



## Supporting Independence in Bromley

### 1. INTRODUCTION

The Adult and Community Service (ACS) in the London Borough of Bromley is committed to transforming the way services are provided in the Borough. The Supporting Independence in Bromley Programme will establish a more personalised system of support that better meets the challenges of the future and is more responsive to the needs of those who use services and carers.

In line with the strategic direction articulated in the Putting People First concordat the Supporting Independence in Bromley programme is designed to promote the independence, health and wellbeing of service users and carers by focusing on prevention, early intervention, enablement and high quality, personally tailored services. The 2 year programme will look at how, by introducing a new way of working, we can introduce efficiencies in the system.

### 2. Building a Better Bromley - Independence and Health

The Supporting Independence in Bromley programme will work towards delivering the vision for Independence and Health set out in Building a Better Bromley of how the Borough should be in the year 2020. Building a Better Bromley has been prepared by local councillors in conjunction with the many different organisations responsible for delivering public services in the Borough.

#### **Vision by 2020:**

- *Everyone leads active, healthy and independent lives.*
- *People, particularly older people and vulnerable adults, are supported to lead active, healthy and independent lives.*
- *Service is more personalised and users have greater choice, influence and control.*
- *Barriers to people maintaining their own independence are identified and removed and health and social care support are seamlessly accessible.*

- *There is more emphasis on local community and home-based provision and less on residential or institutional settings – but with all forms of care provided to a high and consistent quality.*
- *People can make informed choices to engage in healthy lifestyles and have easy access to local health facilities.*
- *Disabled people are integrated as full participating members of our wider community. They are able to maximise their potential, to live with dignity, and are perceived as an asset to the community, not as a burden.*
- *People live longer, healthier lives and services are designed and targeted to reduce ‘health inequalities’ through improved access.*
- *Carers, families and communities are supported as key partners in achieving this vision.*

### **3. Our Vision for Adult Social Care in Bromley over the next 3 years**

**“Our starting point is the principle that everyone in society has a positive contribution to make to that society and that they should have the right to control their own lives”** Extract from the Green Paper Independence, Well-being and Choice.

The Bromley Adult and Community Service will do this over the next 3 years by:

- Active promotion of supports and activities that foster social inclusion and help people to stay independent and healthy for as long as possible.
- Making sure that people who have social care needs are able to access information, advice & support to enable them to assess their own needs and to secure and manage services, making the most of their own and/or public funds to meet those needs in the most effective way.
- Developing services that are flexible and innovative with a broad range of options that are not restricted to traditional service models but are shaped by individual choice.
- Having a Social Care workforce who use their developed and focused professional skills to support people in realising personalisation, independence and choice.
- Services being commissioned in different ways with less emphasis on block contracts, the market being shaped by individual choice with the Council regulating the quality of services.

- Having safeguarding arrangements in place to protect those who are unable to exercise choice and control and ensure that risks to vulnerable residents are assessed and managed.

## **4. Transforming Social Care**

**4.1 Involvement:** Although not starting with a blank slate because there is already some excellent practice and core values established in Bromley, the period of change will be a challenging and exciting time and will affect every single member of staff working within ACS as it requires us all to work in a different way. It will affect every user of services and every partnership organisation, whether voluntary, public or private sector. The positive and successful management of this change is vital and must involve all staff and partners, demanding that all play a role in the delivery of the new organisation and its services. People and their organisations will be involved in the design, commissioning and evaluation of services and how their needs are met. People need joined up support/care; an ageing population and increasing proportions of chronic diseases are shifting the need for care away from acute settings into preventative and community settings.

**4.2 Integrated approach:** There will be an integrated approach to working with the NHS and wider local government partners. This programme will focus on moving towards harnessing resources from across the whole system, with a strategic shift in the focus of care and support away from intervention at the point of crisis to a more holistic, pro-active and preventative model centred on improved well-being. We will make better use of technology to support people and provide a wide range of housing options.

**4.3 Access to support:** The starting point for service changes looks at how people who do not meet eligibility and would normally have to navigate the system themselves will access information, advice and guidance that will facilitate decision making and enable them to find their own solutions without the need for accessing statutory support. The resources will be easy to navigate and use, accessible by web, telephone, as well as face to face and available in a variety of locations such as the person's own home and external locations for example Libraries, GP surgeries, one stop shops, equipment demonstration sites.

An enhanced approach to providing information, advice and guidance at the point of contact and the 'switching on' of low cost simple services will enable ACS to focus on reducing high level of need, reaching more of the people who need the services most, and reducing the costs incurred in providing access to services. A successful customer-facing services will deliver a high level of customer satisfaction, increased knowledge of what is available and where, as well as streamlined delivery method for all services.

**4.4 Personal Budgets:** Every person will know how much money is available to spend on their care/support needs at the time of assessment. People can choose the level of responsibility they wish to have in managing the budget and support. Some people will choose to have total choice and control and manage the budget and support themselves i.e. receive a direct payment.

A (supported) self-assessment questionnaire will be used to determine the Personal Budget (resource allocation) for people eligible for social care support. A resource allocation system linked to assessment will not lead to an increase in funding being available for individuals to meet their care/support needs, but will mean that money is allocated in a more consistent way.

Personal Budgets will shape the development of the care market in Bromley and enable adults across the Borough to play a more active role in the commissioning of the service they require for their care and support, resulting in better outcomes and a more positive impact on people through increased self-esteem and contribution to their communities.

**4.5 Market Shaping:** The key concepts underpinning the move towards self-directed support and prevention are the separation of funding from care/support provision and the stimulation of a thriving innovative market so that everyone enjoys the same choice irrespective of the source of funding. People (whether self-funded or with a personal budget) can purchase services directly or with support from brokers (LBB or external). They will choose the services they believe will best meet their needs and represent value for money. People having purchasing power will drive quality and those providers who are innovative and offering quality services will be in demand.

The products offered by ACS will be provided in conjunction with our partners and the public, private and voluntary sectors and with individuals and communities. In this move towards a market-based service, ACS will work closely with service providers across boroughs, who are clearly focused on their individual service areas, ensuring that full coverage of all products and services is provided by purchasing directly and by influencing others.

**4.6 Universal and Targeted Offer:** The Supporting Independence in Bromley programme will develop two “offers” i.e. two ways that services can be provided to residents of Bromley.

1. The ‘universal offer’ which represents services available to all adults living in Bromley and relates to peoples widest needs i.e. public health, housing, recreation, transport.
2. The ‘targeted offer’ which represents the services delivered to those adults who need to engage very directly with social care services.

The council and its local strategic partners have an important role to play in delivering the ‘universal offer’ whilst ACS is crucial to the delivery of the ‘targeted offer’.

**4.7 Risk Enablement:** Moving to a system where people have choice and control over how their support needs are met could potentially put people at greater risk if safeguards are not build in. Keeping people safe is an

important aspect of the Supporting Independence programme and we have to strike a balance between empowering people to make choices, while supporting them to take informed everyday risks that are reasonable and part of living life.

Support for managing risks and positive risk taking will be built into the new system so that people are able to make good choices, understand the consequences and take some responsibility for them. The Supporting Independence programme will promote a culture of choice that entails responsible, supported and shared decision-making. Bromley Borough Council must, however exercise its statutory duties and its responsibility not to agree a support plan if there are serious concerns that it will not meet an individual's needs or if it place the individual at unacceptable risk.

**4.8 Workforce:** Our resources will maintain and improve focus on those that need us most by:

- Maintaining our focus on funding people deemed to have critical and substantial needs and safeguarding adults.
- Focusing our specialist advice and support on those that need and want it and allowing those that prefer to do more for themselves to do so.
- Focusing our internal resources on reducing need and building independence, through targeted short-term prevention, reablement and independence training.

To support the new way of working we will produce a workforce development strategy for staff working within health and social care statutory services.

We will support a workforce development programme for all care staff working in the London Borough of Bromley so that they are skilled and able to empower individuals to exercise choice and control and live independent lifestyles in the community.

## **5. Benefits**

To achieve efficiencies and have a social care system that is sustainable long term the following benefits that will be realised at the end of the programme:

1. People will be supported to find their own solutions in the community.
2. People will have access to support that promotes independence and reduces the need for residential care.
3. Health and wellbeing will be promoted through early intervention and preventative services therefore reducing the need for accessing statutory support/services.
4. There will be a skilled social care workforce focused on those that need specialist support.
5. There will be an innovative market so that everyone enjoys the same choice irrespective of the source of funding.

6. People will have choice and control over how their support needs are met.