

# **SERVICE LEVEL BUSINESS PLAN 2009/10 FOR Head Quarters**

## **EXECUTIVE SUMMARY**

The gross expenditure for the service(s) included in this business plan is:  
**£44.907m** (see pages 7-8)

Which will fund the following:

- Finance
- Personnel and training
- Planning and Public Involvement
- Performance and Information Management
  - Private and Public Projects
  - Information Systems Strategy
    - Operational Policy
      - Equalities
      - Modernisation
      - Safeguarding
      - Governance
      - Demographics
      - Procurement
  - Self Directed Support

And will be staffed by  
**323 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**

### **PURPOSE OF THE SERVICE**

Strategic Headquarters sets the overall direction of Kent Adult Social Services and supports the Areas in delivering the Directorate's objectives. This plan brings together all aspects of the KASS Headquarters activity and budget.

### **OPERATING CONTEXT**

HQ is required to:

- Work with Members to set strategic direction, vision and policy for Kent Adult Social Services and to ensure this is communicated to, and implemented by, all managers and staff. This includes strategic budget management and the Medium-Term Financial Plan
- Support and encourage continuous performance improvement to sustain the Directorate's current 3 Star performance by using robust, meaningful information and research, and delivering statutory and corporate monitoring requirements
- Seek to stabilise the care market through the contracting and commissioning processes to ensure continuity and development of service provision for the future
- Work with central government to inform and influence future policy development and legislation
- Help ensure that the Directorate collaborates with other Directorates within KCC to meet County Council Targets and Objectives
- Ensure through our Public Involvement Strategy that:
  - the Directorate puts service users and carers first
  - service users and carers have an active role in monitoring services provided
  - service users and carers receive high standards of customer care
- Support the sustainable communities agenda, particularly in relation to securing developer contributions for community infrastructure, and support community regeneration initiatives, particularly those geared towards vulnerable people or areas of deprivation
- Optimise use of External Funding in partnership with the voluntary and community sector
- Make best use of Directorate's property portfolio and assist in its modernisation, including the securing of alternative funds (including PFI) when appropriate
- Promote compliance with Data Protection, Human Rights, Freedom of Information and Equalities legislation
- Deliver the Directorate's active commitment to inclusive and accessible services and staffing policies
- Oversee and drive the modernisation agenda, including ALfA (Active Lives for Adults, the Directorate's transformational programme), the developing Capital Strategy, modernisation of in house Older People's residential care, capital elements of the "What Makes a Good Day" project for Learning Disability services and the maintenance/upgrade of ICT systems and websites to support these.
- Develop and implement workforce planning, to ensure that we continue to deploy a competent, professional and appropriately skilled workforce over the medium to long term as needs evolve. This includes partnership work with the independent sector, as well as looking at our own workforce.
- Take the lead on identifying and proposing responses to all of the Directorate's risks, and leading on planning for and implementation of appropriate emergency planning and business continuity planning arrangements. This includes the strategic lead role for Health and Safety.
- Develop the Office Strategy and mobile working as part of the way we do business.

## **Services**

The Director of Resources and Director of Policy, Performance and Quality Assurance manage the services and functions that operate at Headquarters. These services and functions have been listed and outlined below.

### **Director of Resources**

The Resources Team assists the Director in managing resources in the most effective way by:

- Co-ordinating the property portfolio for Kent Adult Social Services
- Facilitating the review and modernisation of capital assets and providing direct support to major capital projects
- Liaising with the Personnel and Finance Teams within the corporate function
- Ensuring resources are managed effectively (budgets, staff, information technology, property)
- Ensuring Personnel (Directorate Business Support), Finance, Property and IS support is provided to all managers to acceptable levels
- Leading and co-ordinating the Directorate's management of Health and Safety Issues
- Advising and supporting the Directorate on all Emergency Planning and Business Continuity issues
- Project managing major projects including PFI and Capital developments that are key to the Modernisation Programme
- Leading and developing the Directorate's medium term financial planning
- Managing the Electronic Services Programme Unit, including SWIFT
- Co-ordinating and prioritising the use of information systems requirements
- Maintaining and developing a range of interactive websites
- Promoting e-Government and the use of technology
- Managing the Training and Development agenda to ensure the cost effective future provision of a skilled, knowledgeable workforce required helping the people of Kent to live safely and independently in their local communities by:
  - Ensuring that funds for training for the social care sector are spent wisely and creatively
  - Commissioning and monitoring the quality of training within the framework of the Directorate Training Plan

### **Director of Policy, Performance and Quality Assurance**

The PPQA Team sets the strategic direction for the Directorate by:

- Ensuring the Directorate develops sound strategic and operational policies, involving the public, service users and carers, to deliver high quality social care services for all adults and their carers in line with national policies and County Council priorities.
- Developing practice guidance and procedures for Kent Adult Social Services and providing advice to managers and practitioners to ensure consistent interpretation and implementation and to promote better practice
- Designing and carrying out quality audits to ensure that practice is consistently applied in line with policies and procedures and is of high quality
- Leading the development of multi-agency commissioning frameworks which are informed by the information developed through the Joint Strategic Needs Assessment process
- Ensuring that sound policies and procedures are in place to make sure that vulnerable adults are safeguarded

- Co-ordinating responses to corporate and national policy makers, influencing the future shape of policies, and supporting the Strategic Management Team through forward intelligence, interpretation and dissemination of policy
- Ensuring that the statutory returns and internal management information reports are delivered on time and with high quality
- Managing and co-ordinating the Annual Review Process with the Commission for Social Care Inspection (CSCI)<sup>1</sup>, which determines the Directorate's 'star rating'
- Managing and co-ordinating the business planning process for the Directorate, the monitoring of targets (including business planning, Towards 2010 and Kent Agreement 2) and the Risk Management process.
- Promoting the "sustainable communities" agenda within the Directorate, and ensuring that Kent Adult Social Services influences the corporate agenda on this
- Providing analysis and support in relation to partnerships and inter-agency planning, performance management and performance information, health scrutiny and governance
- Supporting community development and community regeneration initiatives
- Securing external funding to support the Directorate's objectives, and supporting the development of the voluntary sector and its access to external funding
- Supporting the development of Private and voluntary sector and community relationships, Best Value plans, policy and reviews and PSA/ LAA monitoring within Kent Adult Social Services & providing ways to support the independent sector in responding to new service requirement.
- Co-ordinating the research and information services through the Library and Research Centre. Ensuring research is at the forefront of our activity and informs future developments.
- International affairs and activity to inform best practice, Policy and service development.
- Leading on public involvement, including user and carer involvement, customer care and complaints, internal and external communication, public information.
- Managing privacy, confidentiality, data security, consent, disclosure and access to records through Information Governance. With training and performance management the IG team aims to ensure that KASS and our partner agencies continue to move towards full legal and ethical compliance with the way information is obtained, recorded, held, used, shared and destroyed.
- Continue to oversee the Directorate's decision making processes and ensure they connect seamlessly with County Council decision making processes and ensure Members are well briefed on all issues relating to KASS.
- Fostering and developing strategic relationships with a range of stakeholders including the health economy (SHA, PCTs, Trusts) Central Government and the independent and voluntary sectors
- Delivering contracting policy and tools that continuously ensure the Directorate has access to social care in line with commissioning needs and provides value for money. Specifically:
  - Providing strategic framework in which the Directorate procures contracts and services from the market ensuring quality of good standards.
  - Secure supply of Adult Services standard core care services through developing and implementing contracting strategies in line with service needs and financial constraints

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<sup>1</sup> CSCI (Commission for Social Care Inspection) will change its name from 1<sup>st</sup> April 2009 to QCC (Quality Care Commission) this will involve a merge three current commissions, these are: CSCI, Healthcare Commission and the Mental Health Act Commission.

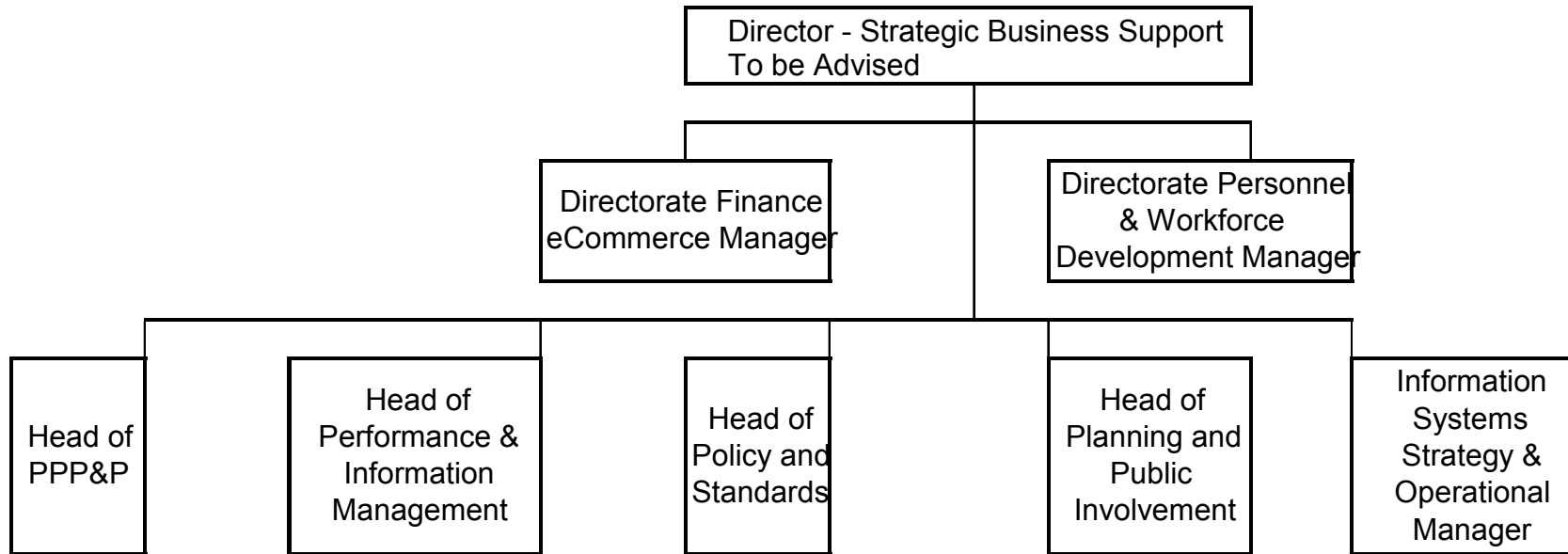
- Retain an overall understanding of the social care market in Kent, including price and supply pressures; in order to inform decision making and future developments
- Retain a countywide framework for social care contract development and monitoring and ensure compliance
- Maintain and develop strategic relations with CSCI, social care trade associations in Kent, providers and commissioners to ensure a joint approach and focus on delivery of quality social care services
- Provide an effective Head of Profession role to order to promote and support the efficient and effective use of social care contracting in the Directorate
- Recommend annual fees increase strategies that develop the social care sector in line with overall commissioning and local needs
- Supporting the delivery of the Directorate's Equalities Work Programme and Health impact assessments.
- Ensuring that physical and communication access to services is maintained and developed
- Ensuring that Directorate communications are as inclusively accessible as is possible or that interpretation (BSL, linguistic etc) is made available to service users or staff as necessary
- Ensuring that service planning is informed by the changing nature of Kent's population and that our services outreach to those who are 'hardly reached'

As outlined in the Directorate level plan, the Directorate is facing a huge change in direction with the implementation of Self Directed Support (SDS) as part of the Active Lives for Adults (ALFA) project.

## 2. STRUCTURE

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### Structure chart



### Structure changes

Due to the implementation of SDS there will be some changes made in the staffing structure. At SMT/ Director Level, the consultation has now ended. The current Director of Resources and Director of Policy, Performance and Quality Assurance posts will no longer exist in the new structure. Instead the posts will be combined to create a new post of Director of Strategic Business Support.

The new structure is shown above, which has now been agreed.

### 3. 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 EXPENDITURE	EXTERNAL INCOME	INTERNAL INCOME		CONTROLLABLE EXPENDITURE
	£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
		<b>Older People</b>										
	-848.8	Residential Care		-325.10	-108.10	-3,599.50	0.00	-4,032.70	1,249.10			-2,783.60
	1,178.4	Nursing Care		0.00	0.00	8,426.90	0.00	8,426.90	-7,937.00			489.90
	553.9	Domiciliary Care		-11.60	-2.10	2,199.40	0.00	2,185.70	509.60			2,695.30
	699.3	Direct Payments		0.00	0.00	110.00	0.00	110.00	-25.00			85.00
	3,044.7	Other Services (Exc 45J, 55E,F,H,G)		433.60	840.30	1,807.00	0.00	3,080.90	-978.80			2,102.10
	<b>4,627.5</b>	<b>Total Older People</b>		<b>96.90</b>	<b>730.10</b>	<b>8,943.80</b>	<b>0.00</b>	<b>9,770.80</b>	<b>-7,182.10</b>	<b>0.00</b>		<b>2,588.70</b>
		<b>Learning Disability</b>										0.00
	-1,994.1	Residential Care		-3.90	0.00	1,260.70	0.00	1,256.80	-324.40			932.40
	732.8	Domiciliary Care		-4.60	-1.50	1,500.00	0.00	1,493.90	-200.00			1,293.90
	303.3	Direct Payments		0.00	0.00	205.00	0.00	205.00	-46.00			159.00
	-273.8	Supported Accomodation		-0.60	-0.10	-627.50	0.00	-628.20	-50.80			-679.00
	2,399.6	Other Services (Exc 56H)		491.40	435.80	2,115.00	2.80	3,045.00	-262.20			2,782.80
	<b>1,167.8</b>	<b>Total Learning Disability</b>		<b>482.30</b>	<b>434.20</b>	<b>4,453.20</b>	<b>2.80</b>	<b>5,372.50</b>	<b>-883.40</b>	<b>0.00</b>		<b>4,489.10</b>
		<b>Physical Disability</b>										
	522.6	Residential Care		0.00	0.00	1,329.90	0.00	1,329.90	-468.40			861.50
	124.0	Domiciliary Care		-1.20	0.00	-163.30	0.00	-164.50	50.00			-114.50
	43.6	Direct Payments		0.00	0.00	-440.00	0.00	-440.00	-30.00			-470.00
	-251.3	Supported Accomodation		0.00	0.00	60.00	0.00	60.00	-10.00			50.00
	551.4	Other Services		143.60	268.30	104.20	0.00	516.10	-414.20			101.90
	<b>990.3</b>	<b>Total Physical Disability</b>		<b>142.40</b>	<b>268.30</b>	<b>890.80</b>	<b>0.00</b>	<b>1,301.50</b>	<b>-872.60</b>	<b>0.00</b>		<b>428.90</b>
	<b>3,985.9</b>	<b>A&amp;R</b>		<b>3,920.20</b>	<b>484.80</b>	<b>200.60</b>	<b>-71.30</b>	<b>4,534.30</b>	<b>-187.40</b>			<b>4,346.90</b>
	<b>100.0</b>	<b>No Recourse to Public Funds</b>		<b>0.00</b>	<b>100.00</b>	<b>0.00</b>	<b>0.00</b>	<b>100.00</b>	<b>0.00</b>			<b>100.00</b>
	<b>967.4</b>	<b>Strategic Management HQ &amp; Cont</b>		<b>833.30</b>	<b>101.80</b>	<b>3.60</b>	<b>0.00</b>	<b>938.70</b>	<b>0.00</b>			<b>938.70</b>

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	3,530.4	PPQA		2,761.60	500.10	609.90	10.40	<b>3,882.00</b>	-109.50		3,772.50	
	11,468.2	Resources		9,711.80	1,169.90	215.90	447.40	<b>11,545.00</b>	-279.70		11,265.30	
	<b>14,998.6</b>	<b>Strategic Business Support HQ &amp; Cont</b>		<b>12,473.40</b>	<b>1,670.00</b>	<b>825.80</b>	<b>457.80</b>	<b>15,427.00</b>	<b>-389.20</b>	<b>0.00</b>	<b>15,037.80</b>	
		<b>Support Services Purchased from CED HQ &amp; Cont</b>		0.00	0.00	0.00	7,462.00	<b>7,462.00</b>	0.00		7,462.00	
	<b>-34,187.0</b>	<b>Specific Grants</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-38,637.00</b>		<b>-38,637.00</b>	
<b>323.86</b>	<b>-7,349.50</b>	<b>TOTALS</b>	<b>323.36</b>	<b>17,948.50</b>	<b>3,789.20</b>	<b>15,317.80</b>	<b>7,851.30</b>	<b>44,906.80</b>	<b>-48,151.70</b>	<b>0.00</b>	<b>-3,244.90</b>	<b>GG</b>

**Staffing**

	<b>2008/09</b>	<b>2009/10</b>
Grade KS 13 (or equivalent) and above	32.73	24.92
Grade KS 12 (or equivalent) and below	291.13	298.44
<b>TOTAL</b>	<b>323.86</b>	<b>323.36</b>
Of the above total, the estimated FTE which are externally funded		30.62

#### 4. DELIVERY OF CHANGE IN PRIORITIES

Amount £'000	Explanation of Addition/saving	What will be delivered as a result?
+1,256	Funding of underlying pressure	Underlying pressure in 2008/09 is suppressed by release of one-off funding.
+1,499	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.
-31	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.
250	Additional funding for Citizens Advice Bureaux	This one off funding will be used to extend the support offered by the Citizens Advice Bureaux in these difficult economic times.
-500	Saving through the modernisation of in-house Older People Residential Services	This saving is based on securing best value from in-house residential services. Currently there is under utilisation of some bed spaces and day care places in a number of units across Kent and through more rigorous commissioning we intend in 09/10 to de-commission where appropriate and also ensure that units are as efficient as possible for example in reducing expenditure on more expensive agency staff in order to ensure value for money. This is against a back drop of more people opting for care closer to home rather than residential care and more services some joint with the PCT geared towards this.
-500	Extra Care Sheltered Housing saving	Eight extra care sheltered housing schemes are due to open during 2009-10. The savings will result from the diversion of clients from being placed in residential placements into these more community type living arrangements.
-56	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.
-1,700	Review of Management and Support Structures	The Directorate will complete a fundamental restructure which will deliver services based on personalisation, choice and control. Efficiencies and reduced management/overhead costs will be secured whilst maintaining front line services. The changes will place the Directorate in a more sustainable position to deliver excellent services in the context of continuing demographic growth and increased demand.

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

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.

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

KCC's 'Data Quality Policy' on key performance indicators should be adhered to and promoted.

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	184	It is not possible to give targets for 2009/10 as	National Indicator

			no target performance for 2008/09 was set in the previous year		they will not be 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/ key action</b>	<b>Accountable Manager</b>	<b>Deliverables or Outcomes for 2008/09</b>	<b>Target date of delivery/ completion</b>	<b>Link to strategic priority</b>
Implementation of ALfA/ SDS	SMT	Complete change in direction in how services are commissioned and delivered	2009/2010	Leads Directorate priorities across T2010, LAA, V4K.

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**

<b>Indicator</b>	<b>Kent</b>	<b>East Sussex</b>	<b>Hampshire</b>	<b>Hertfordshire</b>	<b>Suffolk</b>	<b>Oxfordshire</b>
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**

<b>Name</b>	<b>Start Date/ End Date</b>	<b>Feedback Date</b>	<b>Target Group</b>	<b>Target Area</b>	<b>Brief Summary</b>	<b>What we want to find out &amp; how it will be used</b>	<b>Statutory?</b>	<b>Consultation type (*)</b>	<b>Contact Name, email &amp; phone no</b>
Carers Survey	01/10/09-30/11/09	March 2010	Carers (Kent)	Kent	DoH Carers Survey	Links to National Targets on Carers and T2010	Yes	Social	Sue Williams (01622) 69 6620
Homecare Survey	01/02/09 - 01/05/09	March 2010	Clients who receive a homecare service (Kent)	Kent	DoH survey to measure the experience of those people receiving a home care service	The performance of those receiving a good and satisfactory service, but also the negative views to highlight area for service development.	Yes	Social	Sue Williams (01622) 69 6620
Community Equipment	01/02/10 – 05/2010	Nov 2010	Clients who receive community equipment (Kent)	Kent	DoH survey of people in receipt of community equipment	The performance of those receiving a good and satisfactory service, but also the negative views to highlight area for service development.	Yes	Social	Sue Williams (01622) 69 6620

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