

Decision Maker: **EXECUTIVE**
For pre decision scrutiny by the Adult Care and Health Policy Development Committee on 5 September 2023

Date: **20 September 2023**

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **Adult Social Care Strategy 2023 to 2028**

Contact Officer: Sean Rafferty, Assistant Director for Integrated Commissioning
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Chief Officer: Kim Carey, Director for Adult Social Care

Ward: All

1. Reason for decision/report and options

1.1 The Council has developed a new adult social care strategy for the period 2023 to 2028 to take account of developments across the social care market, changing government policy and wider technological, demographic and economic changes. The strategy considers the key challenges of increased service demand and rising costs pressures in relation supporting vulnerable older residents and working age adults with a disability and or a long-term health condition.

2. RECOMMENDATION(S)

2.1 The Adult Care and Health Policy Development and Scrutiny Committee are asked to note the report and comment on the key priorities identified within the strategy.

2.2 The Executive are asked to approve the proposed Adult Social Care Strategy 2023 to 2028

Impact on Vulnerable Adults and Children

1. Summary of Impact:
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Transformation Policy

1. Policy Status: New Policy:
 2. Making Bromley Even Better Priority (delete as appropriate):
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A
 3. Budget head/performance centre:
 4. Total current budget for this head: £79,216,000
 5. Source of funding:
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Personnel

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Non-Statutory - Government Guidance:
 2. Call-in: Not Applicable:
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Procurement

1. Summary of Procurement Implications: N/A
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Property

1. Summary of Property Implications: N/A
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Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: N/A
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Customer Impact

1. Estimated number of users or customers (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable

2. Summary of Ward Councillors comments:

3. COMMENTARY

3.1 The Council's current strategy for its adult social care services is set out in the Transforming Bromley Roadmap 2019 to 2023 and describes what work the Adults Social Care Service and other Council departments have been undertaking to address challenges and opportunities across adult social care services. This strategy will come to an end in this year and a new strategy has been prepared to replace it.

3.2 This new Adult Social Care Strategy sets out what the Council plans to do over the next five years to respond to demand and cost pressures in the borough, and provide, commission and facilitate good quality and safe care and support to residents, services users and carers. The strategy has therefore been developed with the following strategic objectives:

- a) **Keeping you safe** – arrangements for safeguarding residents and carers who might be vulnerable and/or use care and support services
- b) **Planning and Delivering our services with residents and carers** – Residents, those that use social care services and those that care for others can expect to have a say in, and have the opportunity to get involved with, how we plan and deliver our services.
- c) **Supporting families and communities to stay independent through preventative support and early help** - Our communities are the greatest asset we have. It is the relationships – between family and friends, between the cared for and the carer, within local neighbourhoods, and between businesses, employees, and customers - that can have the most positive impact on people's lives.
- d) **Your care, your way – Personalisation, Choice and Control** - Residents who use social care services want to be independent and make their own choices and decisions about what happens in their lives.
- e) **The best place to live – Help to stay at home or the best possible alternative** - People need a home which is safe, warm and accessible, but also one which is connected to the people they care about and their local community. Many people, if they have become frail or have had a stay in hospital, will need extra support to stay living in their own home; Some people will need special housing to continue living in the community; Very vulnerable residents may need to live in a care home.
- f) **Working in Partnership with NHS services – care and health integration** - Through the One Bromley local care partnership we will work collaboratively with NHS and other health and care services, joining up and or integrating our services where this gives the best outcomes to residents
- g) **Supporting all care and health services in Bromley to be the best – working in partnership and shaping the local care and health market** - Our residents' health and care is supported by a wide range of national and local organisations. We will collaborate with local care providers and shape the market and local workforce to sustainably provide services that meet local needs.
- h) **Managing our resources well – providing value for money through efficient and effective care and health services** - Growing demand for care and support at a time of reduced public resources means that to achieve our priorities, we will need to maintain a focus on efficiency, outcomes of services and prudent management of our finances.

3.3 The new strategy was developed using a range of sources to compile a comprehensive evidence base to inform the objectives and actions. These sources include:

- i. An understanding of service users and carer needs now and in the future – demographic growth tells us we need to prepare to support more residents in the future
- ii. Service user and carers' feedback – review of user surveys, consultations and other customer feedback information received in recent years
- iii. Performance analysis – understanding our past performance, where we need to improve and where we need to sustain performance and how we need to be ready for regulatory assurance from the Care Quality Commission
- iv. Identifying opportunities and best practice– looking at how working differently, and working with partners and with new technologies can change how we commission and deliver services and create value for money
- v. Cross referencing has been made with the Making Bromley Even Better 2021 to 2031 and existing current and relevant Council strategies, e.g. Tackling Loneliness Strategy 2022 - 2026. The strategy is aligned with the Bromley Local Care Partnership 5-Year Strategy and South East London Integrated Care Service Strategy. Alignment is also made with the emerging Bromley Health and Wellbeing Strategy
- vi. Consultation across the One Bromley care and health partnership organisations
- vii. Consultation with Adult Social Care Department staff
- viii. An analysis of current government direction on social care reform – Although the government social care white paper proposals published in 2021 have been postponed, they do point the way forward to future legislative change

3.4 The complete strategy is attached as an appendix to this report.

4. CONSULTATION WITH STAKEHOLDERS

4.1 The strategy has drawn upon a wide range of historic and recent consultations, co-productions and feedback from service users, carers, social care staff, care and health partner agencies and other stakeholders to set out service priorities and actions for the next five years. A consultation draft of the strategy, shared with the Adult Care and Health Policy Development and Scrutiny Committee in March 2023, was used to gauge stakeholder feedback during May, June and July. In response to this engagement a series of edits have been made to the consultation draft with the following key additions made to the document:

- 4.1.1 The word 'co-production' is used to describe more accurately the way in which service users and carers are involved in having a say in their care and support and how the Council develops its adult care services;
- 4.1.2 Reference is made to work on more clearly and simply communicating what care and support is available to residents and carers and how this care and support can be accessed;
- 4.1.3 Reference is made to work on increasing options and choice for care and support;
- 4.1.4 Specific mention is made of working in partnership with the Oxleas NHS Trust on mental health services ;

- 4.1.5 Greater emphasis has been made of the role of the voluntary and community sector in the provision of care and health services;
- 4.1.6 The phrase 'adults with a disability or long-term health condition' is used to cover those service users who access support but who do not regard themselves as having a disability;
- 4.1.7 Mention is made of the work to support End of Life care;
- 4.1.8 A specific reference is made to respite and short breaks support in relation to support to unpaid carers, and:
- 4.1.9 Reference is made to the relationship between this strategy and other Council and partnership care and health strategies

5. IMPACT ON VULNERABLE ADULTS AND CHILDREN

The strategy has a specific focus on vulnerable adults and their carers.

6. TRANSFORMATION/POLICY IMPLICATIONS

The strategy has been informed by the Adult Social Care Service Transformation Programme and incorporates actions from the current programme

7. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report. Any financial implications arising from the implementation of the various actions contained within the strategy will be reported to the PDS Committee separately.

8. PERSONNEL IMPLICATIONS

There are no personnel implications arising directly from this report. Any personnel implications arising from the implementation of the various actions contained within the strategy will be reported to the PDS Committee separately.

9. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. Any legal implications arising from the implementation of the various actions contained within the strategy will be reported to the PDS Committee separately.

10. PROCUREMENT IMPLICATIONS

There are no procurement implications arising directly from this report. Any procurement implications arising from the implementation of the various actions contained within the strategy will be reported to the PDS Committee separately.

11. PROPERTY IMPLICATIONS

There are no property implications arising directly from this report. Any property implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

12. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

There are no carbon reduction/social value implications arising directly from this report. Any implications arising from the implementation of the various actions contained within the strategy will be reported to the PDS Committee separately.

12 CUSTOMER IMPACT

There are no customer impact implications arising directly from this report. Any implications arising from the implementation of the various actions contained within the strategy will be reported to the PDS Committee separately.

Non-Applicable Headings:	FINANCIAL IMPLICATIONS, PERSONNEL IMPLICATIONS, PROCUREMENT IMPLICATIONS, PROPERTY IMPLICATIONS, CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS, CUSTOMER IMPACT, WARD COUNCILLOR VIEWS
Background Documents: (Access via Contact Officer)	N/A

ADULT SOCIAL CARE STRATEGY 2023 TO 2028

Introduction

Our vision for Bromley is set out in our strategy Making Bromley Even Better 2021-2031. We want our borough to be:

‘A fantastic place to live and work, where everyone can lead healthy, safe and independent lives’

We have five ambitions for the next stage of our journey. These are:

1. For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
2. For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
3. For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
4. For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
5. To manage our resources well, providing value for money, and efficient and effective services for Bromley’s residents.

We want to create an environment where individuals and communities can thrive and where people can lead healthier and more independent, self-reliant lifestyles, allowing the council to focus more on supporting the borough’s most vulnerable residents. Services are underpinned by the principles of early intervention and prevention. The council also wants Bromley to be a place where children and young people can be successful, supported into work and offered advice and signposting to self-help solutions and where everyone feels safe.

Bromley’s Adult Social Care Strategy – 2023 to 2028

Bromley residents expect high quality services when they need them. Good health and wellbeing are the foundation for people’s independence and resilience, and we want to promote good health and tackle health inequalities across the borough. We need to provide accessible and effective services for adults with additional needs and give the right support to our older residents as they age. We need our social care, health, voluntary and community sector and faith sector resources to be ‘joined up’ and work collaboratively with residents to provide person-centred and personalised care.

Most of us will need to both give and receive care at some point in our lives. We all need to play a part in taking care of our own care and health and that of others through supporting our families, friends and neighbours. Many Bromley residents will buy their care and support using their own resources and it is therefore vital that people can access this care in Bromley through a market of care and health providers that gives people choice and value for money. The Council can support residents and carers through helping residents to help themselves, though supporting a thriving market of care and health provision and financing the care and support for residents with limited resources.

Residents across Bromley have helped to shape a new set of priorities for adult social care and this strategy reflects what residents have said is important to them. Our priorities were identified by looking at a range of feedback from those who use our adult care services, their families and other carers, the organisations who support them, the Council’s own social care staff, as well as local

people who don't currently use social care services. This strategy and its work will align itself with other relevant local care and health strategies and plans including the One Bromley 5-Year care and health strategy and the South East London Integrated Care Service Joint Forward Plan and the Bromley Health and Wellbeing Strategy.

Bromley Council spends around 28% of its total budget on adult care and health services. Like all councils around the country, there are significant funding challenges and the number of people needing support is set to continue to increase over the next five years. Therefore, we must do things differently.

We will only be able to deliver what people have told us to prioritise by working together with those residents who use our services, our partners and local communities and by making the best use of the resources we have.

Our vision

Making Bromley an even better place to live for older people, residents with a disability and/or a long-term illness and those who care for others by supporting people to live as safely, independently and healthily as possible, with the right care at the right time.

Our Priorities

Priority 1: Keeping you safe – safeguarding

By ensuring that effective multi-agency arrangements are in place to respond to safeguarding risks we will ensure that adults in Bromley are safe and less likely to require statutory intervention. We will work with our care and health partners to reduce the risk of abuse or neglect to adults with care and support needs, prevent and stop abuse or neglect wherever possible.

These six Principles of Safeguarding will underpin all of our adult safeguarding work:

- Accountability - accountability and transparency in delivering safeguarding responses
- Partnership - providing local solutions through services working with communities
- Prevention - it is better to take action before harm occurs
- Proportionality - proportionate and least intrusive response appropriate to the risk presented
- Protection - support and protection for those in greatest need
- Empowerment - promoting person-led decisions and informed consent

Our priority will always be to ensure the safety and well-being of the adult.

- We will work together with partner organisations and people in our communities so that adults in Bromley can live the best lives they can with their wellbeing and rights being supported and safe from abuse and neglect.
- We will focus on the key safeguarding issues for Bromley: domestic abuse, financial abuse, self-neglect, modern day slavery, transitional care of children into adulthood, and vulnerable adults in specialist care and residential homes.
- Through safeguarding interventions, we will promote and secure wellbeing. The identification and management of risk will be an essential part of the safeguarding process. Protection from abuse and neglect is a fundamental part of people's wellbeing
- We will evaluate the experience of the Adult Safeguarding process for professionals and service users, and establish an understanding of the service user experience of safeguarding.
- We will complete two safeguarding case file audits annually to identify good practise and gaps in service delivery.

- We will safeguard adults by implementing Making Safeguarding Personal, and Strength Based Practice, to support adults in making choices and having control about how they want to live. We will ensure that safeguarding is person-centred, and outcomes focused and that we put the adult at the heart of the safeguarding enquiry, and consult them regarding what outcomes they want.
- We will arrange, where appropriate, for an independent advocate to represent and support an adult who is the subject of a safeguarding enquiry where the adult has 'substantial difficulty' in being involved in the process and where there is no other suitable person to represent and support them.
- We will maintain high compliance in all levels of adult safeguarding training.
- Our staff will have regular face-to-face supervision from skilled managers to enable them to work confidently and competently in difficult and sensitive safeguarding situations.
- We will create and maintain strong multi-agency partnerships that provide timely and effective prevention of and responses to abuse or neglect, as well as for the purposes of the early sharing of information to provide an effective targeted multi-agency intervention where there are emerging concerns.

Priority 2: Planning and Delivering our services with residents and carers

Residents, those that use social care services and those that care for others expect to have a say in, and have the opportunity to get involved with and co-produce, how we plan and deliver our services. We will be accountable to residents, service users and carers.

- Listening, engaging, collaborating and co-producing – We will ensure that all that we do is informed by our listening to residents and carers and by involving residents who use services in any changes we make for them. We will regularly collect feedback information from residents and involve them in our quality assurance
- Accountability – We will be accountable to those who use our services through publishing and communicating our progress on this strategy and through forums where service users and carers can provide feedback on our services
- Diversity – We will understand resident needs and priorities and ensure fair access to care and support for all our communities

Priority 3: Supporting families and communities to stay independent through preventative support and early help

Our communities are the greatest asset we have. It is the relationships – between family and friends, between the cared for and the carer, within local neighbourhoods, and between local voluntary and community organisations, businesses, employees, and customers - that can have the most positive impact on people's lives.

The underpinning ethos to our approach to care and health is one of preventative support and early help.

- Families and close support networks – We will support families and friends to help themselves and to help one another to access support they need.
- We will help residents to reduce loneliness and support lonely residents to make connections close to where they live
- Support to carers – We will increase the support available to those who care for others through better identifying carers and implementing a new service offer including more opportunities for respite and short breaks
- Help and support – We will join-up services which put relationships at the centre.
- Wider social networks – We will increase opportunities for people to get involved in their communities, promoting inclusion, and enhancing the role that family, friends and neighbours play in care and support.

- Community and Voluntary sector led support – We will support the development and sustainability of local community led organisations and local businesses that can give help and support to those that need it
- We will develop new ways to more clearly and simply communicate what care and support is available to residents and carers and how the care and support can be accessed

Priority 4: Your care, your way – Personalisation, Choice and Control

Residents who use social care services want to be independent and make their own choices and decisions about what happens in their lives.

- Information, advice and guidance – We will make sure people have easy access to the right information and advice when they need it.
- Self-service – We will support residents and carers to help themselves to care and support
- Put people at the centre of care – Care plans will be developed with residents and carers, based on their strengths and their vision of a good life, with flexible support.
- Choice and control over care and support – We will help residents choose the care and support that is right for them through direct payments and increasing and enabling a diverse choice of care and support opportunities
- Work – We will support more people with disabilities and long term health conditions who access care and support to find paid or voluntary employment
- Helping people who pay for their care – We will support people to plan for the cost of their care. This will focus on early information, transparency of costs and fairer charging.
- Moving from Children’s care services to Adults’ Services (transitions) – We will ensure young people in their transition into adulthood continue to feel supported and achieve independence and that this transition is supported across services
- Decision making by frontline staff – We will ensure collaborative and timely decision making which supports people to lead fulfilling lives.

Priority 5: The best place to live – Help to stay at home or the best possible alternative

People need a home which is safe, warm and accessible, but also one which is connected to the people they care about and their local community.

Many people, if they have become frail or have had a stay in hospital, will need extra support to stay living in their own home; Some people will need special housing to continue living in the community; Very vulnerable residents may need to live in a care home.

- Living in their own home – We will support more people to live well in their own home and community for longer.
- Digital inclusion and technology – We will promote digital inclusion and use assistive technology to enable people to live more independently in their community and stay connected to family and friends
- A home with care and support – We will increase the use of alternative accommodation schemes such as extra-care, supported housing and shared lives schemes where people can live in their own home but with care and support close by
- From hospital to home – Wherever possible residents who have been staying in hospital will be discharged to their home when they are fit to return and with the right support to sustain their independence
- Support the best possible residential and nursing home care – We will work with local residential and nursing care home providers to help them best meet the needs and aspirations of Bromley residents through quality and affordable care
- End of life care - Wherever possible people at the end of their life will be supported at their home and with their family

- Moving out of the family home – We will help young adults with disabilities and long-term health conditions move out of their family home in a planned way.

Priority 6: Working in Partnership with NHS services and other health agencies– care and health integration

Successful care and health integration is the planning, commissioning and delivery of co-ordinated, joined up and seamless services to support people to live healthy, independent and dignified lives and which improves outcomes for all who live in Bromley. Everyone should receive the right care, in the right place, at the right time.

Through the One Bromley Local Care Partnership we will work collaboratively with NHS and other care and health services in the voluntary and private sectors, joining up and/or integrating our services where this gives the best outcomes to residents

- Prevention and early intervention through integrating primary care services – We will work with GPs, community healthcare and other primary care agencies to develop the preventative and early intervention approach that joins up care and health support in the community and close to people’s homes
- Community based care and support – We will seek to deliver more joined up care and support with NHS and other health and care services in local communities
- Supporting our hospitals – We will work with the Princess Royal University Hospital, Oxleas NHS Trust and other local hospitals to help reduce and avoid the need for hospital admissions and support timely discharge to supported care in the community
- Integrated commissioning and transformation – We will work with Integrated Care System partners to commission and deliver joined up care and health services and to ensure the best use of resources
- The work of this strategy will be aligned with and compliment the work of all other local care and health strategies including the Bromley Local Care Partnership 5-year Strategy and the Bromley Health and Wellbeing Strategy.

Priority 7: Supporting all care and health services in Bromley to be the best – working in partnership and shaping the local care and health market

Our residents’ health and care is supported by a wide range of national and local organisations. It is vital that all health, care, housing and other services work in partnership to ensure that residents get the right care and support with the minimum of red tape. We will collaborate with local care providers and shape the market to sustainably provide services that meet local needs.

- Collaboration – We will work in a collaborative and integrated way with health, housing, transport, leisure, and other services, to deliver person centred care and support, create new opportunities to improve outcomes for residents and make the best use of resources
- Support local independent health and care providers – We will work with local health and care provider organisations in both the private and not for profit sectors to help them meet the needs of Bromley residents
- Support to voluntary and community organisations – We will support and facilitate voluntary and community organisations that can give residents help and support in and close to their homes
- Supporting the health and care workforce – health and care is one of the biggest employment sectors in Bromley. We will work to help organisations recruit and retain skilled health and care workers

Priority 8: Managing our resources well – providing value for money through efficient and effective care and health services

Growing demand for care and support at a time of reduced public resources means that to achieve our priorities, we will need to maintain a focus on efficiency, outcomes of services and prudent management of our finances. Over the last few years, we have demonstrated that we can manage our money well, innovate and use our resources differently while at the same time improving care and health services and outcomes for residents.

- Living within our means - We will work within our budgets to deliver high quality services to our residents
- Recognising the importance of our workforce - We will implement workforce strategies which help to recruit and retain the highest quality staff for our services
- Developing practice and skills for Council health and care staff – We will invest in the Council's care and health workforce to deliver the best outcomes for our residents
- Commissioning and market shaping - We will develop integrated care and health commissioning ensuring our commissioned services deliver what is expected
- Fair cost of care for self-funders – We will work to shape and support the local care and health market to provide sufficiency and good value to those who fund, in part or in whole, their care and support, giving advice to self-funders
- Realising the benefits of digitalisation in service delivery – We will use the Council's Digital Strategy to integrate systems and processes where it is feasible and practical and where this improves services
- Developing information and knowledge sharing – We will work across partnership agencies to enhance the intelligence available to all agencies to improve resident care and health
- Being innovative in our service delivery – We will be innovative and learn from best practice to achieve good outcomes and better use of resources

Our Promise to residents and carers

- We will respect you, listen carefully and understand what support you need
- We will be ambitious for you and empower you to play to your strengths and understand your rights
- We will collaborate with you to help meet your needs
- Your wellbeing will our highest priority

Our promise to our care and health partners

- We will be respectful, understanding and responsive
- We will collaborate with you flexibly and imaginatively
- We will be reliable
- We will be trustworthy and accountable
- We will work with you to share learning and ambition

Reporting on our progress

We will report our progress on delivering this strategy through regular reports to the Council's Adult Care and Health Policy and Development Committee and through other communications to service users and carers.