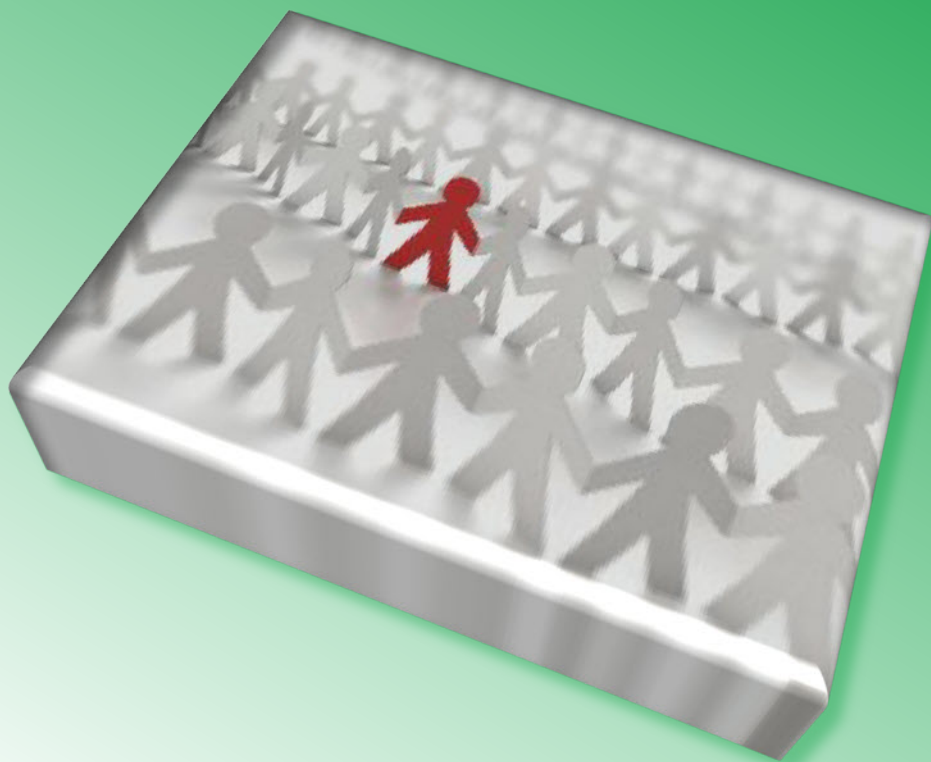# Adult and Community Services

Portfolio Plan 2011/12

Promoting the aims of personalisation and Supporting Independence

Promoting choice, personalisation and independence.

There is little doubt that 2011/12 and beyond will be financially very challenging. This Portfolio Plan has been developed against such a backdrop whilst delivering increased personalisation and choice. It focuses on shaping adult social care and housing provision in a tighter financial situation with the key themes of promoting people's independence and how we support them to make informed choices about their lives.

Despite the challenges, I want us to build on the positive progress we have made over the last eight years to support our 'Building a Better Bromley' vision of 'Independence and Health'. At the same time we need to address the unavoidable pressures on our services as the number of people aged over 85 in Bromley increases – during the past year the department faced increasing demands for assessments and the number of safeguarding alerts needing investigating.   We must also face pressures from supporting more young disabled people reaching adulthood with significant care needs and the increasing uncertainty for housing needs and impact of the current financial climate on homelessness – particularly as a result of mortgage repossessions and changes to Housing Benefit entitlement.

To address these issues and inform us as we developed this 2011/12 Portfolio Plan, for the eighth year running we brought together over one hundred representatives from the statutory, private and voluntary organisations at a Portfolio Conference in November 2010.

DRAFT Adult and Community Services 2011/12

The resulting Plan focuses on how we maximise the opportunities for maintaining people's independence whatever their needs. It addresses how we minimise the need to use residential and nursing home placements by helping more people to remain safely at home, to choose support that fits in with their lives and to take control of that support through direct payments, domiciliary care packages and our new re-ablement service. The Plan is also aligned with the four outcomes of the Department of Health Adult Social Care Framework* and the seven principles of the Department of Health's 'Vision for Adult Social Care'.**

It also reflects the value Bromley places on the part everyone plays in our community and recognises the essential role of the voluntary sector and carers in delivering essential services across the borough

Yes, we are having to make unprecedented savings but I am confident that through this 2011/12 Portfolio Plan we can continue 'Building a Better Bromley' through personalisation and continuing to support independence to give people more choice and control over their lives whatever their needs.

Cllr Graham Arthur, Portfolio Holder for Adult and Community.

*   see page 3 for full definition of the four outcomes
** see page 4 for full definition of the seven principles

Contents and Definitions

DRAFT Adult and Community Services 2011/12

The Department of Health's new 'Vision for Adult Social Care' document is underpinned by Seven Principles:-

Prevention: empowered people and strong communities will work together to maintain independence. Where the state is needed, it supports communities and helps people to retain and regain independence.

Personalisation: individuals not institutions take control of their care. Personal budgets, preferably as direct payments, are provided to all eligible people. Information about care and support is available for all local people, regardless of whether or not they fund their own care.

Partnership: care and support delivered in a partnership between individuals, communities, the voluntary and private sectors, the NHS and councils—including wider support services, such as housing.

Plurality: the variety of people's needs is matched by diverse service provision, with a broad market of high quality service providers.

Protection: there are sensible safeguards against the risk of abuse or neglect. Risk is no longer an excuse to limit people's freedom.

Productivity: greater local accountability will drive improvements and innovation to deliver higher productivity and high quality care and support services. A focus on publishing information about agreed quality outcomes will support transparency and accountability.

People: we can draw on a workforce who can provide care and support with skill, compassion and imagination, and who are given the freedom and support to do so. We need the whole workforce, including care workers, nurses, occupational therapists, physiotherapists, alongside carers and the people who use services, to lead the changes set out there.

Outcome 1 — Promoting personalisation and enhancing quality of life for people with care and support needs.

Adult Social Care Outcome Statements:

- People live their own lives to the full and can maintain their independence by accessing and receiving high quality support when they need it.

- Carers can balance their caring roles and maintain their desired quality of life.

- People have control and manage their own support so that they can design what, how and when support is delivered to match their needs.

- People engage socially as much as they wish to avoid loneliness or isolation.

Principles of a modern system of Adult Social Care:

- Personalisation—individuals not institutions take control of their care. Personal budgets, preferably as direct payments, are provided to all eligible people. Information about care and support is available for all local people, regardless of whether or not they fund their own care.

- Productivity—greater local accountability will drive improvements and innovation to deliver higher productivity and high quality care and support services. A focus on publishing information about agreed quality outcomes will support transparency and accountability.

Excellence Standards:

- In Bromley, residents are offered effective choice and control over the services they receive to maintain their independence.

Aim 1a	Locally relevant quality information and advice about care and support need is easily available to enable control and inform choice.

What we are doing (Actions)	Lead Service	Resources
1. Maximise the use of technology to enable people to access up to date information and advice on a range of services and support options through Bromley MyLife web portal.	ACS	Existing Resources
2. Using the Information, Advice & Guidance strategy, develop the MyLife web portal to provide access to quality assured information, advice and guidance, ensuring that it is available and accessible to all through different formats and channels and meets the needs of all people in the community.	ACS	Existing Resources
3. Launch the self assessment access on Bromley MyLife web portal.	ACS	Existing Resources
4. Evaluate the learning from the Age Concern Bromley and Mencap Brokerage services to determine a model of brokerage across all user groups for people who do not meet the criteria for social care funding or who wish to self fund, and need help to plan their lives and access support and services.	ACS	Existing Resources
5. Continue working with partners to improve the accessibility of universal services e.g. leisure, adult education, transport, employment, healthy living and health improvement along with housing and supported living options.	ACS	Existing Resources

Aim 1b	Have a diverse and high quality market in care and support services to offer real choice and control to service users and their carers.

What we are doing (Actions)	Lead Service	Resources
1. Ensure commissioning decisions enable service users to exercise choice to secure good quality services.	ACS	Existing Resources
2. Agree and implement revised arrangements for respite care for Older People and People with Learning Disabilities.	ACS	Existing Resources
3. Secure support for people in specialist supported living schemes (including ECH) which enable people to exercise choice and control in how they secure elements of their support and care.	ACS	Existing Resources
4. Develop an accreditation scheme for personal assistants so that people can access safe services and support.	ACS	Existing Resources

DRAFT Adult and Community Services 2011/12

Promoting choice, personalisation and independence.

Aim 1c	Provide choice and control over how support needs are met.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Ensure all service users have control over their care by continuing to offer personal budgets to all service users and carers when they have eligible needs requiring LBB funding.		ACS	Existing Resources

Aim 1d	Develop support services for older people with mental health needs.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Ensure that there are appropriate and effective day opportunities and specialist support, for people with dementia.		ACS	Existing Resources
2. Continue to provide targeted training for staff in extra care housing schemes to increase access for older people with dementia to ECH schemes and prevent moves into residential care.		ACS	Existing Resources

Aim 1e	Develop alternatives to residential care within the borough to promote independence.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Enable people with a learning disability who are living away from Bromley to return to supported living placements within the borough.		ACS	Existing Resources
2. Complete the move of the remaining people with learning disabilities from campus accommodation into supported living during 2011/12.		ACS PCT	LD Campus Closure Programme Revenue Grant
3. Develop a wider range of housing options for people with mental health needs to ensure that move on opportunities exist and an appropriate level of support is provided to prevent and reduce the need for residential care.		ACS	Existing Resources
4. Secure alternatives to residential care for older people through: - The completion of the Crown Meadow Court Extra Care Housing Scheme—60 homes. - The provision of further Extra Care Housing places, including completion of a another 50 home scheme in the north of the borough and a second scheme at Bromley Common.		ACS	Existing Resources

DRAFT Adult and Community Services 2011/12

Aim 1f	Services effectively enable service users to live their lives to the full and maintain independence.

What we are doing (Actions)	Lead Service	Resources
1. Evaluate the effectiveness of the Drug Treatment Programme and its impact on obtaining and retaining employment and access to housing and meaningful activities.	ACS	Existing Resources
2. Work with Children and Young People service to ensure an effective transition with the ambition of all young people living in the community once they become adults.	ACS/CYP	Existing Resources
3. Agree and publish the autism strategy for the borough in line with national guidance.	ACS	Existing Resources

Aim 1g	With partners develop more work based opportunities (paid/ unpaid) for people with learning disabilities or recovering from mental illness.

What we are doing (Actions)	Lead Service	Resources
1. Increase the number of vulnerable service users (PDSI, MH) who are accessing work (paid/unpaid).	ACS Oxleas	Existing Resources
2. Increase the number of people with learning disabilities in paid work in the borough through social businesses and through Jobmatch and Job Carve.	ACS	Existing Resources

How will we measure success?	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
1. % of people supported by a Personal Budget or Direct Payment (NI 130)	30%	Not yet available	*	*	*
2. % of people with a Personal Budget who have a Direct Payment	40%	Not yet available	*	*	*
3. Carers receiving needs assessment or review and a specific carers service, or advice and information (NI 135)	25%	Not yet available	25%	25%	25%

* to be confirmed

DRAFT Adult and Community Services 2011/12

How will we measure success?	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
4. Proportion of older people (65 and over) who were still at home 91 days following discharge from hospital into re-ablement/rehabilitation (NI 125)	80%	Not yet available	*	*	*
5. % of people leaving re-ablement having no ongoing care package	NEW	N/A	*	*	*
6. % of people leaving re-ablement having a reduced ongoing care package	NEW	N/A	*	*	*

* to be confirmed

Outcome 2—Preventing deterioration, delaying dependency and supporting recovery

Adult Social Care Outcome Statements:

- Everybody has the opportunity to have optimum health throughout their life and proactively manage their health and care needs with support and information.

- Earlier diagnosis and intervention means that people are less dependent on intensive services.

- When people become ill, recovery takes place in the most appropriate place, and enables people to regain their health and wellbeing and independence.

Principles of a modern system of Adult Social Care:

- **Prevention—empowered people and strong communities will work together to maintain independence. Where the state is needed, it supports communities and helps people to retain and regain independence.**

Excellence Standards:

- **In Bromley, people experiencing housing difficulties are assisted with advice and support aimed at securing or maintaining a home and avoiding crisis.**

Extra Care Housing
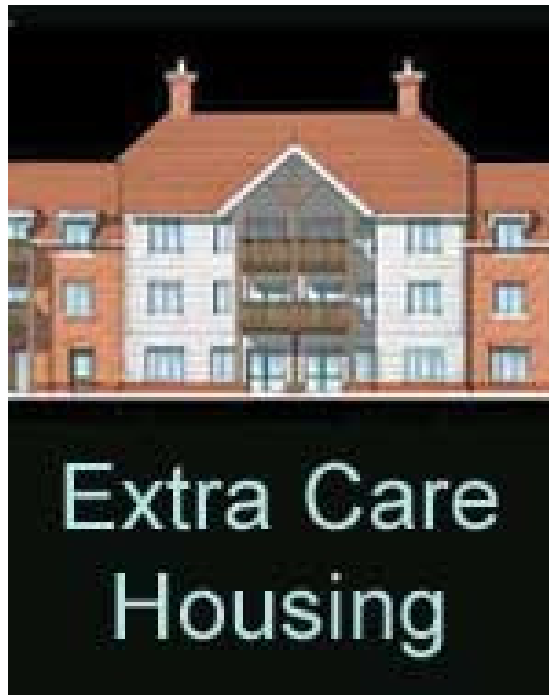
Housing and Residential Services Mission Statement:

- To prevent and reduce homelessness, offering timely advice and solutions that reduce the number of households residing in temporary accommodation.

- To support vulnerable people in housing need, promoting choice and independence through suitable housing options and empowering people to resolve their own housing needs where they can.

- To ensure that there is an adequate supply of good quality affordable housing that is strategically allocated to best meet identified housing need.

- To improve the condition and energy efficiency of private sector housing, and to encourage the reuse of empty homes.

- To work efficiently, innovatively and in-partnership with our stakeholders to achieve our vision.

Outcome 2 aims and targets

Promoting choice, personalisation and independence.

Aim 2a	Reduce health inequalities for the most vulnerable within Bromley.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Evaluate the work arising from the Gypsy Traveller needs assessment, rapid health needs appraisal and Learning Disability needs assessment.		ACS	Existing Resources
2. Update JSNA to reflect the main areas of need to inform the planning process for health and wellbeing including specific focus on people with physical disabilities and on end of life care needs.		ACS	Existing Resources

Aim 2b	Improve energy efficiency in homes and return vacant houses to use.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Carry out work, offer grants and loans or take action (e.g. EDMO) to bring 30 private sector dwellings back into use.		ACS	Sub regional housing funding and existing resources
2. Bid to HCA for funding to bring 50 empty homes back into use.		ACS	HCA
3. Bid for any available funding and initiatives to improve energy efficiency.		ACS	Existing Resources

Aim 2c	Support service users to stay independent for as long as possible.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Work with the Re-ablement service to maximise usage of tele-care and tele-health equipment.		ACS	Existing Resources
2. Agree and implement a revised Intermediate Care strategy jointly funded with the PCT to maximise the rehabilitation potential of people to support them to remain in their own homes.		ACS	Existing Resources

DRAFT Adult and Community Services 2011/12

Outcome 2 aims and targets

Promoting choice, personalisation and independence.

Aim 2c	Support service users to stay independent for as long as possible.

What we are doing (Actions)	Lead Service	Resources
3. Develop, as part of the Community Equipment Retail model, a prescription service for the future provision of selected small items of daily living.	ACS	Existing Resources
4. Assist 500 eligible service users to remain in their own homes through the provision of advice, handyperson services and loans, to carry out small works, repairs and adaptations where appropriate.	ACS	Existing Resources and Government Grant
5. Work with the PCT to develop an integrated Care Management and District Nursing service focussing resources on those most in need. The most appropriate health or social care professional will hold case responsibility improving the user experience by reducing the number of people with whom the service user must communicate whilst assuring a quality service from a team of specialist workers.	ACS	Existing Resources

Aim 2d	Focus on preventing homelessness by working in partnership to pursue new initiatives, maximise and make the best use of the supply and range of affordable housing.

What we are doing (Actions)	Lead Service	Resources
1. Reduce the number of households who are residing in temporary accommodation to 390 by March 2012.	ACS	Existing Resources CLG Grant
2. No 16 or 17 year olds will be housed in Bed and Breakfast accommodation unless an emergency placement. Expand the number of alternative placements through the 'Nightstop' short term supported lodging service.	ACS PCT Oxleas	Existing Resources
3. Through effective use of Mortgage Rescue funds and debt management advice, reduce the number of people made homeless through repossession.	ACS	Existing Resources CLG Grant Supporting People grant
4. Deliver an early intervention home visiting service to reduce homeless presentations.	ACS	Supporting People grant and CLG grant
5. Continue to pursue social housing tenancy fraud and regain possession of all properties where identified.	ACS	Existing Resources CLG Grant HCA Partners

DRAFT Adult and Community Services 2011/12

Aim 2e	Develop the range of Housing Options available within Bromley.

What we are doing (Actions)	Lead Service	Resources
1. Work with additional Housing Associations to encourage them to open up their property registers to Bromley Homeseekers increasing available property.	ACS	Existing Resources
2. House at least 300 households in the Private Rented sector.	ACS	Existing Resources and CLG Grant
3. Work closely with Housing Associations to identify overcrowded households and to address under occupancy.	ACS HC	Existing Resources. CLG Grant for overcrowding
4. Work with Housing Associations and developers to provide a level of Affordable Housing to at least meet statutory and high priority needs and enable temporary accommodation reductions/ overcrowding, special needs (e.g. ECH, LD) targets to be met.	ACS HC	Existing Resources
5. Implement the London wide Accessible Housing Register and encourage social landlords operating in the borough to adopt the scheme.	ACS	Existing Resources and CLG Grant
6. Review processes around and information available for visitors to housing services to reduce numbers and facilitate more self help.	ACS	Existing Resources

How will we measure success?	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
1. Number of households living in temporary accommodation (NI 156)	394	Not yet available	390	350	350
2. Homeless Households approaching LA housing advice services for whom housing advice casework intervention resolved the situation (BVPI 213)	10 (per 1,000)	Not yet available	10 (per 1,000)	60%	65%
3. Proportion of households accepted as homeless who were previously accepted as homeless (BVPI 214)	<2%	Not yet available	1%	2%	2%

Outcome 3– Ensuring a positive experience of care and support.

Adult Social Care Outcome Statements:

- Social Care users and carers are satisfied with their experience of care and support services.

- Carers feel that they are respected as equal partners throughout the care process.

- People know what choices are available to them locally, what they are entitled to, and who to contact when they need help.

- People, including those involved in making decisions on social care, respect the dignity of the individual and ensure support is sensitive to the circumstances of each individual.

DRAFT Adult and Community Services 2011/12

Principles of a modern system of Adult Social Care:

- Partnership—Care and Support delivered in a partnership between individuals, communities, the voluntary and private sectors, the NHS and Councils—including wider support services such as housing.

- Plurality—the variety of people's needs is matched by diverse service provision, with a broad market of good quality service providers.

Excellence Standards:

- In Bromley, residents seeking help from social care receive advice, guidance and services to assist them to maintain their independence, swiftly.

- In Bromley, social care services are regularly reviewed to ensure they deliver a quality service and continue to maintain service users' independence.

DRAFT Adult and Community Services 2011/12

Promoting choice, personalisation and independence.

Aim 3a	Develop a 'promoting independence' model that encourages community participation and increases access to services.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Ensure that all carers are routinely offered carers' assessments.		ACS	Existing Resources
2. Review and implement advocacy arrangements for all groups within the community.		ACS	Existing Resources

Aim 3b	Service users and carers contribute to service planning and delivery of council services/projects; their views are heard and incorporated.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Ensure involvement of people who use services in policy development and the strategic decision making process by continuing to support the Expert By Experience group.		ACS	Existing Resources
2. Complete and evaluate the transport review travel training for people with learning disabilities.		ACS	Existing Resources

Aim 3c	There are effective partnerships with people using services, carers and other local citizens.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Strengthen the voice of users within existing organisation and support development of a user led organisation that will contribute to policy and service design and development in the future.		ACS	Existing Resources

Aim 3d	Provide better access to community support and improve health outcomes through working with NHS partners and the voluntary and independent sectors.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Increase joint commissioning with health partners to focus more effectively on prevention.		ACS	Existing Resources

19

Outcome 3
aims and targets

Promoting choice, personalisation and independence.

How will we measure success?	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
1. Average weekly rate of delayed transfers of care from all NHS hospitals, acute and non acute, per 1,000 population aged 18+ (NI 131)	5	Not yet available	*	*	*
2. Timeliness of social care assessments (NI 132)	90%	Not yet available	90%	90%	90%
3. Timeliness of social care packages following assessment (NI 133)	95%	Not yet available	95%	95%	95%
4. The proportion of people using social care and carers who express difficultly in finding information and advice about local services.	NEW	N/A	*	*	*
5. Number of reviews completed.	*	Not yet available	*	*	*
6. Bromley My-life web portal (aim to be added).	NEW	N/A	*	*	*

* to be confirmed

Outcome 4— Protecting from avoidable harm and caring in a safe environment.

Adult Social Care Outcome Statements:

- Everyone enjoys physical safety and feels secure. People are free from physical and emotional abuse, harassment, neglect and self harm.

- People are protected as far as possible from avoidable deaths, disease and injuries.

Principles of a modern system of Adult Social Care:

- Protection—There are sensible safeguards against the risk of abuse or neglect. Risk is no longer an excuse to limit people's freedom.

- People—We can draw on a workforce who can provide care and support with skill, compassion and imagination and who are given the freedom and support to do so. We need the whole workforce, including care workers, nurses, occupational therapists, physiotherapists and social workers, alongside carers and the people who use services to lead the changes.

Excellence Standards:

- In Bromley, instances of abuse of vulnerable adults are promptly and effectively investigated.

- In Bromley, people's views and experience of our services are positively gathered and help to inform service developments, and any concerns are responded to quickly and effectively.

Outcome 4
aims and targets

Promoting choice, personalisation and independence.

Aim 4a	Social Care workforce has capacity, skills and expertise in Safeguarding.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Continue to demonstrate how risks to vulnerable adults are being reduced by good practice through multi-agency involvement, which leads to improved outcomes for vulnerable adults.		ACS	Existing Resources
2. Ensure (ACS) staff are trained appropriately in safeguarding practices in accordance with care professional standards with the aim of: a) improving the participation of service users shaping their investigations, b) improving the service user experience.		ACS	Existing Resources
3. Work in partnership with Oxleas to implement the dementia support to care homes project.		ACS	Existing Resources

Aim 4b	Our workforce effectively delivers modernised services.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Continue successfully engaging with endorsed providers to ensure services are developed that meet the current and future needs of vulnerable adults.		ACS	Existing Resources
2. Focus the training and awareness around deprivation of liberty safeguards in Care Homes.		ACS	Training Grant

Aim 4c	Promote excellent customer service through effective complaint handling.		
What we are doing (Actions)		**Lead Service**	**Resources**
1. Encourage customers to share their experience of our complaints handling in order to learn and improve the service provided.		ACS	Existing Resources
2. Improve customer resolution through effective investigation and implement lessons learnt to improve the outcomes for individuals using our services.		ACS	Existing Resources

DRAFT Adult and Community Services 2011/12

Aim 4d	Improve quality assurance of services and safe practices.

What we are doing (Actions)	Lead Service	Resources
1. Improve the quality of investigations through practice developments and mentoring in order to improve outcomes for service users.	ACS	Existing Resources
2. Monitor and report publicly on the quality of care services commissioned by the Council through the 'Quality of Care Homes' and the 'Quality of Domiciliary Care' Annual Reports available on Bromley's web site.	ACS	Existing Resources

Aim 4e	Vulnerable adults are protected through the engagement, contributions and commitment of partner agencies towards the work of the safeguarding board.

What we are doing (Actions)	Lead Service	Resources
1. Empower vulnerable adults to express their wishes and to exercise control over their lives by maximising their choices and supporting them in the management of risks.	ACS	Existing Resources
2. Promote the roles of the NHS, Police, Fire Brigade, Community safety and the community in safeguarding vulnerable adults to minimise the risks faced by people in ongoing vulnerability.	ACS	Existing Resources
3. Promote wider involvement and action within the Council and in partnership with other agencies to improve community safety and reduce risks from harassment. - Minimise the risks faced by people who live in situations of ongoing vulnerability. - Personalisation risk assessment.	ACS	Existing Resources

23

DRAFT Adult and Community Services 2011/12

How will we measure success?	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
1. Proportion of strategy meetings/ discussions held within five working days of alert.	65%	Not yet available	*	*	*
2. Percentage of cases completed within 40 working days of acceptance of a referral.	NEW	N/A	*	*	*
3. Percentage of investigations completed by trained and qualified staff.	NEW	N/A	*	*	*
4. Percentage of adult social care users who feel safe and secure.	NEW	N/A	*	*	*
5. Number of complaints received and acknowledged within 3 working days.	70%	Not yet available	*	*	*
6. Self reported experience of social care users (NI 127)	*	Not yet available	*	*	*

* to be confirmed

ACS – Adult & Community Services

BMT – Bromley Mytime (Leisure Trust)

BSAB—Bromley Safeguarding Adults Board

CLG – Communities & Local Government

Care Management— The process of tailoring services to individual needs.

ECH – Extra Care Housing

EDMO – Empty Dwelling Management Order

Expert By Experience— People whose knowledge about Social Services comes directly from using Social Care services and choose to become more closely involved.

HC – Housing Corporation

HCA—Homes and Communities Agency

JSNA—Joint Strategic Needs Assessment

LDA – London Development Agency

LBB – London Borough of Bromley

MH - Mental Health

Oxleas – Oxleas NHS Trust

PWLD – People with a Learning Disability

PDSI – Physical Disability & Sensory Impairment

PCT – (Bromley) Primary Care Trust.

PS – Private Sector

RSLs – Registered Social Landlords (Housing Associations)

SIB – Supporting Independence in Bromley

VS – Voluntary Sector

Monitoring reports are available from the ACS Performance and Information Team.