



RE-IMAGINING BROKERAGE

A better approach to Support Brokerage

A Discussion Paper in association with Imagineer and the National Brokerage Network

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SUMMARY

Support Brokerage is a glass full of common sense and a will to make a real and lasting difference.

Brokerage is straight-forward in its purpose:

- It is about people being able to lead a life that is not defined by services.
- It is about supporting someone to navigate through all the options available to them to find the one that is right for them.
- It is about having the belief that everyone has the ability and capacity to achieve and finding a way to unlock this.

Brokerage, at its strongest, resides in community and is a route to identify all the resources available to a person.

This paper will give you a greater insight into what Support Brokerage means, and how to make it happen. It will shed light on effective approaches to Support Brokerage and advice on how to avoid potential pitfalls.

This paper will not provide a set formula on how to provide brokerage or how to deliver brokerage. It will not provide a step by step guide to getting brokerage right. Simply because one does not exist – thankfully. Brokerage is about working with people, with all their uniqueness and quirks, with all their connections and relationships. Therefore it would be naïve to believe that one approach will fit everyone.

Support Brokerage has been around for over 40 years, it was designed by a group of families in Canada who wanted the best for their children. These families were confident and brave enough to present their ideas of what good support could look like for their sons and daughters to the funding authority. This was an alternative approach to the traditional care settings that had been presented

to them. The ideas of the families involved freeing up the budget, instead of providing fixed services. And guess what? It worked. At that moment Support Brokerage was born, a movement led by families and individuals with disabilities.

Support Brokerage is at the heart of Imagineer CIC, as well as the focus for the National Brokerage Network - which has held up the light for Support Brokerage and self-directed support for more than 10 years. Support Brokerage provides a positive contribution to people's lives, supporting people to achieve what they would have thought was impossible and beyond the limits of their entitlement.

I have followed people on the journey to directing their own support, taking control of the decisions that affect their life and becoming confident in stating how they want to live and making it happen. This has given me the personal experience of seeing the positive results of well delivered and thoughtful Support Brokerage.

Since its inception over 40 years ago, and especially since its introduction to the UK over 14 years ago, Support Brokerage has developed a number of different reputations - some good and some bad.

The worst side of the reputation has been brought about by misunderstandings and narrow thinking about the function of Support Brokerage and how it is delivered. Later in this paper we will have a look at some of these reputations that have been developed and the response from the National Brokerage Network.

The National Brokerage Network brings together a range of people, from varied backgrounds and a wide scope of experience in understanding what it takes for someone to be able to direct their own support, take on and manage a personal budget and overcome some of the obstacles in the way to achieve real success.

1. SUPPORT BROKERAGE

1.1 What makes the difference in people's lives?

What creates the momentum to move from a place that may not feel too good to a place where someone feels fulfilled, happy and in control?

The answer is simple - **keeping a focus on the positive outcomes that are important to the person who is directing their own support**. Outcomes that are set by the person, outcomes that help people build a good life for themselves, these are what we mean by positive outcomes.

1.2 What is Support Brokerage?

Brokerage is not a defined role, not a fixed list of tasks or a toolkit, but a varied and flexible range of tasks that enables someone to work towards what they want in order to have a good life.

As a broker you should see yourself as facilitating the outcomes that have been set by the individual - taking on what the person would like you to do.

This could include:

- Conducting research and making connections.
- Putting together a case to present to the local authority which clearly demonstrates how a person's aspirations and wishes can effectively meet their assessed needs.
- Working alongside the local authority to identify how to meet the assessed needs of an individual in the most effective way possible.
- Identifying opportunities to maximise resources available to the individual and accessing these resources, this could include: funding, equipment, activities or support.
- Negotiating with other people and organisations to achieve the outcomes set out by the individual.
- Supporting the person to develop a person centred plan.

- Developing and facilitating a sustainable Circle of Friends.
- Supporting the individual to put their plan into action.

As a Support Broker you may be asked by the person to be involved in many different areas - if this is what is necessary to help someone get to where they want and need to be.

There is no job description that could be written that could capture everything that you might be involved in; nor is there a set process that you should follow, as long as you:

- Are capable of taking on what is requested or needed.
- Have the skills and knowledge to complete it competently.
- Have the necessary insurance in place If you are completing this in a paid capacity.
- Have consideration to what is ethical and legal.
- Set clear expectations about what you can do with the person you are working alongside.

At the start of the journey you will find that momentum begins to build; going about this in a well thought out way will determine whether you will achieve the outcomes.

Some things to consider when getting started include:

1. Has the person had the chance to explore what they would like to change or achieve? (Perhaps help someone define what a good life means to them.)
2. Is everyone involved clear on what outcomes the person is looking to achieve?
3. Do we know who is doing what?

There maybe some gaps where there is no one to complete a task, and you may need to think about who would be in the best position to take on these tasks. As a Support Broker, think about which of these to sign up to. If you do not have the knowledge or skill to take it on, perhaps agree to be the person to research who could do this instead. As the person begins to take control there is usually a lot of energy and motivation. Checking in with people to see how things are going will help them stay motivated.

2. SUPPORT BROKERS

It has been said for quite some time that the person who fulfils the brokerage function could be anyone who works well with the person, who the person wants to act as their Support Broker and who has the best interests of the person at heart – with no conflicting agendas.

The Support Broker could be the person themselves, it could be a family member, a neighbour, a friend or it could be someone who is acting in a paid capacity.

Depending what relationship the Support Broker has with the individual (if it is not the person themselves) there can be a number of perspectives or layers of complexity that can be brought to the fore which need careful consideration and thought in ensuring the experience is a positive one for the person who is about to embark on their 'good life' journey.

All the brokerage functions that are identified by the individual could be taken on by a group of people and therefore achieving a collective approach to Support Brokerage. In my experience this works really well as this approach achieves a community of purpose around the individual and eventually for each other. This is sometimes called a Circle of Friends.

2.1 What are a Broker's Personal Qualities?

Being a Support Broker requires dedication, commitment and a genuine interest in supporting an individual to reach their outcomes. It also requires the person to not try and have all the answers but to support the individual to find the answers for themselves.

It involves being resourceful, creative, adaptable and honest. It means that you do not need to be the expert in anything, but you do need to be skilled in enabling a person to be the expert in their own lives.

This means:

- Ensuring the person is taking the lead
- Ensuring the person has the opportunity to explore their options
- Avoiding the common temptation to 'fix' a person or their situation

Here is a list of the skills and qualities asked for by disabled people and family carers during the two year development period 2004-6 as part of the In Control Support Brokerage development project:

- A passionate belief in the value of human rights and the principles of citizenship
- Good listening skills
- Sensitivity to group dynamics
- Ability to take a problem-solving approach to tasks
- Ability to remain objective
- Integrity
- Calmness in the face of pressure
- Efficient
- Resourceful
- Highly developed interpersonal communication skills
- Ability to document the planning process and its outcomes in ways which are precise yet also support vitality and imagination
- Community development
- Facilitation skills
- Ability to assist in developing or broadening an individual's personal network where this is minimal or non-existent

2.2 What is a Broker's Knowledge Base?

These are the areas of knowledge that can help to inform anyone interested in achieving self-directed support, especially for anyone who is intending to fulfil the Support Brokerage function.

- An understanding of legislation, social policies and programmes and their associated parameters and criteria.
- Insight into the politics and operational realities of how both funding and provider organisations work.
- Awareness of generic community services and support and how they can be accessed, as well as the other kinds of services and organisations that are relevant.
- An understanding of the concept of a 'personal network' and its relevance to the quality of life.

- A solid understanding of the principles and practice of person centred planning.
- A working knowledge of all relevant Government departments and their contribution to the lives of disabled people.



Brokerage training



Graphic training

3. BROKERAGE FOR REAL

3.1 Making the innovative real

I have witnessed people find some smart, common sense solutions to how they want to live their life that do not fit the norms of the service system. We have worked together to be thoughtful about how this is presented to the local authority to ensure that it is clear how these ideas would meet their statutory-assessed needs in the most effective way possible and these ideas have been embraced with open arms - once they are understood. This is about finding a way to work together that is respectful and cooperative, as well as being brave enough to put innovative ideas forward, rather than falling at the first hurdle with the limiting belief *'they'll never agree to that!'*

3.2 Starting with a blank sheet of paper

Don't get stuck with template support plans. Although template forms can be incredibly useful to ensure that all the information required by a panel is captured and presented to them. They can also ensure some consistency in how information is presented from individual to individual. Yet the very nature of this strips the individuality out of the planning process.

Being led by a template support plan when gathering information can be limiting for the person whose plan it is. Having the opportunity to think openly and starting with a blank sheet of paper is where some of the most innovative ideas come through, and where the person can truly gain a sense of control over the planning process. Give the person the opportunity to plan in a style that works for them. For example, use big sheets of paper on a wall, develop a computer based presentation, develop a DVD. These approaches help the individual develop a sense of control over the plan - understanding it is theirs, it's about their life and their future.

Starting with a truly person centred approach is really effective and it ensures the person is taking the lead from day one. The information gathered can always be transferred onto the template at a later stage.

I used to help out at a youth club and we decided to run a 'Positive Futures' event. We all each got a large sheet of blank paper and stuck it up on the wall and then we each got a handful of chunky colourful pens. Each person then created their wish for their own future on their piece of paper. Afterwards family and friends were invited to the first viewing of the Positive Futures gallery. Mums and dads were saying things like *'I had no idea my son wanted to do that after school'*, friends were saying *'I'd love to do that too'* and generally people were so enthused by the young people's ideas for their own future that a lot of the conversation centred around *'How can we make this happen?'*. These were all young people with special educational needs and therefore had a number of assessments, transitions plans, support plans but they had never been given the opportunity to create their own plan.

3.3 Working alongside commissioners – good and bad practice

When using personal budgets and Support Brokerage there are a number of essential ingredients which ensure a positive experience. This means a positive experience for the individual, for their family, for the wider community and for commissioners - whether they be local authorities or Clinical Commissioning Groups.

What leads to a positive experience:

- People knowing that a personal budget or a personal health budget is available to them at the earliest possible point.
- People being provided a positive account of personal health budgets or personal budgets and the opportunities for greater choice and control.
- Not scaring people off with the 'responsibilities' they would be taking on. People are more likely than not already responsible for many things in their life, and taking on a personal budget does not mean they have to take on more responsibilities. For instance, people do not have to become employers.
- The personal budget can also be used to support people to manage their responsibilities (e.g for payroll or management support) and this should be made clear.
- A financial assessment is completed to ensure that people are clear about any contribution they need to make towards their own support costs.

- People being given clear guidelines about how the budget can be spent.
- Guidelines about the use of the budget that are not too restrictive.
- People knowing the budget that will be available to them before they start to develop their support plan.
- People having the choice of using an independent support broker.
- A good relationship with their social worker or clinical lead.
- A clear understanding of the process of accessing a personal budget and who is involved at each stage.

Some local authorities have decided that independent Support Brokerage will not be funded. This directive not only strips away choice and control for the individual but it also contradicts Government policy and ignores the many benefits of Support Brokerage.

These benefits can include:

- Effective and person centred delivery of social care support and health
- An increase in the use of person budgets and personal health budgets
- An increase in the resources available to the individual by a greater use of community opportunities
- Reduced reliance on statutory health and social care services
- Supporting an individual to meet their personal outcomes
- Innovative ways to address assessed need
- Preventative practice i.e. reduction in hospital admissions, GP visits, input required from a Social Worker
- Maximising the effectiveness of the social care and health funding

As brokers we have witnessed reductions in hospital admissions; reduced visits to the GP, reductions in the support required and an increase in meaningful relationships and opportunities. Most importantly we have seen how people have personally developed through the experience of having control and choice over how their social care and health budget is spent.

In our experience, Support Brokerage and self-directed support has meant that social care and health budgets can be used much more effectively whilst individuals get much better lives.

4. FEARS AND CONFUSIONS

As with anything new it is quite possible for confusion and fear to grow. The following questions are typical of the negative views we've heard. Here we share the question and the response of the National Brokerage Network.

Q.1 Is brokerage just another industry to make money and profit from the social care or health system?

National Brokerage Network Answer: No. We are very clear in stating that Support Brokerage is not about making money and definitely not about making a profit and we certainly do not promote brokerage in a manner that would suggest that we are advocating for any individual or organisation to do so. For us brokerage is about getting the most out of all opportunities available to the individual, making the most of the budget available to them alongside what already exists within their community.

Q.2 Aren't brokers just untrained and unknowledgeable people jumping on the band wagon without the expertise which is needed to deliver anything well?

National Brokerage Network Answer: No. People who take on the Support Brokerage functions, whether in a paid or unpaid capacity, come from a whole range of backgrounds and it would be unfair to make a general sweeping statement about 'all brokers' in this way.

However, as with anything, we have to ensure that people know what they are doing and through the National Brokerage Network we ask people to develop a broker profile that demonstrates their knowledge, skills, experiences and references. We also ask for people to attend brokerage training and to be mindful of continually developing their ability and understanding through mentoring, guided learning and further training. It is also important to be aware that the majority of brokers working through the National Brokerage Network are 'experts by experience'. By this we mean disabled people and family carers who are doing this for themselves or for other people. For example, the Cambridge Brokerage Network is run by one ex-social worker and eight 'experts by experience'.

Q.3 Is brokerage just another layer of professionals creating confusion for people accessing services?

National Brokerage Network Answer: Support Brokerage does not intend to produce another layer of professionalism. The intention is to complement the professionals already in place whilst creating the opportunity to coordinate a response from all professionals involved. With the main intention and focus on the individual and the people in their life gaining a better grasp and understanding of the social care and health systems and structures so they can do more of this for themselves in the future – in effect, when this is done well, brokerage has the opposite effect – it reduces the need or dependency on professionals.

It is also important to be aware that people have to meet a level of eligibility before they can access the funding for social care or health support. Social care has to follow Fair Access to Care guidance and most local authorities have set their level at substantial and critical. A lot of self-referrers for Support Brokerage are not eligible for the narrow definitions of ‘critical and substantial need’ in use; others are eligible but may have modest incomes and so must pay up to 100% of the support costs back to the local authority. Many others choose to contact our brokers before they have contacted social services to find out how the assessment process works. Therefore brokerage can be a valuable function to inform people of their rights and how the social care and health process works as well as working alongside those individuals who are not eligible to find solutions within their own community and resources.

Q.4 Is brokerage just another way to deliver social work without people needing to be trained to the same degree level as Social Workers? Doesn't brokerage aim to take over the role of social work?

National Brokerage Network Answer: Brokerage does not take away the need for a social worker to be involved. When required, Support Brokerage would be delivered well if a close working relationship was formed with the social worker. It is appreciated that in the majority of circumstances, everyone wants the best outcome for the individual. Through working together, with more people contributing to achieving the right outcome, this is more likely to be achieved. Having the right people involved can open up the ability to achieve the individuals outcomes and can also bring other dynamics, skills and perspectives. Whilst social work is a three year

largely academic degree programme, the National Brokerage Network recommended training programme is largely practice based and insists on career-long learning and constant updating. Both types of learning programmes are essential but whilst social work has a major focus on the theory of social work practice, Support Brokerage retains a specialist focus on self-directed support.

Q.5 Isn't brokerage just about developing a support plan with someone?

National Brokerage Network Answer: This is how brokerage has been interpreted in some areas and therefore this is all that is being delivered under the heading of Support Brokerage. We hope this report has opened your thinking and understanding to realise that brokerage can be about developing a support plan if this is what the individual wants the broker to do, but this is likely to be amongst others areas of input. Within the Support Brokerage training one of the areas of that is addressed is the need to develop new services or opportunities if people can't find what they want locally. This approach ensures that the support someone receives suits them as an individual and achieves their needs and aspirations as well as supporting the development of a diverse community and marketplace enabling more people to have a greater range of options available to them.

Q.6 Must Support Brokerage be run outside a local authority?

National Brokerage Network Answer: This is not the case, a local authority could effectively lead on brokerage, as long as careful consideration is paid to the Support Broker's ability to act independently of the local authority agendas when required and to work always in the best interest of the individual they are working alongside. Ensuring that they are in a position to focus on working with the individual and not having demanding or contradicting agendas placed on them. If a local authority develops an approach to be able to offer Support Brokerage they need to be able to offer the full scope of the Support Brokerage functions. There also needs to be the capacity for an individual to continue to have choice as to where they find Support Brokerage input from a variety of options available to them in their community and local area.

Q. 7 Does brokerage always have to be paid for? Isn't it very costly?

National Brokerage Network Answer: Brokerage is not always paid for, as explained in this document Support Brokerage can be something the individual does for themselves, or through a family member or friend. They may find Support Brokerage within their community or from an organisation. Support Brokerage could be voluntary or it could be paid for. A whole range of options exist in how Support Brokerage can be provided.

Within the eastern and northern region of the National Brokerage Network a three layer model has been developed regarding how brokerage is funded:

- Model 1 - always free if needed
- Model 2 - make a donation of your choice to the charity
- Model 3 - hourly rate if funding is available

Just imagine

A young man desperately needs a break from the family home. Since leaving school he has received very little support and he has gone from receiving 32 hours of 1:1 support in school to nothing. He left school four year ago and last year he had a social work assessment through the mental health team. The social worker that conducted this assessment allocated him three weeks a year at a local respite unit and three days at a day centre.

This is a young man in his early 20's who loves music, plays the guitar, loves to play pool, is really into formula 1 and football. Do you think he would have any interest or aspiration to stay somewhere that very much feels like an old people's home and very alien to him? Or to be in place with very little activity that would be of interest to him?

Of course not, in fact he never went. The local authority responded by stating to him that they would withdraw his services! Where is the responsibility to meet statutory assessed need? And can you imagine the impact this had on him and his family at a time when tensions and anxiety was running high.

Wouldn't it be brilliant for him to be able to go to festivals, gigs, music shows – of course it would. Would he go, of course he would. He would get a break and so would his family and more importantly he would have the opportunity to build memories, his confidence and sense of purpose.

This does not have to cost the local authority any more than the traditional option and it is possible to find a way to support him to lead the life he wants to lead whilst meeting the statutory responsibility to meet his need.

This story is real. This young man's life is so much better now and he has achieved a great deal since his budget was first put in place. He still struggles with any involvement from the local authority as he finds it impossible to forget how he was treated and how he felt when he all his choices and control had been taken away from him.

We have many more experiences of this nature where people have been able to truly create something that works for them:

- Dog walking at a dog shelter instead of going to a day centre
- Personal assistants or support workers trained in physiotherapy so the person can have daily home based physiotherapy
- Someone being able to move out of a 5 bed-roomed supported living scheme into their own home
- Someone being able to recruit people from their local village rather than use an agency
- Someone moving out of a nursing home into their own bungalow, back to their local community with their own team of people
- Supporting someone to find a tap-dance teacher instead of a support worker.

Just think what could be possible if everyone embraced this approach.

- People may reach the stage where they have no need to receive support from the social worker as their support is working so well for them.
- A family may feel in so much control and able to respond to meeting their own needs that they are much less likely to reach crisis point.
- Someone may be able to utilise their budget in such a way that they develop an ability to give back to their local community through developing projects that are of interest to them, i.e. gardening, cooking.

Working in a manner that enables self-directed support truly brings the heart back into what we are here to do. It brings enjoyment, fun and purpose back into people's lives - for everyone involved.

This approach successfully moves away from the deficit model to an approach that is solution focused, creative, upbeat and about life not just services.



Beat It Nightclub www.beat-it-nightclub.co.uk

5. FUTURE OF BROKERAGE

If everyone was to fully embrace Support Brokerage, we are confident that they would see a greater move towards people truly directing their own support. And if we began to think more about the brokerage function, as a function not a profession, then there would be range of new possibilities open up:

5.1 Community

If we are to think resourcefully, what do we already have within our local communities that would meet some of the Support Brokerage functions? If we can spend time identifying this we can avoid re-inventing the wheel. If the resources already exist and they would work well for the person, why try and fix it, change it or replace it? No one can afford to ignore or over look the great work and initiatives that already exist within our communities.

5.2 Commissioning

How can we begin to break down some of the systems and barriers to make the experience of self-directed support a positive and engaging one for all involved? There are 6 things that work well within a localised strategy to implement personalisation and self-directed support.

1. Invest some time in recognising what is currently available in the community and where the functions of Support Brokerage already reside adopting a co-production ethos.
2. Move away from block contracting services and utilise every opportunity to move towards the delivery of personal budgets.
3. Embrace innovative support plans which enable new approaches to develop, as hand in hand with this a whole new and vibrant marketplace and community has the opportunity to develop.
4. Ensure clear communication between everyone involved in social care support and health delivery, especially between the contracts team, commissioning, social work teams, nursing teams, finance teams and those who the panel signing off support plans.

5. Develop opportunities to build the capacity for independent Support Brokerage, ensuring that those involved have the opportunity to attend training and receive support and mentoring.
6. Ensure that everyone is using the same terminology and remember that direct payments is only one way to manage your personal budget. Direct payments and personal budgets are not the same - they are significantly different.

5.3 Brokerage

The National Brokerage Network is a network that aims to ensure that Support Brokerage is understood and available throughout the country.

Our aims are:

- To promote the use of personal budgets and Personal Health Budgets through independent support and representation from a Support Broker.
- To lead the development of Support Brokerage and related initiatives.
- To provide a network of independent Support Brokers overseen by regional coordinators across the Country
- To ensure that Support Brokers operate confidently and effectively
- The National Brokerage Network strives to be a diverse movement to build a platform with people to achieve control and independence over their lives.
- To set a benchmark and provide guidance for good practice in Support Brokerage.

In the coming years we aim to develop connections and build relationships with organisations and individuals who have a local, regional or national reach as well as an ethos that compliments that of the National Brokerage Network. We are going to work alongside the individuals and organisations within our network to continue to strive towards the successful delivery of Support Brokerage.

6. FINAL THOUGHTS

I have been the chair of the National Brokerage Network for three years. The National Brokerage Network has been in existence for over ten years and has served as a steer and guide for the development of brokerage across the UK.

As a collective of people interested and committed to the implementation of brokerage, we are keen to share a clear message about brokerage. We strongly believe that achieving this clarity will be pivotal to people taking control of their lives and reaching the stage where, no matter the level of support or care a person requires, they can lead a good life determined by themselves.

The National Brokerage Network continues to encourage communities to see that they have the resources already available to them locally to achieve what is intended through self-directed support. This is what the National Brokerage Network would like to protect as well as enhance and we hope to achieve this by offering this paper as our vision and definition of Support Brokerage.

If you would like to find out more about Support Brokerage, the National Brokerage Network or if you would like to get involved please get in touch.

As a practitioner of Support Brokerage I have studied person centred planning, community development, life coaching and asset based community development and all these approaches contribute to effectively working alongside people and communities to make a positive difference. I have worked alongside individuals and families to provide the Support Brokerage functions and I have seen the positive difference this has made in many people's lives.

People have appreciated the input so much that they have mentioned me and passed on my details to other people who have then contacted me for Support Brokerage, for either themselves or a family member. There has been such a demand for Support Brokerage that we now have a small

team of Support Brokers at Imagineer and we provide this function for a number of people at any one time. This team of brokers include people who have accessed personal budgets, carers, social workers and people from a community development background. We will continue to provide Support Brokerage as long as there is a demand for us to do so and we continue to hold a strong belief regarding the positive difference Support Brokerage can make when done well.



The Outsiders www.the-outsiders.info

ABOUT THE AUTHOR

Liz Leach is Director of Imagineer and Chair of the National Brokerage Network. She is a skilled and experienced consultant in the fields of personalisation, self-directed support, person centred training and related areas. Over the years Liz has worked with a wide range of individuals, families, charitable/community organisations and local authority departments. Her goal is always to inform individuals, to give them skills, knowledge and the confidence to plan and act on their own behalf.

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IMAGINEER

Imagineer's mission is to enable people to shape their own futures and reach for their aspirations. Imagineer is focused on bringing about a real philosophical change in the way that support is provided to people who are supposed to be in control of their own support. We truly ensure that the individual determines what their life looks like and how they want to be supported; it's person centred, self-directed support in the truest form and not watered down in any way. The values of Imagineer are:

- Positivity: anything is possible.
- Determination: never say never.
- Empowerment: people are the experts in their own lives.
- Integrity: be accountable and be transparent.
- Togetherness: embrace the contribution of others.

To find out more visit: www.imagineer.org.uk

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NATIONAL BROKERAGE NETWORK

The aim of the National Brokerage Network is to provide people with information, advice and guidance to plan and have control over their lives:

- Centrally for everyone to benefit from the knowledge, skills and resources available.
- Regionally to support and train people to assist others and to share practice.
- Locally to enable diversity, choice and opportunities to develop.
- To assist in the promotion and development of all types of Support Brokerage through access to information, training, shared practice, resources and effective communication.

To find out more visit: www.nationalbrokeragenetwork.org.uk

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THE CENTRE FOR WELFARE REFORM

The Centre for Welfare Reform is an independent research and development network. Its aim is to transform the current welfare state so that it supports citizenship, family and community. It works by developing and sharing social innovations and influencing government and society to achieve necessary reforms.

To find out more go to www.centreforwelfarereform.org



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