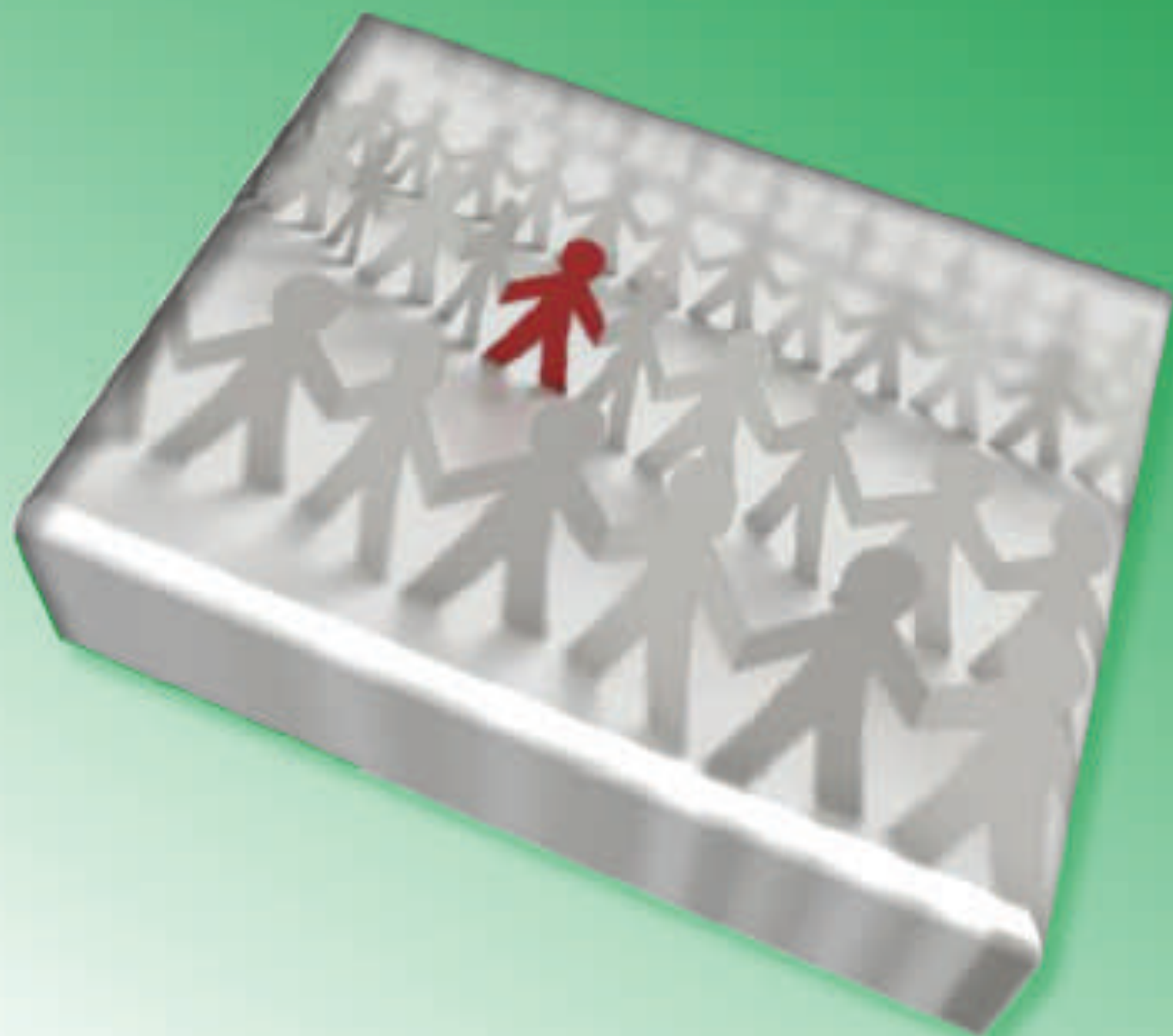


# **Adult and Community Services**

## **Portfolio Plan 2011/12**

**Promoting the aims of personalisation  
and Supporting Independence**



# Foreword

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 theme of promoting people's independence by supporting them to make informed choices about their lives.

Despite the challenges, I want to build on the positive progress the service has 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 investigations of safeguarding alerts. 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 over one hundred representatives from the statutory, private and voluntary organisations were brought together at a Portfolio Conference in November 2010 to help formulate this plan.



The 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 Robert Evans**  
**Portfolio Holder for**  
**Adult and Community.**

Robert Evans



\* see page 3 for full definition of the four outcomes

\*\* see page 4 for full definition of the seven principles

# Contents and Definitions

- 1. Priority Outcome 1** Page 5  
Enhancing quality of life for people with care and support needs.
  
- 2. Priority Outcome 2** Page 10  
Delaying and reducing the need for care and support.
  
- 3. Priority Outcome 3** Page 17  
Ensuring that people have a positive experience of care and support.
  
- 4. Priority Outcome 4** Page 21  
Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm.
  
- 5. Abbreviations and glossary** Page 25

### **The Department of Health's new 'Vision for Adult Social Care' 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 here.

## Outcome 1

### Outcome 1 — 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.



# Outcome 1

## 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.

## Adult and Community Services Excellence Standards:

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



**Crown Meadow Court Bromley, Extra Care Housing**

# Outcome 1

## aims and targets

<b>Aim 1a</b>	<b>Locally relevant quality information and advice about care and support need is easily available to enable control and inform choice.</b>		
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 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	
<b>Aim 1b</b>	<b>Have a diverse and high quality market in care and support services to offer real choice and control to service users and their carers.</b>		
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 outcomes of the review of respite care for Older People, People with Learning Disabilities, and their carers.	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 with particular focus on support for young adults.	ACS	Existing Resources	



# Outcome 1

## aims and targets

<b>Aim 1c</b>	<b>Provide choice and control over how support needs are met.</b>		
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	
<b>Aim 1d</b>	<b>Develop support services for older people with mental health needs.</b>		
What we are doing (Actions)	Lead Service	Resources	
1. Ensure that there are appropriate and effective day opportunities for people with dementia and their carers.	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	
<b>Aim 1e</b>	<b>Develop alternatives to residential care within the borough to promote independence.</b>		
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 another 50 apartment scheme in the north of the borough and a second 60 apartment scheme at Bromley Common.	ACS	Existing Resources	

# Outcome 1

## aims and targets

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

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

Key national and local indicators	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
1. Proportion of eligible people supported by a Personal Budget or Direct Payment	30%	Not yet available	90%	95%	100%
2. % of eligible people with a Personal Budget who have a Direct Payment	40%	Not yet available	40%	45%	50%
3. Proportion of adults with learning disabilities in paid employment	18%	17.31%	18%	19%	20%
4. Proportion of adults with physical disabilities who live in their own home or with the family.	New	New	TBC	TBC	TBC

## Outcome 2

### Outcome 2—Delaying and reducing the need for care and support.



#### 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.

## Outcome 2

### **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.

### **Adult and Community Services Excellence Standards:**

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



**Regency Court Bromley, 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.



**Regency Court Bromley, Extra Care Housing**

## Outcome 2

### aims and targets

<b>Aim 2a</b>	<b>Reduce health inequalities for the most vulnerable within Bromley.</b>		
What we are doing (Actions)		Lead Service	Resources
1. Update Joint Strategic Needs Assessment to reflect the main areas of need to inform the planning process for health and wellbeing including specific focus on people with physical disabilities, dementia and on end of life care needs.		ACS	Existing Resources
<b>Aim 2b</b>	<b>Improve energy efficiency in homes and return vacant houses to use.</b>		
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
<b>Aim 2c</b>	<b>Support service users to stay independent for as long as possible.</b>		
What we are doing (Actions)		Lead Service	Resources
1. Maximise the usage of tele-care and tele-health equipment across Care Services.		ACS	Existing Resources
2. Implement revised Intermediate Care arrangements to maximise the rehabilitation potential of people to support them to remain in their own homes.		ACS	Existing Resources

## Outcome 2

### aims and targets

Aim 2c	<b>Support service users to stay independent for as long as possible.</b>		
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, handyman 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	<b>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.</b>		
What we are doing (Actions)	Lead Service	Resources	
1. Continue to avoid the use of temporary accommodation where possible. (Planned reduction since March 2006 from 1013 to 429 in March 2011)	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	

## Outcome 2

### aims and targets

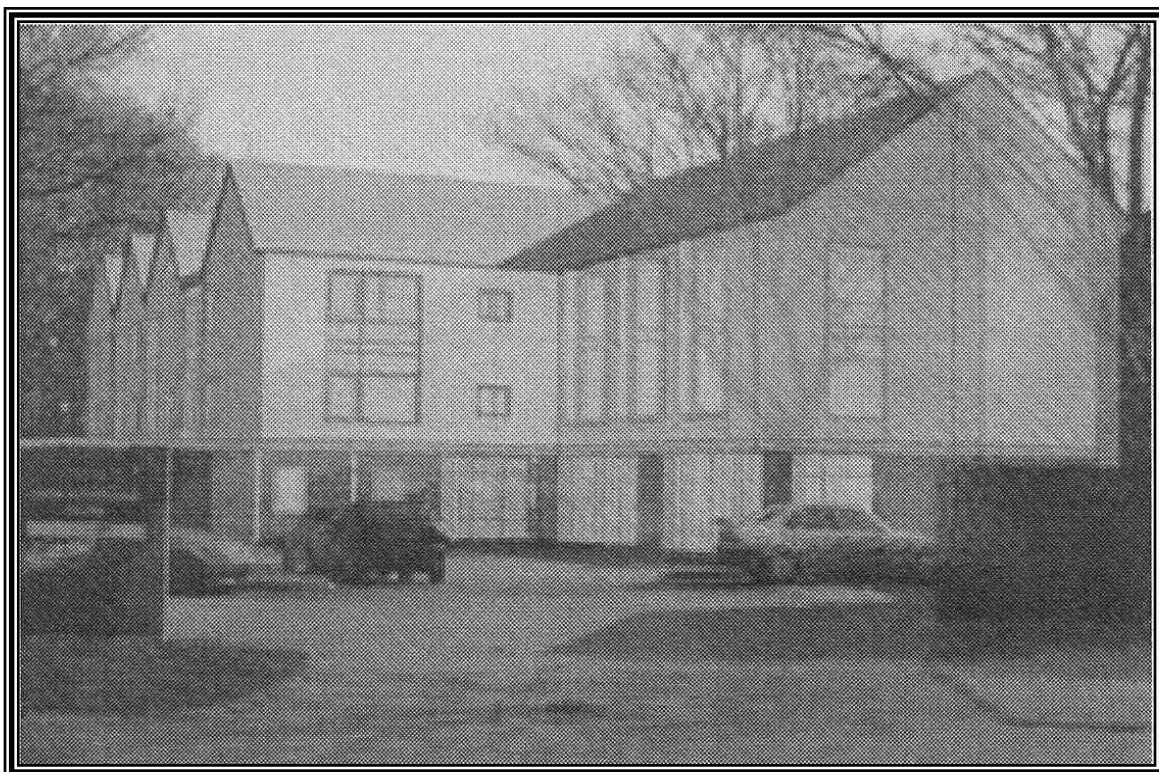
Aim 2e	Develop the range of Housing Options available within Bromley.		
What we are doing (Actions)	Lead Service	Resources	
1. Work with additional Housing Associations to encourage them to open up their property registers to Bromley Homeseekers increasing available property.	ACS	Existing Resources	
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	

Key national and local indicators	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
1. Number of households living in temporary accommodation NB No households should be in shared Bed and Breakfast unless in the event of an emergency and then for no longer than 6 weeks.	394	429	400 or less	400 or less	400 or less
2. Homeless Households approaching LA housing advice services for whom housing advice casework intervention resolved the situation	10 (per 1,000)	15.69 (2,112 households)	10 (per 1,000)	60% (Change in 11/12)	65% (Change in 11/12)
3. Proportion of households accepted as homeless who were previously accepted as homeless	<2%	0.88%	2%	2%	2%



## Outcome 2 aims and targets

Key national and local indicators	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 after discharge from hospital into re-ablement/rehabilitation	80%	79.5%	D of H definition changed TBC	D of H definition changed TBC	D of H definition changed TBC
5. Delayed transfers of care from hospital and those which are attributable to adult social care to be kept below 5.	5	Not yet available	4	4	4
6. % of people leaving re-ablement having no ongoing care package	NEW	N/A	TBC	TBC	TBC



**Sutherland Court Penge, Extra Care Housing**

## Outcome 3

### Outcome 3– Ensuring that people have 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.



## Outcome 3

### **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.

### **Adult and Community Services 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.



## Outcome 3

### aims and targets

<b>Aim 3a</b>	<b>Develop a 'promoting independence' model that encourages community participation and increases access to services.</b>		
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
<b>Aim 3b</b>	<b>Service users and carers contribute to service planning and delivery of council services/projects; their views are heard and incorporated.</b>		
What we are doing (Actions)		Lead Service	Resources
1. Complete and evaluate the transport review travel training for people with learning disabilities.		ACS	Existing Resources
<b>Aim 3c</b>	<b>There are effective partnerships with people using services, carers and other local citizens.</b>		
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
2. Agree arrangements for the setting up of Health Watch.		ACS	Existing Resources
<b>Aim 3d</b>	<b>Provide better access to community support and improve health outcomes through working with NHS partners and the voluntary and independent sectors.</b>		
What we are doing (Actions)		Lead Service	Resources
1. Increase joint commissioning with health partners to focus more effectively on prevention.		ACS	Existing Resources
2. Explore the potential for Adult & Community Services and Bromley healthcare to provide a single point of contact for access to community and social care support.		ACS	Existing Resources

## Outcome 3 aims and targets

Key national and local indicators	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
1. % of people who make contact with Adult Social Care who have their service confirmed within 5 working days.	NEW	N/A	80%	80%	80%
2. Carers receiving needs assessment or review and a specific carers service, or advice and information	25%	Not yet available	30%	30%	30%
3. The proportion of people who use services and carers who find it easy to find information about support	NEW	N/A	56%	58%	60%
4. Number of reviews completed.	95%	90% (tbc)	95%	95%	95%
5. Total number of new visitors to the Bromley MyLife Web Portal	NEW	N/A	Baseline not available	Baseline not available	Baseline not available

\* to be confirmed



## Outcome 4

### **Outcome 4— Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm.**

#### **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.

#### **Adult and Community Services 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

<b>Aim 4a</b>	<b>Social Care workforce has capacity, skills and expertise in Safe-guarding.</b>		
What we are doing (Actions)	Lead Service	Resources	
1. Implement the Bromley Safeguarding Adults Board annual training plan.	ACS	Existing Resources	
2. Ensure ACS care staff are trained in safeguarding practice and meet the standards of the BSAB competency framework.	ACS	Existing Resources	
3. Work in partnership with Oxleas to implement the dementia support to care homes project.	ACS	Existing Resources	

<b>Aim 4b</b>	<b>Our workforce effectively delivers modernised services.</b>		
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. Continue to deliver the training and awareness around deprivation of liberty safeguards in Care Homes.	ACS	Training Grant	

<b>Aim 4c</b>	<b>Promote excellent customer service through effective complaint handling.</b>		
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 complaint resolution through effective investigation and implement lessons learnt to improve the outcomes for individuals using our services.	ACS	Existing Resources	

## Outcome 4

### aims and targets

<b>Aim 4d</b>	<b>Improve quality assurance of services and safe practices.</b>		
What we are doing (Actions)	Lead Service	Resources	
1. Implement the lessons Learnt from safeguarding investigations and improve service delivery.	ACS	Existing Resources	
2. Continue to improve the reliability of Domiciliary Care providers.	ACS	Existing Resources	

<b>Aim 4e</b>	<b>Vulnerable adults are protected through the engagement, contributions and commitment of partner agencies, including the voluntary sector, towards the work of the safeguarding board.</b>		
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	



## Outcome 4 aims and targets

Key national and local indicators	10/11 Target	10/11 Actual	11/12 Target	12/13 Target	13/14 Target
1. Proportion of safeguarding strategy meetings/discussions held within 5 working days of alert	90%	87%	90%	*	*
2. Percentage of safeguarding cases completed within 40 working days of acceptance of a referral	NEW	N/A	**	**	**
3. Percentage of safeguarding investigations completed by trained and qualified staff	NEW	96%	100%	100%	100%
4. Proportion of people who use services who feel safe	NEW	N/A	68%	70%	72%

\* To be confirmed by Safeguarding Board

\*\* To be confirmed



# Abbreviations and Glossary

ACS – Adult & Community Services

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 (X by X) — 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

LD – People with Learning Disabilities

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.

X by X— See ‘Expert By Experience’

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