home per 1000 population aged 65 and over	75%	77%	77	78
PAF D39 - BVPI 58 - Percentage of people receiving a statement of their need and how they will be met	98%	98%	98%	98%
<b>Gypsy and Travellers Unit</b>				
Occupancy rate	96%	99%	98%	98%
Rent return on occupied plots	97%	98%	98%	98%
rent arrears	4%	3%	3%	3%
keeping essential services running/ repaired within 24 hours	95%	99%	99%	99%

plots vacant and available for letting	3%	2%	2%	2%
turnover of plots	3%	6%	3%	3%
relet times for plots	3 weeks	3 weeks	2 weeks	2 weeks
total plots from which there has been an eviction	1%	0	1%	1%

## Planned Projects and Developments

See table below:

BP/ project number	Key projects and development	Progress Status
WK 1	Modernising service delivery in line with ALfA, maximising opportunities afforded by new housing developments and challenges presented by the growth in population and the ageing population.	
WK 2	Modernise the services currently provided for people with a learning disability to promote independence and employment as part of the Good Day Programme	
WK 3	Review and modernise the services currently provided in in-house Registered Care Centres.	
WK 4	Review day opportunities provided to older service users and carers, by the KCC in-house provider and by the private and voluntary sector to ensure they meet the growth and ageing population and are fit for the future and help prevent social isolation and provide alternative models for respite care in line with ALfA.	
WK 5	Collaborating with local leisure centre providers to ensure services are accessible for older people and people with disabilities.	
WK 6	Developing a flexible and mobile workforce.	
WK 7	Whole System Demonstrator – working in partnership with the PCT and Housing to roll-out implementation	
WK 8	Joint working with Health on intermediate care, dementia, community services, delayed transfers of care.	
WK 9	Working with District and Borough Councils to maximise independent living opportunities for people with disabilities	
WK 10	Seeking and securing opportunities for services to be co-located with Health and District and Borough Councils.	
WK 11	Reviewing and modernising services currently provided to ensure they are culturally appropriate, integrated and accessible.	
WK 12	Review transport provided to KASS	
WK 13	Identify impact of new housing growth.	
KW 1	Extend Fast Track Occupational Therapy (OT) equipment assessment and provision service.	
KW2	Extend County Duty Service function into new and developing Gateways.	
KW3	Modernise Direct Payments Public Helpline	
KW4	Introduce TextBox server	
KW 5	Introduction of Integrated Children Services (ICS) database	
KW 6	Implement deafblind strategy based on project report going to Senior Management Team (SMT) in April	
KW 7	Develop Training Strategy linked to Active Lives for Adults (ALfA)	
KW 8	Establish a Kent-wide partnership based Sign Language Interpreting (SLI) service	
KW 9	Develop Service Access project linked to Active Lives for Adults (ALfA) fast track work stream	
KW 10	Evaluate integrated Visual Impairment (VI) service and introduce Rehabilitation Pilot Project	
KW 11	Introduce Rehabilitation Pilot Project	
KW 12	In partnership with Health and service users, develop and implement action plans in relation to "Towards Equity and Access" (TEA) project	
KW 13	Support Kent Districts, Medway Council and South East Regional Assembly (SEERA) on future Gypsy and Traveller accommodation provision	
KW 14	Support Swale Borough Council with any improvements to the Three Lakes site	
KW 15	Support Tonbridge and Malling Borough Council with any improvements to the Coldharbour site	
KW 16	Manage implications of Housing and Regeneration Bill now going through parliament.	
KW 17	Promote closer engagement with those from Gypsy and Traveller Communities	
KW 18	Review Community Equipment service following outcome of Department of Health (DH) User satisfaction survey	
KW 19	Continue to integrate ICES stores & pooled arrangements with Health & third sector colleagues, utilising M-Soft support as agreed	
KW 20	Transfer Children's Community Equipment Services & administration of Section 31 agreement to CFE	
KW 21	Review outcomes of DH Transforming Community Equipment & Wheelchair Services Retail Model pilots.	

<b>KW 22</b>	Implement new staff structure to support delivery against existing externally-held contracts, Service Level Agreements and externally-funded Pathways to Work	
<b>KW 23</b>	Develop Kent Supported Employment (KSE) as a trading organisation to ensure it can be more responsive to changes in the Employment Support sector	
<b>SP 1</b>	Refresh the Five Year Strategy	
<b>SP 2</b>	Five Year Strategy	
<b>SP 3</b>	Countywide move-on strategy.	
<b>SP 4</b>	Performance Management & Governance of the Programme will be improved.	
<b>SP 5</b>	Elected members	
<b>SP 6</b>	Value for Money	
<b>SP 7</b>	Service User Involvement	
<b>HQ 1</b>	Active Lives for Adults (ALfA Project) / total transformation in service delivery	
<b>HQ 2</b>	Whole Systems Demonstrator	
<b>HQ 3</b>	Implementing 'Valuing People Now'	
<b>HQ 4</b>	Transfer of people with learning disabilities from health-funded accommodation.	
<b>HQ 5</b>	Finalise Kent's Strategy for Later Life	
<b>HQ 6</b>	Implement the Joint Strategic Needs Assessment recommendations	
<b>HQ 7</b>	Making Experiences Count – New Customer Care / Complaints process	
<b>HQ 8</b>	ElderGames is an innovative European Commission funded research project with the purpose of developing a series of information technology based games, which can contribute to improving the quality of life of older people.	
<b>HQ 9</b>	Moving to Flexible and Mobile Working	
<b>HQ 10</b>	Workforce Plan	
<b>HQ 11</b>	Specialist Finance Teams	
<b>HQ 12</b>	SWIFT Development	
<b>HQ 13</b>	Better Homes Active Lives Housing PFI	
<b>HQ 14</b>	Excellent Homes for All Housing PFI	
<b>HQ 15</b>	LD Services Modernisation	
<b>HQ 16</b>	In house residential services for Older People	
<b>HQ 17</b>	Carers	
<b>MH 1</b>	Redesign of Informal Day Services in Dover, Deal and Ashford.	
<b>MH 2</b>	Review Carers Support Services to ensure equity of distribution across Kent.	
<b>MH 3</b>	Expand One Stop Shop Model for employment services	
<b>MH 4</b>	Develop strategic and operational links to promote the physical health of service users.(Pilot in East Kent)	
<b>MH 5</b>	Develop a range of supported accommodation which includes the Horizons- a supported housing and recovery service project.	
<b>MH 6</b>	Mental Health Act Implementation	
<b>EK 1</b>	Development of Learning Disability services under the 'Good Day Programme'	
<b>EK 2</b>	Active Lives for Adults (ALfA Project) / total transformation in service delivery	
<b>EK 3</b>	To undertake consultations on the modernisation of residential respite care services where co-located with existing learning disability day services	
<b>EK 4</b>	To explore the modernisation possibilities of the older persons in-house residential units in Canterbury, Dover, Shepway and Swale	
<b>EK 5</b>	Office strategy – development of mobile and flexible working as part of drive to reduce office accommodation	
<b>EK 6</b>	Work in partnership with District Councils to develop supported housing for adults with specialist housing need	
<b>EK 7</b>	Whole System Demonstrator Telecare / Telehealth – working in partnership with PCT and housing organisations to enable introduction of assistive technology	
<b>EK 8</b>	Development of Extra Care Sheltered Housing and supported accommodation through PFI (Better Homes, Active Lives)	
<b>EK 9</b>	To receive results of submission of PFI round 5 including extra care sheltered housing proposals and if successful to identify key actions to enable the implementation of the schemes	
<b>EK 10</b>	To receive results of submission to Department of Health for extra care sheltered housing	
<b>EK 11</b>	To maximise Kent Adult Social Services role within Gateways through a partnership approach to improve access to public services	

<b>EK 12</b>	Review of the Disabled Facilities Grant	Amber
<b>EK 13</b>	Identify impact of all new housing growth being planned across East Kent	Amber
<b>EK 14</b>	To implement revised strategy to improve transport arrangements for older people to access in-house day services	Green
<b>EK 15</b>	Brighter Futures Group	Green
<b>EK 16</b>	Partnerships for Older Peoples Projects	Green
<b>EK 17</b>	Learning Disability Development Fund	Red

Red = More progress needed

Amber = Ongoing, on target and not yet fully completed

Green = Completed

### **RED Explanation**

KW 13 - The SEERA Plan has slipped to Summer 09 – RED; but the local support arrangements are AMBER

KW 14 - The project has developed into meeting overall public site need in Swale, and the deadlines have slipped by a year

KW 15 - The bid was not made due to TMBC concerns, but efforts are being made to revive the project, with July 09 timescales

KW 23 - internal and external consultation required. we will start to gain momentum over the next few weeks and the status should then be at Amber.

EK 1 - Phase 2 put on hold due to hold on modernisation proposals

EK 3 - Hold put on any further modernisation proposals

EK 10 - Bid proposed development in Swale. Bid Failed

EK17 - Evaluation deferred as further LDDF monies available

### **Equalities**

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. The Directorate is committed to achieving this target while continuing to improve those on Gender and Race. Headquarters 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. Headquarters 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.

## User Involvement

See table below:

BP/ Number	Name	Summary	Status
HQ1	Home Care Survey	To find out service users views regarding the home care services they receive.	Amber
HQ2	Carers Survey	To find out carers views regarding the support and services they receive	Amber
SP 1	Service User Involvement Strategy	A strategy for engagement with Service Users	Green
WK 1	Culturally Appropriate Services	Consultation with elders and community leaders	Amber
WK 2	LD day opportunities	Modernisation services is part of the ongoing programme to promote independence, choice and employment opportunities	Amber
MH1	Mental Health Survey	Service User satisfaction survey	Green
EK 1	Day Services Review Ashford	Users and carers of ashford day opportunity centre	Amber
EK 2	Day services review swale	Users and carers of faversham day opportunity centre	Red
EK 3	Day service review swale	User and carers of doubleday lodge	Red
KW 1	Survey of public satisfaction	Our service and site and public information about it	Amber
KW 2	Survey of licensee satisfaction	Our service and site and public information about it	Amber
KW 3	Towards Equity and Access project	Addressing the DH report to inform LDP process	Green
KW 4	ICES (VI) project	Consulting on the proposed option for service improvement	Green
KW 5	Interpreting Project	Improving interpreting services in Kent on a public partnership basis	Green

Red = More progress needed

Amber = Ongoing, on target and not yet fully completed

Green = Completed

### **RED - Explanation**

EK2 - Hold put on any further modernisation progress

EK3 - Hold put on any further modernisation progress

## Environmental Performance and Climate Change

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. Current priorities are to work towards ISO14001 compliance by March 2009, establish baselines and develop appropriate targets for improved

performance, engaging staff through the new online tool and by supporting team awareness-raising.

Outlined above are key areas where the Directorate is contributing to the implementation of KCC's Environment Policy. Actions to support this include:

Engagement of staff in the implementation of the plan.

Review of in house transport arrangements, as part of the reviews of Learning Disability and older peoples services - Reducing use of KCC Fleet Hire and reducing 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 its office use in implementing better workplaces.

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.

Reviewing all use of energy, including within all buildings, to make whatever savings are possible, including invest to save options.

Pressing not just for examining all waste to energy options, but also reviewing what KASS purchases, including the most economic options for recycled goods.