

# **SERVICE LEVEL BUSINESS PLAN 2009/10 FOR West Kent**

## **EXECUTIVE SUMMARY**

The gross expenditure for the service(s) included in this business plan is:  
**£156.075m** (see page 6)

Which will fund the following:

- Assessment and Enablement
  - Careline
  - Kent Sensory Service
- West Kent Provision for LD, PD and OP
- Community based Preventative Service
  - Self Directed Support
    - OT
- Strategic Commissioning Unit
  - Supported Employment

And will be staffed by  
**907 FTE**

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

## **Core Purpose and Key Responsibilities of the Service**

Kent Adult Social Services (KASS) faces a major programme of modernisation in order to deliver adult social care in the future, against significant demographic pressures, along with the public's increasing expectation of the personalisation of their social care.

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

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

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

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

We have decided to reorganise the Directorate to better deliver the transformation agenda within our available resources and will be doing this over the first half year of 09-10. We will work hard to make sure this re-organisation is completed successfully and with minimal disruption to service users, services and our staff.

In order to help us deliver this significant agenda we need to continue to work in partnership with colleagues in the Primary Care Trust, District and Borough Councils and the voluntary and private sector. This year will see the introduction of the new performance monitoring framework which places greater emphasis of joint working to achieve targets.

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

***Margaret Howard***  
***Director - Commissioning and Provision, West***

## **PURPOSE OF THE SERVICE**

The overall purpose of Adult Social Services is:

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

The core business objectives are:

- Development of community based preventative services
- Continued reduction in the rate of adults being placed in residential and nursing care
- Increase in the number of people using direct payments
- Reduction in the number of delayed discharges from hospital

We achieve these through supporting older people, people with physical or sensory impairments, people with a learning disability and people with mental health problems. The way in which we will do this will see significant change. There are 3 main elements to how we will support people in future;

1. **Kent Contact and Assessment Service** - this is the initial point of contact with KASS.
2. **Assessment and Enablement teams** - will ensure that people get a quick and effective assessment, excellent access to enablement services and where they need longer term support are allocated a Personal Budget.
3. **Co-ordination Teams** - will provide the people with as much or little support as they need to find the solutions they want. It will be focused on supporting people to develop and implement their support plans, dealing with day to day issues related to the implementation of support plans and carrying out financial reviews and reviews of support plans.

## **West Kent Provision (Learning Disability/Older People)**

West Kent Adult Service Provision is responsible for providing a range of services including residential, short break, supported living and day services. They work with individuals to promote their independence and ensure they have more fulfilled lives.

## **Supporting Employment Unit**

The Supporting Employment Unit consists of Kent Supported Employment (further details are in the Kent-wide Services Plan) and 5 work-based projects for people with learning disabilities to support people to move closer to the world of work. These projects are: Yeoman's Grounds Maintenance (Dartford), Branches Out (Dartford), Freeways Catering (Gravesend), Tabletalk (Maidstone), and Spectrum Pottery (Maidstone). In line with Active Lives, we are exploring how these projects can be developed into businesses as Social Enterprises to provide meaningful paid employment for learning disabled people.

The Good Day Programme is a county wide change programme hosted for KASS by West Kent. The programme looks to change the commissioning and delivery of services for people with learning disabilities in the day, evening and weekends. Although the programme is hosted and sponsored by KASS, the outcomes from the programme involve cultural change across the whole local authority. The programme is planned to run across the next 4 business years

2008 - 2012 and is closely linked to the implementation of ALfA and Self Directed Support as well as the residential change programme.

### **Strategic Commissioning Unit**

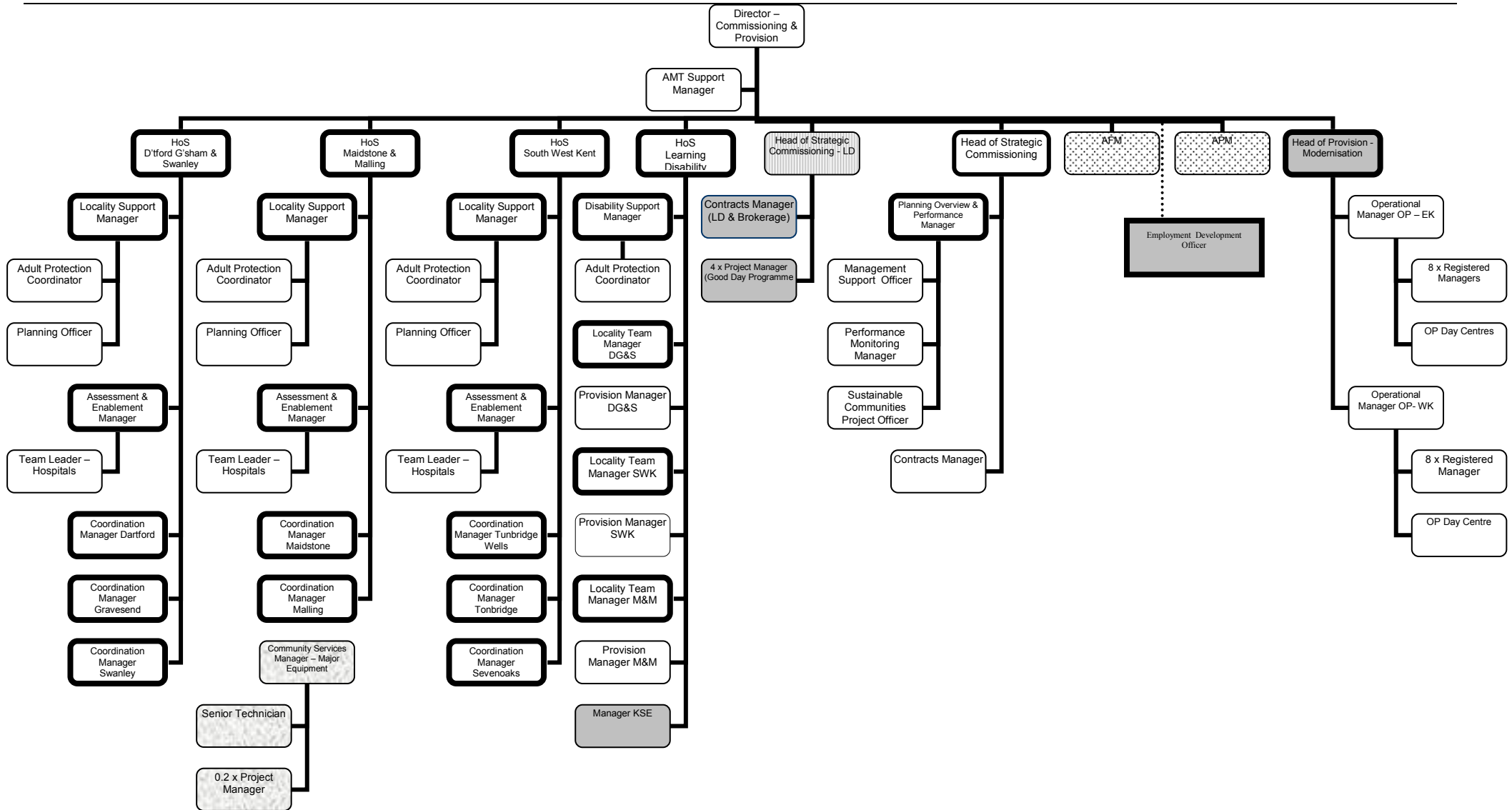
This Unit includes Performance Management, Planning, Contracting, Management Support, Customer Care and Complaints. The Unit provides critical business support functions, which serve Heads of Services and Locality Managers, but also delivers the organisational objectives of challenge and performance management.

### **Community Services Team**

The role of this County wide Team is in managing the County wide Technician Service that provides equipment/minor adaptations to the homes of service users enabling them to remain living at home independently & safely. Integrating the Community Equipment Services (ICES) with Health, overseeing the County wide Blue Badge Service and working closely with the Voluntary Sector e.g. Hi Kent, KAB & Kent's Home Improvement Agencies to ensure they support physically & sensory disabled service users.

This service is managed from the West Kent Area. Further details are included in the Kent-wide Services Plan.

# 1. STRUCTURE



Please note the Director of Commissioning and Provision for West Kent is Margaret Howard

## 2. RESOURCES

### Service Budget 2009/10

2008/09		ACTIVITY/BUDGET LINE	2009/10								CABINET MEMBER	
FTE	CONTROLLABLE EXPENDITURE		FTE	EMPLOYEE COSTS	RUNNING COSTS	CONTRACTS & PROJECTS	TRANSFER PAYMENTS & RECHARGES	GROSS EXTERNAL EXPENDITURE	INTERNAL INCOME	CONTROLLABLE EXPENDITURE		
	£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000		
		<b>Older People</b>										
	22,356.4	Residential Care	5,237.50	687.10	24,601.30	0.00	30,525.90	-9,274.60		21,251.30		
	13,371.2	Nursing Care	0.00	0.00	18,765.80	0.00	18,765.80	-5,953.00		12,812.80		
	13,331.3	Domiciliary Care	3,507.10	-10.80	15,957.60	20.80	19,474.70	-3,713.70		15,761.00		
	969.5	Direct Payments	0.00	0.00	1,740.80	0.00	1,740.80	-200.50		1,540.30		
	5,252.0	Other Services	845.30	442.00	4,904.50	0.00	6,191.80	-608.60		5,583.20		
	<b>55,280.4</b>	<b>Total Older People</b>	<b>9,589.90</b>	<b>1,118.30</b>	<b>65,970.00</b>	<b>20.80</b>	<b>76,699.00</b>	<b>-19,750.40</b>	<b>0.00</b>	<b>56,948.60</b>	<b>GG</b>	
		<b>Learning Disability</b>								0.00		
	30,834.7	Residential Care	2,250.20	295.70	35,446.80	0.00	37,992.70	-6,007.00		31,985.70		
	2,020.7	Domiciliary Care	953.90	-365.50	2,637.70	11.80	3,237.90	-140.70		3,097.20		
	999.3	Direct Payments	0.00	0.00	1,401.70	0.00	1,401.70	-33.00		1,368.70		
	1,971.5	Supported Accomodation	316.10	-178.90	2,399.60	0.00	2,536.80	-280.90		2,255.90		
	6,534.5	Other Services	3,005.10	1,666.50	2,153.90	0.00	6,825.50	-289.90		6,535.60		
	<b>42,360.7</b>	<b>Total Learning Disability</b>	<b>6,525.30</b>	<b>1,417.80</b>	<b>44,039.70</b>	<b>11.80</b>	<b>51,994.60</b>	<b>-6,751.50</b>	<b>0.00</b>	<b>45,243.10</b>	<b>GG</b>	
		<b>Physical Disability</b>										
	4,680.7	Residential Care	0.00	0.00	5,310.30	0.00	5,310.30	-765.00		4,545.30		
	3,167.1	Domiciliary Care	295.80	10.30	3,201.60	0.00	3,507.70	-191.80		3,315.90		
	1,999.0	Direct Payments	0.00	0.00	2,240.80	0.00	2,240.80	-83.20		2,157.60		
		Supported Accomodation	0.00	0.00	66.00	0.00	66.00	-3.00		63.00		
	1,481.5	Other Services	0.00	292.80	1,233.90	0.00	1,526.70	-48.30		1,478.40		
	<b>11,328.3</b>	<b>Total Physical Disability</b>	<b>295.80</b>	<b>303.10</b>	<b>12,052.60</b>	<b>0.00</b>	<b>12,651.50</b>	<b>-1,091.30</b>	<b>0.00</b>	<b>11,560.20</b>	<b>GG</b>	
	<b>11,225.0</b>	<b>A&amp;R</b>	<b>10,703.80</b>	<b>645.40</b>	<b>222.00</b>	<b>-39.80</b>	<b>11,531.40</b>	<b>-257.40</b>		<b>11,274.00</b>	<b>GG</b>	
	<b>163.3</b>	<b>Strategic Management</b>	<b>164.10</b>	<b>1.20</b>	<b>0.00</b>	<b>0.00</b>	<b>165.30</b>	<b>0.00</b>		<b>165.30</b>		
	1,271.3	PPQA	1,227.50	56.10	0.00	0.00	1,283.60	-0.10		1,283.50		
	1,609.2	Resources	911.60	1,426.10	0.00	-588.40	1,749.30	-85.50		1,663.80		
	<b>2,880.5</b>	<b>Strategic Business Support</b>	<b>2,139.10</b>	<b>1,482.20</b>	<b>0.00</b>	<b>-588.40</b>	<b>3,032.90</b>	<b>-85.60</b>	<b>0.00</b>	<b>2,947.30</b>	<b>GG</b>	
<b>878.45</b>	<b>123,238.20</b>	<b>TOTALS</b>	<b>907.45</b>	<b>29,418.00</b>	<b>4,968.00</b>	<b>122,284.30</b>	<b>-595.60</b>	<b>156,074.70</b>	<b>-27,936.20</b>	<b>0.00</b>	<b>128,138.50</b>	<b>GG</b>

**Staffing**

	<b>2008/09</b>	<b>2009/10</b>
Grade KS 13 (or equivalent) and above	15.80	6.61
Grade KS 12 (or equivalent) and below	862.66	900.84
<b>TOTAL</b>	<b>878.45</b>	<b>907.45</b>
Of the above total, the estimated FTE which are externally funded	9.50	

### 3. DELIVERY OF CHANGE IN PRIORITIES

Amount £'000	Explanation of Addition/saving	What will be delivered as a result?
+2,783	Increased demand for services	Demand for services is increasing primarily because of an ageing population with increased rates of dementia, and clients with a Learning Disability who have complex needs.
-1,181	Income Generation	Additional income resulting from the annual increase in benefits and pensions together with uplifts in recharges to Health and other bodies in line with our own increase in prices.
-158	Investment in Technology – reduction in Older People Residential Services	It is anticipated that with the continual investment in such technologies as Telecare that this should impact and reduce the admissions into residential care. The achievement of Kent being successful in it's Whole Systems Demonstrator bid has means that we can roll out Telecare and TeleHealth across additional districts over the next two years.
-245	Transfer of Learning Disability Residential to Supported Accommodation	Invest to save plans are in place for 2008-09 to target a number of clients who are in residential type placements with a view to move them into independent living arrangements. This saving represents the full year effect of what is anticipated to be the saving of moving and diverting clients from residential care into supported living type arrangements.

#### **Changes to services in current/future years**

For specific changes to service for West Kent, see the service plan introduction.

For KASS overarching changes to service see the Managing Director's statement in the Directorate level plan.

#### **Impact of directorate strategy over MTP period on the service**

The Directorate's priorities and challenges are:

- Promoting Independence
- Performance Improvement
- Prevention

- **Partnership**
- **Personalisation**

**These key 5 themes have been discussed in detail in the Directorate Introduction/ Managing Directors Statement. For more in depth information see the Directorate Introduction/ Managing Directors Statement**

The Medium Term Priorities for KASS core to the delivery of Active Lives for Adults (ALFA) - Self Directed Support

ALfA is a programme of total transformation for all of Kent Adult Social Services whether directly provided or commissioned from other agencies. It will deliver a culture that supports people to develop their own solutions to meet their needs, from an increasingly responsive and diverse market place.

Fundamental to this is self-directed support, whereby people can self manage their support or, if they choose to, have somebody else (including KASS) to manage it for them. SDS will be incrementally implemented from April 2009 and will be the biggest change for the Directorate since the introduction of Care Management. These changes have to be made to ensure we continue to meet our priorities in the future and are essential to the future delivery of our five core values.

The Service Level Unit will be affected through the implementation of SDS in the following ways:

1. Staffing restructure
2. Implementation a change in ethos of how services are delivered
3. Creation of new County Duty Service – KCAS
4. Financial Pressures from current economic climate
5. Communication of new approach to service delivery to existing users, carers and members of the public.

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

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

Performance Information shown below is KASS wide

##### Performance Management

Performance Measure or Activity	Accountable Manager	Monitoring Frequency	Target performance 2008/09	Estimated performance 2008/09	Target performance 2009/10	Link to strategic priority
PAF C72. Admissions of supported residents aged 65+ to residential/nursing care per 10,000-population aged 65 and over	Steph Abbott	Monthly	71	78	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator
PAF C73. Admissions of supported residents aged 18-64 to residential/nursing care per 10,000-population aged 65 and over	Steph Abbott	Monthly	1.5	1.5	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator
NI 125 – Achieving independence for older people through rehabilitation/intermediate care	Steph Abbott	Monthly	80	76	It is not possible to give targets for 2009/10 as they will not be set until April 2009	LAA/ National Indicator
NI 130 Social Care clients receiving Self Directed Support per 100,000 population	Steph Abbott	Monthly	New Indicator Definition for 2008/09, therefore no target	184	It is not possible to give targets for 2009/10 as they will not be	National Indicator

			performance for 2008/09 was set in the previous year		set until April 2009	
NI 131 Delayed transfers of care	Steph Abbott	Quarterly	39	35	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator
NI 132 Timeliness of social care assessment (all adults)	Steph Abbott	Monthly	New Indicator Definition for 2008/09, therefore no target performance for 2008/09 was set in the previous year	80	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator
NI 133 Timeliness of social care packages following assessment	Steph Abbott	Monthly	97	97	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	Steph Abbott	Monthly	29	27	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator

NI 136 People supported to live independently through social services (all adults)	Steph Abbott	Monthly		27.3	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator
NI 145 Adults with learning disabilities in settled accommodation	Steph Abbott	Quarterly	New Indicator for 2008/09, therefore no target performance for 2008/09 was set in the previous year	New Indicator requires 6 months of data for 2008/2009. No data available until March 09	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator
NI 146 Adults with learning disabilities in employment	Steph Abbott	Quarterly	New Indicator for 2008/09, therefore no target performance for 2008/09 was set in the previous year	New Indicator requires 6 months of data for 2008/2009. No data available until March 09	It is not possible to give targets for 2009/10 as they will not be set until April 2009	National Indicator
C29 People with a Physical Disability helped to live at home per 1,000 population	Steph Abbott	Monthly	5.7	5.7	No target available until April 2009	National Indicator
C30 People with a Learning Disability helped to live at home per 1,000 population	Steph Abbott	Monthly	3.3	3.3	No target available until April 2009	National Indicator
C32 People aged 65+ helped to live at home per 1,000 population	Steph Abbott	Monthly	78	78	No target available until April 2009	National Indicator

**High Risk, High Profile, High Impact New Projects & Activities**

The Managing Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects. These projects and activities will be closely monitored, and a six-monthly report to the relevant Policy Overview Committee will inform members of progress against each of these targets.

	<b>Project/ Development</b>	<b>Accountable Manager</b>	<b>Deliverables or Outcome</b>	<b>Target date</b>	<b>Links to strategic priority</b>
<b>Putting people first</b>					
1.	Modernising service delivery. Developing early intervention and preventative services to support SDS. E.g. tendering for Brokerage services	Heads of Service, Head of Strategic Commissioning	Co-ordination of the existing services to provide an even availability of the full range of services in the locality. Business cases developed as needed on a project by project basis. Services modernised and provided in accessible multi-functional centres.	Services modernised and provided in accessible multi-functional centres. Centres due to come on line during 2009/10	Active Lives, Towards 2010, District plans, Kent Agreement, NI 139, NI 141
2.	Modernise services and structure for people with a learning disability to promote independence and employment as part of the Good Day Programme. E.g Yew Tree and Kent Supported Employment	Head of Service (LD)	The Good Day Programme will lead to real change to days, evenings and weekends for people with learning disabilities. Implementation of Self directed support and Percent Centred Planning for people with a learning disability to ensure people have choice and the right flexible support to enable them to take part in local community activities. Increasing employment opportunities is also included. Services modernised and provided in accessible multi-functional centres.	Some services to become operation on 2009/10. Programme to run until 2012	Better Days for People with LD. Active Lives, Towards 2010, District plans, Kent Agreement, Valuing People Now, NI 146

<b>Ensuring the availability of high quality services</b>					
3.	To identify potential local resources to create centres of excellence for dementia day and residential care.	Heads of Service and Head of Provision	Provision of a centre of excellence to support respite and residential needs and encourage the delivery of outreach by voluntary organisations	Location for centres to be identified during 2009/10	Active Lives, Towards 2010, District plans, Kent Agreement, OP Modernisation Strategy
4.	Review and modernise the services provided in in-house Registered Care Centres	Head of Service and Head of Provision	Successfully implement PFI housing schemes for older people and people with a learning disability. Services modernised in line with SDS	Feasibility studies and business cases developed on a project by project basis.	Active Lives, Towards 2010, Modernisation Strategy
<b>Working in partnership</b>					
5	Working in partnership with housing organisations utilising assistive technology in the development of Extra Care sheltered housing.	Heads of Service	Support more elderly frail people to remain living independently in the community by enabling an innovative and effective range of services to be delivered	Ongoing	Active Lives, Towards 2010, District plans, Kent Agreement
6.	Joint working with health on intermediate care, dementia care and services for older people.	Heads of Service	JSNA and Dementia Strategy developed. Integrated pathways and service delivery	Ongoing	Active Lives, Towards 2010, JSNA, Kent Agreement,
7.	Collaborating with local leisure centre providers to ensure services are accessible and appropriate for older and disabled people.	Heads of Service	More facilities in the community that are accessible to all members of the community, including people with disabilities	Ongoing	Active Lives, Towards 2010, District plans, Kent Agreement, Capital Strategy

<b>Valuing, developing and supporting the social care workforce</b>					
8.	Developing a flexible and mobile workforce	AMT	Use of new technology to enable staff to work from a variety of bases.	Ongoing	Active Lives, Towards 2010, District plans, Kent Agreement, Better Workplaces
9.	A new configuration of Management structures and front line services in place for the benefit of service users and the people of East Kent	AMT	.transformation of social care embedded across the area and to successfully implement roles and structures of staff to respond to this challenge	September 2009	Transforming Social Care, Active Lives, Towards 2010, Kent Agreement
<b>Making best use of resources</b>					
10	Create a way for Kent Supported Employment to function as an independent Social Enterprise	Head of Service, Employability Manager	Kent Supported Employment operates as a Social Enterprise either on a stand alone basis or as part of a large Social enterprise Organisation	Jan 2010	Active Lives, Towards 2010, Kent Agreement, Innovation for Life challenge
11	Identify impact of all new housing growth being planned and ensure appropriate infrastructure services are secured by accessing developer contributions and other appropriate funding streams.	Heads of Service, Head of Strategic Commissioning	Improve capital infrastructure of the district to meet demographic changes and maintain focus on personalisation and inclusivity	Ongoing	Active Lives, Towards 2010, District plans, Kent Agreement, Capital Strategy
12	In partnership with District and Borough Councils and housing providers develop a range of supported	Heads of Service, Head of Strategic Commissioning	A range of housing models with flexible community based support focussing on the needs of those returning from residential settings.	Ongoing	Active Lives, Towards 2010, District plans, Kent Agreement, District Plans

	housing / accommodation adults with physical and/or learning disabilities with specialist housing need in order to offer a more appropriate response within the community.	ng			
13	To explore co-location of some KASS services with Health and District Council Partners.	AMT	Establishment of back office provision and contact points with relevant colleagues to maximise efficiencies in property and support costs.	Ongoing	Active Lives, Towards 2010, District plans, Kent Agreement, Better Workplaces, Gateway

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

Risk Registers for these major projects are maintained. These are available on request.

**Benchmarking information** Performance Information shown below for Kent is KASS wide

Indicator	Kent	East Sussex	Hampshire	Hertfordshire	Suffolk	Oxfordshire
C72. Admissions of supported residents aged 65+ to residential/ nursing care per 10,000-population aged 65 and over	72.3	82.3	74.7	88.3	82.0	56.5
C73. Admissions of supported residents aged 18-64 to residential/ nursing care per 10,000-population aged 65 and over	1.5	2.3	1.5	1.8	1.7	1.0
C31 People with Mental Health needs helped to live at home per 1000 population aged 18-64.	3.8	2.0	12.5	4.1	1.8	3.1
D41 Delayed transfers of care	39.0	34.0	28.1	40.9	25.0	65.0
D55 Timeliness of social care assessment (65+)	90.9%	81.1%	92.8%	86.7%	92.6%	85.2%
D56 Timeliness of social care packages following assessment	97.1%	90.2%	89.2%	92.1%	93.4%	91.0%
C62 Carers receiving needs assessment or review and a specific carer's service, or advice and information	27.2%	12.2%	15.6%	10.8%	17.0%	13.5%

- C72 and C73 - Success in promoting independence means that fewer people are admitted to permanent residential care. A lower number per 10,000 populations indicates better performance.
- Helped to live at home indicators: These indicators are supposed to represent how many people are being supported to live in their own homes. Clearly a good performance would be a high performance. However, the definition does not include support from the voluntary sector and this does affect the older person indicator, in particular.
- D55 and D56 - it is critical that we respond to vulnerable people as quickly as possible. A good performance for these indicators is represented by a high percentage.
- C62 - Support to carers is critical as it provides people with additional support to enable them to live at home. A good result is a high result
- The indicators are the same set in our plans because they are the published set of information and the only basis on which we can compare with other local authorities.

**User/Resident Involvement Planned for 2009/10**

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
Culturally appropriate services	01/04/09-1/03/10	31/03/10	Representatives from the BME community who use the Guru Nanak and Milan centres	Gravesend and Dartford	Consultation with elders and community leaders	Consultation with service users and members of the BME community about modernisation of services in line with Alfa.	No	Social	Vinay Sangar <a href="mailto:vinay.sangar@kent.gov.uk">vinay.sangar@kent.gov.uk</a> 01474 544418  Mark Walker <a href="mailto:mark.walker@kent.gov.uk">mark.walker@kent.gov.uk</a> 01322 421346
LD day opportunities	01/04/09-1/03/10	31/03/10	Service users and carers	West Kent	Modernising services is part of the ongoing programme to promote independence, choice and employment opportunities	As services are modernised service users will be involved to find out what services they would like, how and where they should be provided	No	Social	Simone Bullen <a href="mailto:simone.bullen@kent.gov.uk">simone.bullen@kent.gov.uk</a> 01732 525729  Sue McGibbon <a href="mailto:sue.mcgonn@kent.gov.uk">sue.mcgonn@kent.gov.uk</a> 01732 525275
Older Persons Modernisation	01/04/09-1/03/10	31/03/10	Service users and carers, staff		Modernising services is part of the ongoing programme to promote independence,	Consultation with all stakeholders to inform the modernisation of services in Dartford locality.		Social	Jane Barnes <a href="mailto:Jane.barnes1@kent.gov.uk">Jane.barnes1@kent.gov.uk</a> 01732 525230

					choice	Other district/localities will be undertaken on a phased basis.			
<i>WK Learning Through Experience Group</i>	<i>April 2009-March 2010</i>	<i>Regularly - every 2 months from April 2009</i>	<i>Current users and carers</i>	<i>WK</i>	<i>SDS involvement group – shaping the personalisation modernisation programme</i>	<i>The Group will ensure that the SDS model continually improves by collating the experiences learnt from the implementation of Self Directed Support (SDS) and disseminating the information to the members of The Group and upwards in the governance structure.</i>	<i>No</i>	<i>Social Care</i>	<i>John Lee <a href="mailto:John.lee@kent.gov.uk">John.lee@kent.gov.uk</a> 07826 86801</i>

**(\*) Consultation type could be: Business, Council, Environment, Social, Community, Education, Leisure or Transport**