

# **Cheshire East**

## **Day Opportunities Strategy**

### **2022 -2027**

## Contents

---

1. Summary
2. Introduction and Vision
3. Background
4. Key facts and figures
5. Needs analysis
6. Developing the strategy
7. The current offer
8. Proposed new offer
9. Key Delivery Actions

## 1. Summary

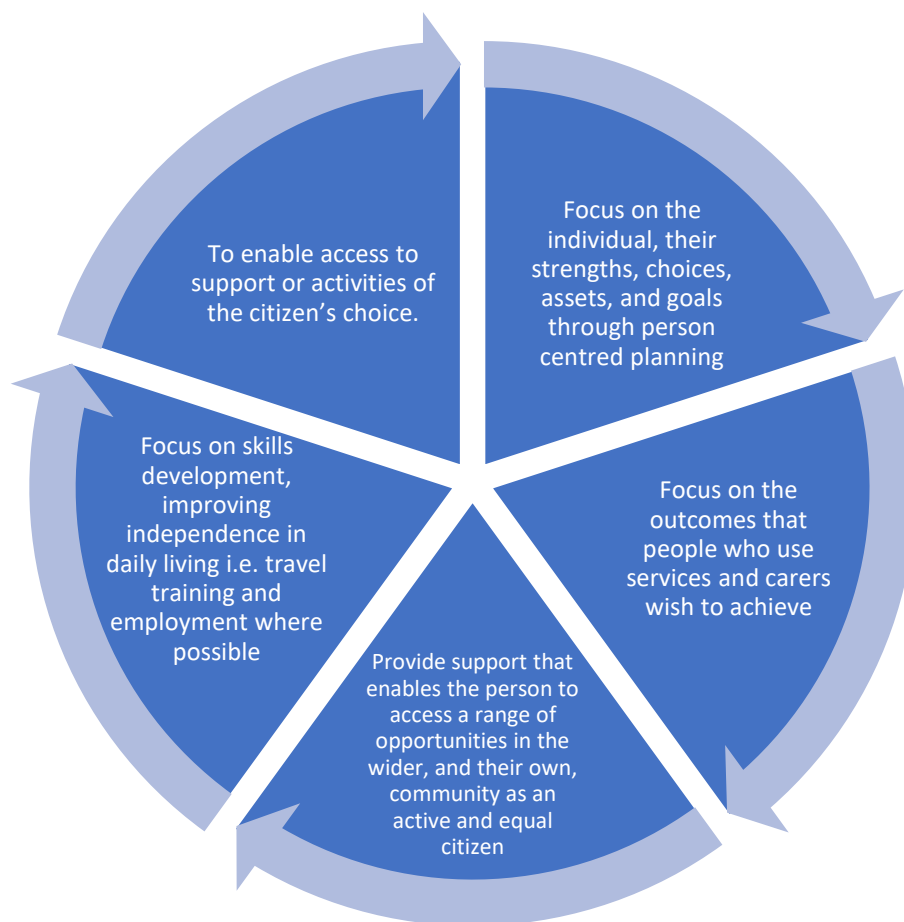
Day opportunities are services that help people's health and wellbeing and provide the opportunity to take part in various interests and activities, meet with friends, develop relationships, obtain new skills, and enable people to make a positive contribution to their community.

They also provide respite support to carers so that they can pursue their own interests and take a break from their caring role. Day opportunities are available for a range of individuals and groups including older people, people with learning disabilities, autism, physical disability, and for people with mental health support needs.

Traditionally, the offer in Cheshire East has been predominantly building based, having not benefited from direct investment and development in recent years. This has limited the choice and control for those that attend day opportunities.

The council recognises that people value day opportunities. This strategy aims to provide a clear set of design principles and actions to support further development of day opportunities in Cheshire East, ensuring there is enough accessible provision for those that need it. It is recognised that we have a considerable way to go to close the gap between the current service offer and the proposed vision of the future, and through this strategy it is proposed to address that gap through a set of actions.

### Key Aspirations



## 2. Introduction and Vision

Day Opportunities in Cheshire East benefit 499 residents across the Borough, with a wide range of support needs including older people, people with learning disabilities, autism, people with a physical disability, and people with mental ill health. Current services are delivered directly by the Council as well as by independent commissioned organisations.

The future strategic vision for day opportunities in Cheshire East firmly aligns to the following priorities within the Cheshire East Corporate Plan 2021-2025:

- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services
- A commitment to protect the most vulnerable people in our communities
- Increase the life opportunities for young adults and adults with additional needs

The strategy will focus on the wider approach the Council takes to promoting independence, rather than solely looking at a one-size fits all approach (focused on building-based day services). This will mean reviewing the customer journey more holistically and not solely focusing on one set of services or contracts. To move away from a predominantly building based approach, a broad scope is required which incorporates assets which support a good and meaningful day.

It is recognised that long-term building-based provision will provide the best service for those with the most complex needs, whilst for some individuals, short-term enablement and skills development may support a move into a more community-based environment. Day centres themselves can be assets, providing a base for multiple activities with in-reach and outreach to the local community.

Taking part in meaningful day opportunities is a key area of support for many people and will assist them in developing and maintaining their independence in line with these aims. This strategy will address the differing needs for people requiring day opportunities, from the traditional building based to a more community based approach.

**Figure 1: Annual spend on Day Opportunities by Cheshire East Council (01 April 2021)**

	Number of people accessing day opportunities services	Total Annual Spend (£)
Internal Provision (Care4CE)	358	£3.37M
External Commissioned Provision	219	£1.34M
Grand Total	577*	£4.71M
* Please note there are 499 individual service users, but some individuals access multiple services		

As figure 1 details, in 2020/21, the Council spent £4.71 million on commissioned day opportunities, featuring support for 499 residents (this excludes transport and food which are also separate costings for Care4CE provision).

The focus of the strategy for the next five years will be on improving lives by ensuring that every pound spent in Cheshire East is delivering better outcomes for our residents and communities.

This is a co-produced strategy that provides a clear set of principles for day opportunities and the components that will need to be in place to support people with care and support needs to have a good and meaningful day.

The strategy will have a clear set of actions which will set out the way investment in services needs to change over time and how services would be developed and grown to meet the outcomes of the strategy.

### 3. Background

Commissioned day opportunities benefit approximately 499 citizens with a wide range of support needs, including older people, people with learning disabilities, autism, and physical disabilities across the borough. Current services are delivered directly by the Council through Care4CE, as well as by approximately 20 independent organisations. Added to that there are also significant numbers of people who access day opportunities through a direct payment, which includes non-commissioned community provision, which offer viable alternatives to traditional day services.

During the COVID-19 pandemic Cheshire East Council responded to support vulnerable people and implement Government guidance. In many localities, day opportunities provision for people with a range of needs was either closed or continued to be delivered to reduced numbers or in alternative ways including outreach, virtual support and the provision of carer breaks (sitting services). As we emerge from the pandemic, commissioners and service providers in the borough are looking to take learning from this experience to inform cost-effective models of provision for the future that better match the needs, promote independence, quality of life, wellbeing, community engagement and inclusion.

### 4. Key facts and figures

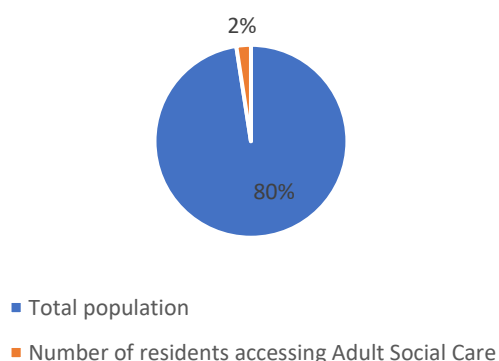
There is considerable learning from population trends that this strategy needs to account for to ensure the needs of individuals are met within Cheshire East

The key facts we have gathered from examining local data are:

- Cheshire East has an aging population and that comes with its own challenges and, following national trends, we see increasingly complex needs across all age ranges
- Day Opportunities are primarily used by for working age adults and those with a learning disability account for a significant proportion of total users
- There is a significant group of Older Adults (65+), which is also growing and is predicted to rise 9.5% by 2030
- The areas in Cheshire East with the highest number of people who attend day opportunities services are Crewe and Macclesfield, which account for over half of the total service users.

#### Activity within Adult Social Care in Cheshire East

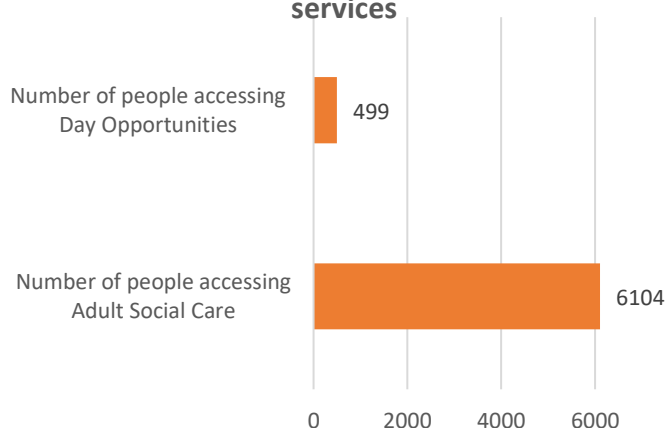
Figure 2: Percentage of Cheshire East residents accessing Adult Social Care



receiving some form of commissioned day opportunities provision (8.2% of the total Adult Social Care and Health service users – see Figure 3).

The estimated population of Cheshire East is 384,152. As of 1 April 2021, there were 6,104 people open to Adult Social Care and Health services (see Figure 2). Of these cases 499 are

Figure 3: Number of people accessing services

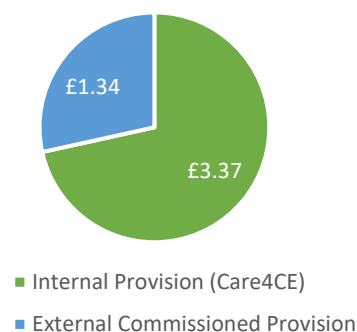
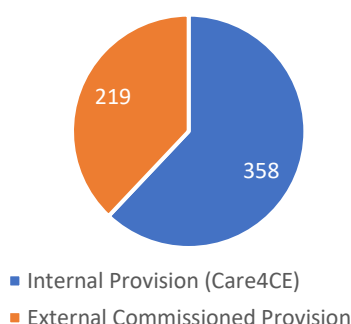


## Current services

As of 30 June 2021, the current financial spend on day opportunities either commissioned or directly provided by Cheshire East Council is illustrated in figure 4, in which a total a spend of £4.71m, for 577 residents to access day opportunity services, see figure 5 (Note: there are 499 individual service users, but some individuals access multiple services).

Figure 4: Total Annual Spend (£m)

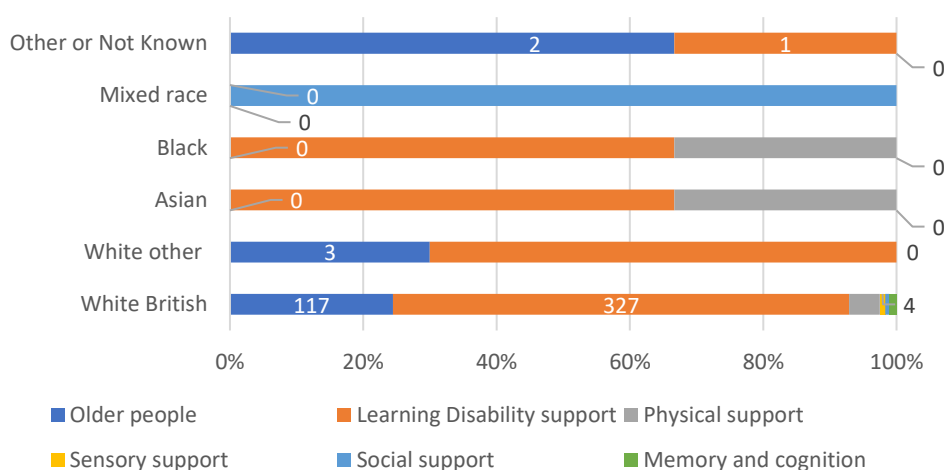
Figure 5: Number of people accessing day opportunities services



## Ethnic Breakdown of those using Day Opportunities

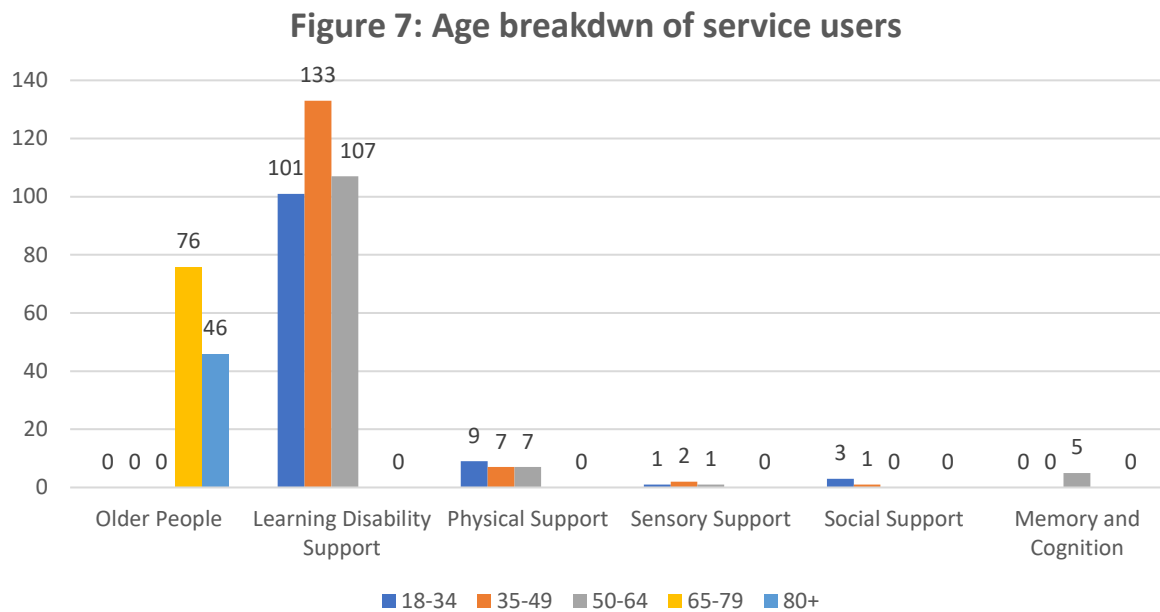
Ethnic white groups (British and Other) account for 97.7% of the Cheshire East day opportunities service users, while 2.3% of people accessing day opportunities were from ethnic groups other than ethnic white groups, (see Figure 6)

Figure 6: Ethic profile of service users



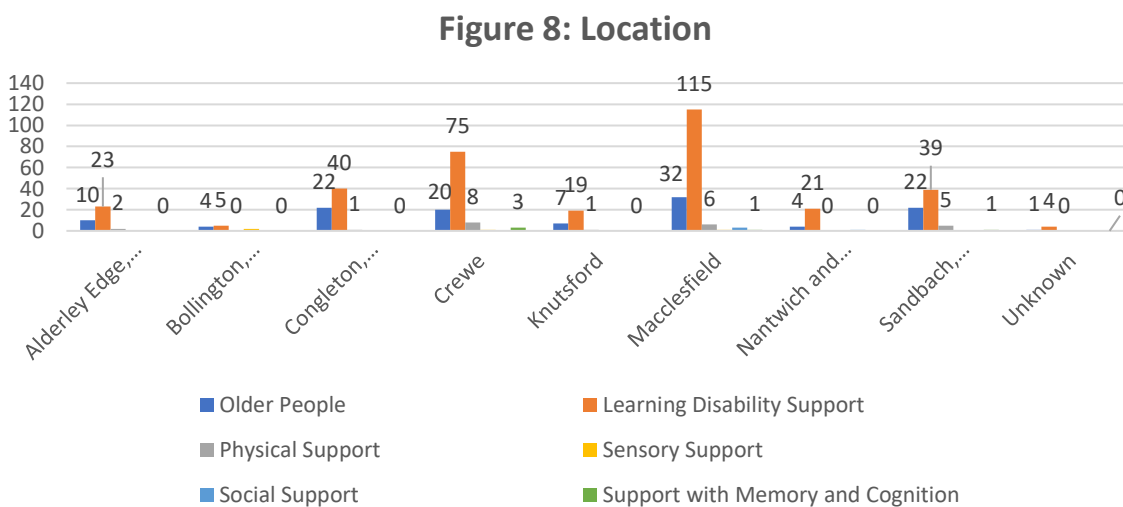
## Age Breakdown of those accessing Day Opportunities by Primary Support Reason

As figure 7 details, over three- quarters of those who attend day opportunities are working age (19-64), with the highest age brackets being 34-49 and 50-64. People with a learning disability accounted for 68% of all those who attend day opportunities. Older people account for almost a quarter of the people who attend day opportunities.



## Geographic location (based on home address) in Cheshire East of people who attend day opportunities broken down by Primary Support Reason

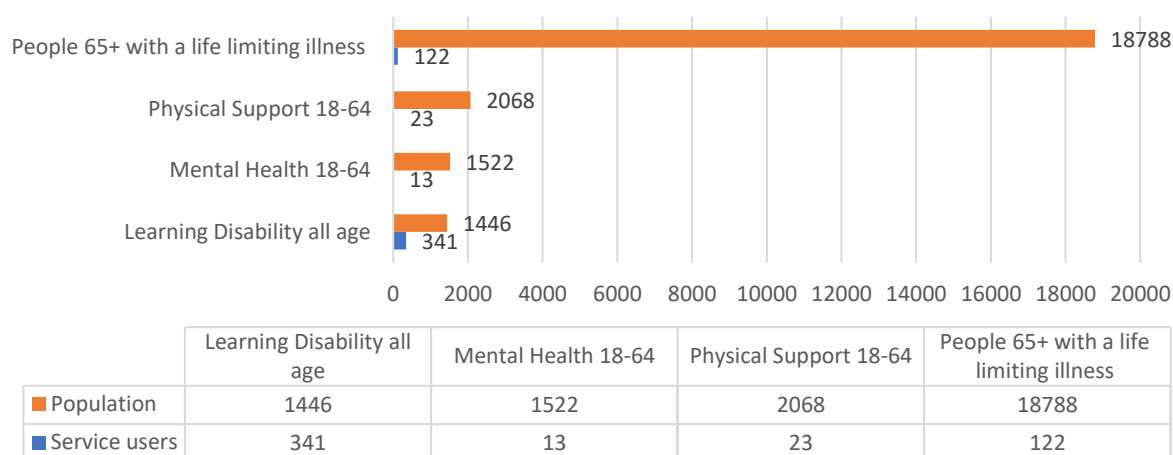
The locations in Cheshire East which have the most people who attend day opportunities are Macclesfield (158) and Crewe (107) and these two areas account for over half of the total people who attend day opportunities services in the Borough.



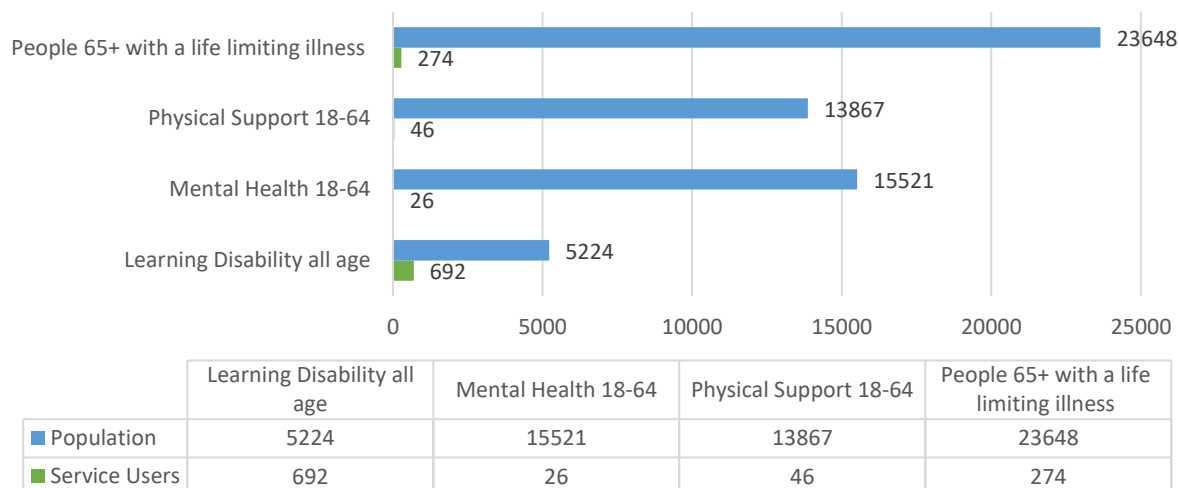
## Future need - 2030<sup>1</sup>

We can see that based on population projections the numbers of older people aged 65 and over with a limiting lifelong illness will be client group who will have the highest increase in population within Cheshire East. This would see the numbers requiring day opportunities rise by 25.8% to an estimated 274-day opportunities service users by 2030. Overall day opportunities numbers are estimated to rise from 499 to 1,038 by 2030 (an estimated increase of 539 people overall), see figures 9 and 10.

**Figure 9: Current client population and users**



**Figure 10: Projected future population and users (2030)**



<sup>1</sup> Source: Institute Public Care Projecting Adult Needs and Service Information; Projecting Older People Population Information (2020)



## 5. Needs Analysis<sup>2</sup>

Based upon the future population and projection of day opportunity needs, we can make assumptions in terms of demand, which will continue to inform commissioning decisions for the individual cohorts.

### **Learning Disability and/or Autism**

It is estimated that in 2020, 5,253 adults (18 years and over) have a learning disability living in Cheshire East, with around 1,196 having a moderate or severe learning disability. The number of adults with a learning disability is projected to stay around the same at 5,244 by 2030.

Increasing choice is the principal we aim to follow, by developing a greater range of options within the community around day opportunities. We will seek to offer viable alternatives to traditional day services, which will provide more person-centred and flexible approaches including enhancing links to volunteering and supported employment opportunities with employers across the borough.

### **Mental Health**

In Cheshire East there are approximately 1,410 people per 100,000 of the population accessing secondary mental health services, this is lower than the England average for adults which is 1,672 per 100,000.<sup>3</sup>

While Cheshire East do not currently provide direct access to a day opportunity for those with functional mental health conditions, we and our stakeholders are exploring innovative models of provision which seek to supplement statutory provision. This may include time limited prevention programmes and daily recovery activities. Key working and peer support, groups and activities for Cheshire East residents with mental health issues will be promoted and encouraged. Such service will be flexible according to changing needs of individuals.

### **Physical Support**

It is recognised that the current offer for people with physical disabilities is limited to a select number building based services and is often included as part of a wider day opportunities setting (including those with dementia, learning disabilities etc). We are keen to ensure that future services for individuals with physical disabilities are person centred to meet the unique needs for each individual in the way that their disability impacts on their life.

We will strive for day opportunities provision that promotes the ability and confidence to enable a person to fully participate in the community and recognise an individual's rights to independence and self-determination, dignity and respect. We also aim to ensure that any future building-based provision is fully accessible to meet the needs of people with physical disabilities and has appropriately trained staff and equipment to provide the most effective support.

### **Older people (people over 65 years, with life limiting illnesses) including those with Dementia**

With numbers of older people aged 65 and over with a limiting lifelong illness set to rise significantly within Cheshire East, we will need to ensure that sufficient day opportunities provision is made available to meet this ever-increasing demand (projections indicate this could lead to an increase in day opportunities numbers of 25.8% by 2030).

We are keen to ensure that day opportunities for this cohort continues to evolve and meet the needs of older people and their carers. This will include ensuring services are accessible to all locations in the borough to prevent social isolation and promote inclusion. This will include services

---

<sup>2</sup> Source: Institute Public Care Projecting Adult Needs and Service Information; Projecting Older People Population Information (2020)

<sup>3</sup>Cheshire East All Age Mental Health Strategy 2019-2022

that operate outside of traditional weekday day opportunities hours and include weekend day opportunities.

## **Carers**

It is estimated that there are over 40,000 hidden carers residing in Cheshire East (this number is approximate for the size of Cheshire East's population. The stats are difficult to estimate as we know but this is ranged between 1 in 8 adults and 1 in 6 adults) we are currently working collaboratively with local, regional networks and carers to co-produce an all-age carers strategy, to improve the service provision that supports all carers.

Carers UK carried out an online survey between 11 - 28 September 2020.<sup>4</sup> A total of 5,904 carers and former carers responded to the survey. It finds that carers are desperately worried about how they will continue to care safely through the coming winter, and that they are already exhausted and close to burn out. The study highlighted:

- Making sure that carers can take breaks and that the return of essential services is prioritised
- Providing clear guidance, information, and advice specifically for carers
- Raising the level of Carer's Allowance
- Supporting carers to look after their own health and wellbeing and providing targeted funding for carers mental health support.
- Ensuring that carers are better able to juggle work and care and remain in work.
- Providing sufficient funding for social care over the winter.

## **Statutory responsibilities**

### **The Care Act 2014**

Through the Care Act, the Council must promote wellbeing when carrying out any of their care and support functions:

- We also have a duty to facilitate and shape their market to ensure a sustainable and diverse range of care and support is provided in Cheshire East
- Local Authorities have a duty to assist young people in their preparation for adulthood before the age of 18 at a time when it is of significant benefit to them

### **The Equality Act 2010**

- The Equality Act makes it unlawful to discriminate (directly or indirectly) against a person based on a protected characteristic or combination of protected characteristics. Under the Equality Act the public sector have certain duties called the Public Sector Equality Duty (PSED). Under the PSED (section 149) public authorities must have due regard to the need to:
  - eliminate unlawful discrimination, harassment and victimisation
  - advance equality of opportunity between people who share a protected characteristic and those who do not
  - foster good relations between people who share a protected characteristic and those who do not.

The Act explains that having due regard for advancing equality involves:

---

<sup>4</sup> Caring behind closed doors: Six months on: The continued impact of the coronavirus (COVID-19) pandemic on unpaid carers

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

## **The Children and Families Act 2014**

- The Children and Families Act introduces Education, Health and Care (EHC) plans; a single assessment and planning process for young people with Special Educational Needs and/ or Disabilities (SEND) which can potentially continue up to age 25.

## **6. Developing the strategy**

We have undertaken a review of all-day opportunity services to ensure an alignment with national good practice. We have conducted a comprehensive engagement process which has included engaging with providers, service users and carers<sup>5</sup> the work outlined areas for improvement as well as examples of good practice at a local level which need to be built on to ensure a consistency of approach.

### **Engagement**

#### **Day Opportunities Survey**

The survey represented a key opportunity to engage with current and potential users of service. A total of 268 people responded to the survey, both online and completing an easy read paper version.

#### **Key findings:**

Question theme	Comments
Accessing current services	<ul style="list-style-type: none"> <li>▪ Most service users travelled to a building by car, and travel time was not longer than 30 minutes</li> </ul>
Direct Payment	<ul style="list-style-type: none"> <li>▪ Response highlighted that there is an even split of those who do and don't use a direct payment to purchase day opportunity services, with over half of people stating they would not consider using them in the future</li> <li>▪ Several comments detailed that users had already got direct payments arrangements in place, and happy with these arrangements</li> </ul>
Happy with current service?	<ul style="list-style-type: none"> <li>▪ A lot of comments were received about this, widely supportive of the services, stating they had a good relationship with the provision</li> <li>▪ A number of comments stated there was poor choice in activities, not engaging enough, too much time between events</li> </ul>
What is important to you in a day opportunity service?	<ul style="list-style-type: none"> <li>▪ Rated 'important' by more than 90% of respondents were five factors: staff, activities, a safe place, friends, and being in the local community</li> </ul>
Impact of COVID-19 restrictions	<ul style="list-style-type: none"> <li>▪ A lot of people detailed how much they missed seeing friends</li> <li>▪ With many stating they received more support from family or carers</li> </ul>

<sup>5</sup> [Cheshire East Council: Day Opportunities Survey 2021 Report July 2021](#)

	<ul style="list-style-type: none"> <li>Many also detailed how the impact of COVID-19 left them feeling lonely and isolated</li> </ul>
Most important factors were when choosing day opportunities to attend	<ul style="list-style-type: none"> <li>From this we can see that the most important factors for respondents when choosing day opportunities are the staff, and having a safe place away from home</li> <li>Meeting people and socialising and the activities on offer which all have over 90% of respondents rating them as 'extremely important' or 'very important'</li> </ul>
Important factors around service availability when choosing to attend day opportunities	<ul style="list-style-type: none"> <li>The most important factor in terms of service availability for respondents, with a 90% rating of 'extremely important' or 'very important' was having support available at the right level for everyone.</li> <li>Two other factors also highly rated, 75% 'extremely important' or 'very important' were around providing routine and structure and to have choice of different day opportunities</li> </ul>
Most important factors around service outcomes were when choosing to attend day opportunities	<ul style="list-style-type: none"> <li>Social interaction component was rated the highest with 75% of respondents rating it 'extremely important' or 'very important.'</li> <li>Respondents were split on the outcome of independence and finding a job however this is likely again due to individual circumstances and that these outcomes may not be appropriate or achievable for these respondents</li> </ul>
Most important factors around service environment when choosing to attend day opportunities	<ul style="list-style-type: none"> <li>Only two aspects of the environment were not rated as important by respondents. These were providing services in their own homes and virtual activities, 58% and 71% rated 'not so important' or 'not at all important' by respondents</li> </ul>
What do you feel is important for developing day opportunities	<ul style="list-style-type: none"> <li>Social interaction as the most important factor, 97% 'extremely important' or 'very important'</li> <li>Also rated as important was focusing on the individual and the outcomes that people wished to achieve, 84% 'extremely important' or 'very important'.</li> </ul>

### Provider feedback

We engaged with providers of day opportunities services, through direct contact and through the commissioning notification on The Chest. We engaged with the market to outline our future commissioning intentions and appreciate the offers. 29 organisations responded (16 directly; 13 via The Chest portal). Most of the respondents operate in the North West region, and many within Cheshire East. There were four engagement questions that providers were asked which are summarised below:

Question theme	Comments
Outline current services provided	<ul style="list-style-type: none"> <li>Providers were given the opportunity to outline what services they current provide within the field of day opportunities</li> </ul>
Working to widen the offer	<ul style="list-style-type: none"> <li>Enabling choice / person centred</li> <li>Outreach in their community</li> <li>Outdoor activities</li> <li>Supported employment / training opportunities</li> <li>Focus on the individual</li> <li>Skills development</li> <li>Integration into the community - removing the institutionalisation of services</li> </ul>
What potential barriers or issues	<ul style="list-style-type: none"> <li>Recruitment – widening any offer will require additional staffing at cost / recruit on demand</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Need to ensure there is sufficient resources available to offer community-based activities</li> <li>▪ Small to medium size providers expressed concern in terms of viability</li> <li>▪ Packages determine whether it is viable - anything less than 4 hours would not be viable</li> <li>▪ CEC hourly rate is less than most LAs</li> <li>▪ Travel – CE do not offer free bus passes for carers</li> </ul>
<b>Cheshire East Council are considering developing a Day Opportunities Framework</b>	<ul style="list-style-type: none"> <li>▪ All providers express an interest in this development and welcomed the opportunity to work with commissioners to develop new types of services in Cheshire East in the future</li> </ul>

## Other Stakeholder Engagement

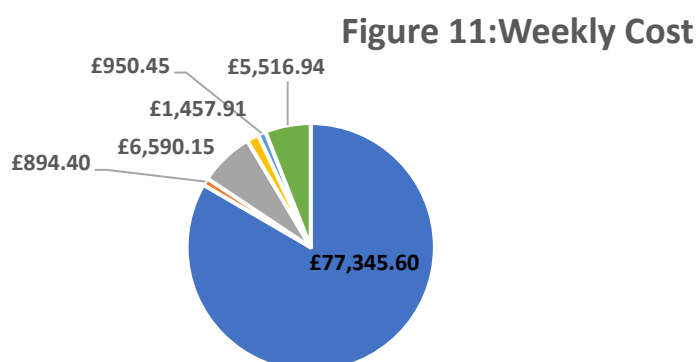
We have also engaged with a variety of stakeholders who have contributed to the development of this strategy. This has included presentations and feedback from a number of established groups, teams and forums in the borough including.

- Cheshire East Learning Disability Partnership Board (including Self Advocates Group)
- Cheshire East Mental Health Partnership Board
- Cheshire East Carers Forum
- Cheshire East Parent Carers Forum
- Social Work Team Meetings
- Care4CE Day Services Staff
- Cheshire Young Carers
- SEND Participation Team.

## 7. The current offer

Cheshire East Council currently places 499 adults each year into managed day services as part of a support package to meet their eligible needs. The current annual cost of day services totals £4.71m:

- Learning Disability Support
- Mental Health Support
- Physical Support
- Sensory Support
- Social Support
- Support with Memory and Cognition



**Figure 12: Annual Cost**

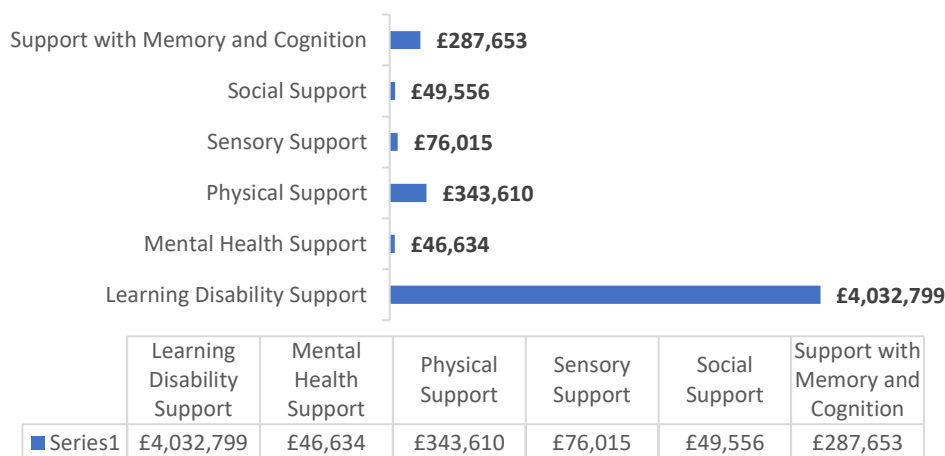


Figure 12 details<sup>6</sup> the annual cost of services (£4m learning disabilities; £337k older people<sup>7</sup>; £46.6k mental health and £419k Physical and Sensory Impairment).

In addition, individuals may be purchasing day services through personal budgets or as self-funders. Existing services are mostly building based, and the majority are lacking in opportunities for individuals to integrate within their community.

## Current Models

### In-house Services

Care4CE has the largest amount of day opportunities services in the Borough, and they are commissioned through a block contract. They currently support older people and working aged adults. Care4CE directly provides services for adults including people with learning difficulties, physical disabilities, long term conditions, dementia, and mental health needs. The core purpose of Care4CE is to support people to maximise or regain independence. Care4CE offers reablement, support with complex social care needs and a crisis response service.

### Commissioned Services

The Council currently commission approximately 20 services throughout the Borough

Typically, day opportunity services in Cheshire East are provided through:

- Resource Centres and “Special Care” Units which provide a building base for people to take part in group activities (e.g. music, art and craft). People attend training courses to develop skills, or to meet up with peers before going out to access community facilities such as bowling, swimming and other social events
- Sheltered Employment Schemes – these are vocational in nature. People are not paid for their work, but they do gain experience and skills in order to prepare for paid employment
- Supported Employment – People are supported to access and maintain paid employment
- Other Community Based Activities – including volunteering and befriending schemes.

<sup>7</sup> Older people provision is a combined sensory, cognition and social support cost

Generally, the current model of day opportunities offer has the following key features:



## 8. Proposed new offer

The future direction of day opportunities services in Cheshire East firmly aligns to the following priorities within the Cheshire East Corporate Plan 2021-2025:

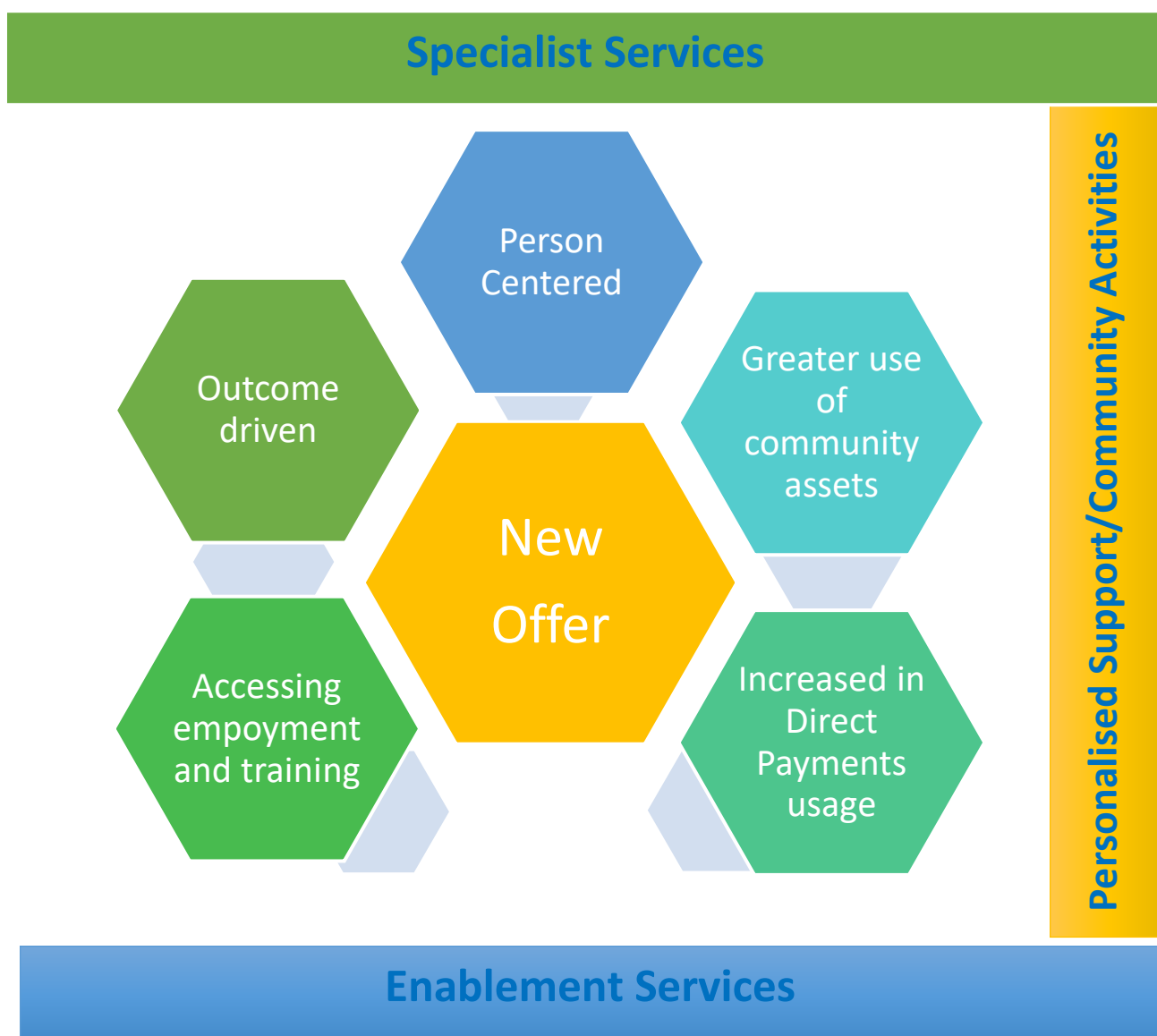
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services
- A commitment to protect the most vulnerable people in our communities
- Increase the life opportunities for young adults and adults with additional needs.

We will continue working towards enabling all residents to engage in mainstream activities within their communities and work with local groups and organisations who may need support to enable them to understand and welcome people with learning disabilities, autism, dementia, and other support needs.

Through the co-production of developing this strategy, we have a shared vision with all stakeholders that day opportunities services in our communities will support safe, purposeful, and constructive activities that enable our residents to play a valued role in their community, and to live as independently as they choose, ensuring that vulnerable adults are able to access activities appropriate to their needs.



Through our proposed three tier model of personalisation, the features of a new offer would include:



### Transformation of Day Opportunities

As a council we aspire to shift our resources to focus on providing more preventative services. The diagram overleaf indicates the direction of travel for Cheshire East, in which we intend to consult with stakeholders on the development of a three-tier model of personalisation as identified in the diagram and description.

As part of our transformational roadmap for change and implementation, we will also consider how the market can be supported during this transformation between new and old models of service delivery.

### Supported Employment and Employment Support Programmes

We will promote employment, volunteering, and skills development opportunities as an alternative to traditional day opportunities services and the use of appropriate supported employment schemes to people with additional needs. This will involve close partnership working between

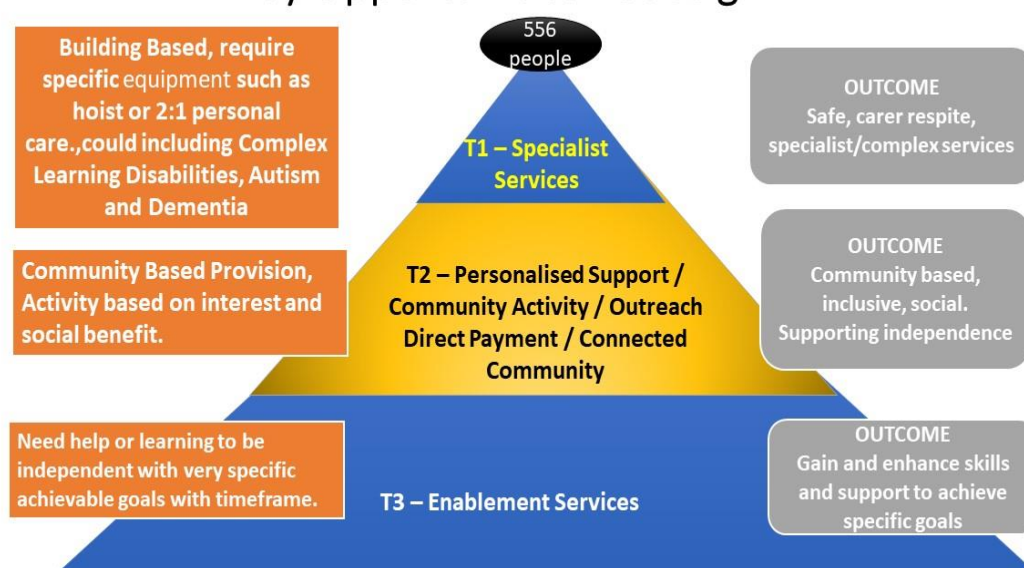


operational social work teams, the Supported Employment Team, Welfare to Work Partnership and the Journey First Programme.

We will also look to make best use of short-term employment support programmes such as:

- Kick Start - This has been extended to March 2022. It is for unemployed people aged 16-24 on Universal Credit at risk of long term unemployment. The Government will pay the employer the wage for 6 months and 25 hours a week at the national minimum wage.
- Journey First Programme – This provides intensive 1-2-1 support for young people and adults with additional needs across Cheshire and Warrington. It helps participants to identify their skills and reach their goals, whether that be support with job searches and employment or access to further education or training.

## Day Opportunities Redesign



### Tier 1 - Specialist Services:

Primarily building based for the most dependant service users and people with complex needs (including those with dementia and learning disabilities who are growing older). This would involve long term support with a focus on an individual's outcomes, health, and wellbeing.

### Tier 2 - Personalised Support/Community Activities

Flexible service provision with people exercising more choice and control over how services are delivered. There would be a focus on enabling people to build their independence and support for them to connect to their communities, with a mixture of long term and short-term support.

### Tier 3 - Enablement Services:

At the point of entry to the day service, there would be a focus on what people want to achieve (outcomes) and help for them to achieve their personal aspirations. The enablement phase could be time limited (for example up to 12 weeks) and would focus on developing or regaining skills; promoting independence and helping people to connect to their communities. This phase would be suitable for service users with low support needs.

## **Outcomes Based Approach**

We will develop an outcomes-based approach to day opportunities where services are provided to an individual that will achieve a set of results for that individual. We will deliver outcomes through:

- Identifying the outcomes that are expected to be achieved prior to making referrals to services.
- Contracting for services based on outcomes and then monitoring based on those outcomes.
- Requiring services to offer an outreach approach where service user outcomes such as reducing social isolation or accessing physical activity can be met through a variety of means outside a building-based setting.
- Service providers being enabled to exercise flexibility to adapt services to meet individual needs in agreement with the service user and their carers/relatives.

To enable us to successfully deliver the new model of day opportunities in Cheshire East, several key delivery actions have been identified. These key delivery actions will be delivered and monitored by a range of organisations and work against a costed implementation plan as part of a partnership approach to ensuring the successful delivery of the strategy.

Key Delivery Action	How we will achieve this?	Lead Organisation(s)	Outcome(s)
<b>1. Develop a high quality and diverse range of day opportunities provision in the Borough</b>	<ul style="list-style-type: none"> <li>• Develop the market and commissioning strategy (potential development of a Day Opportunities Provider Framework)</li> <li>• Explore Assistive Technology as support for day opportunities</li> <li>• Support Providers including the Voluntary Community and Faith Sector (VCFS) to deliver services as part of the transformation of day opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioning Team</li> <li>• Communities Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved and wider offer of day opportunities</li> <li>▪ Enhanced and responsive service delivery that meets future needs and situations (for example a further resurgence of COVID-19)</li> </ul>
<b>2. Ensure that day opportunities services are safe, person-centred, and outcome focused</b>	<ul style="list-style-type: none"> <li>• Development of service specification (as part of any Day Opportunities Provider Framework)</li> <li>• Regular contract monitoring of commissioned day opportunities provision</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioning and Contracts and Quality Monitoring Team</li> <li>• Safeguarding Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personalised to meet the individual's needs</li> <li>▪ Increased quality of providers delivering day opportunities services</li> </ul>
<b>3. Encourage and increase the number of people using Direct Payments to access day opportunities</b>	<ul style="list-style-type: none"> <li>• Provide improved signposting and information about using direct payments</li> <li>• Promote alternative options in terms of day opportunities to increase choice and control via Live Well (Carefinder)</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioning Team</li> <li>• Live Well Team</li> <li>• People Plus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased independence and choice</li> <li>▪ Improved information on wider offer of services which are available in accessible formats</li> </ul>
<b>4. Ensure co-production in the future development of day opportunities services</b>	<ul style="list-style-type: none"> <li>• Work closely with providers, people who attend day opportunities services and their carers to ensure their voice is heard in the development of new services</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioning Team</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced stakeholder and community engagement</li> </ul>
<b>5. Respond to the impact of COVID-19 and ensure day opportunities services remain resilient and</b>	<ul style="list-style-type: none"> <li>• Build on the learning and feedback from the lockdowns</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioning and Contracts and Quality Monitoring Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Protection of people and staff within day opportunities through the</li> </ul>

<b>flexible in case of future disruptions to services</b>	<ul style="list-style-type: none"> <li>Encourage the use and access to technology across provision</li> </ul>	<ul style="list-style-type: none"> <li>Infection, Prevention and Control Team</li> <li>Operational Social Work Teams</li> </ul>	<p>continuation of safe environments</p> <ul style="list-style-type: none"> <li>Flexible and responsive day opportunities services that can ensure continuity of services in the event of any resurgence of COVID-19</li> </ul>
<b>6. Ensure that day opportunities are available at a local level in all communities across the borough</b>	<ul style="list-style-type: none"> <li>Respond to the local needs and feedback from individuals</li> <li>Encourage greater use of community assets</li> <li>Explore new initiatives, for example Shared Lives</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Team</li> <li>Communities Team</li> </ul>	<ul style="list-style-type: none"> <li>Responsiveness to the local community</li> <li>Improved day opportunities services closer to home</li> <li>Maximisation of community assets</li> </ul>
<b>7. Promote employment, volunteering, and skills development opportunities as an alternative to traditional day opportunities services</b>	<ul style="list-style-type: none"> <li>Develop stronger links between day opportunities providers and local employers, educational settings and community groups and make best use of short-term employment support programmes.</li> </ul> <p>This will be achieved by:</p> <ul style="list-style-type: none"> <li>Promotion to front line social work and provider teams</li> <li>Promotion via Cheshire East's Welfare to Work Partnership</li> <li>Promotion to service user and parent/carer groups</li> </ul>	<ul style="list-style-type: none"> <li>Operational Social Work Teams</li> <li>Welfare to Work Partnership</li> <li>Journey First</li> <li>Supported Employment Team</li> </ul>	<ul style="list-style-type: none"> <li>Increased life opportunities for the most vulnerable adults as part of wider day opportunities offer</li> <li>Reduction on the reliance of long term care and intensive support through accessing employment and training opportunities</li> </ul>
<b>8. Promote the use of appropriate supported employment schemes to people with additional needs</b>	<ul style="list-style-type: none"> <li>Promotion to front line social work and provider teams</li> <li>Promotion via Cheshire East's Welfare to Work Partnership</li> <li>Promotion to service user and parent/carer groups</li> </ul>	<ul style="list-style-type: none"> <li>Welfare to Work Partnership</li> <li>Journey First</li> <li>Supported Employment team</li> </ul>	<ul style="list-style-type: none"> <li>Increase the take up of people into the relevant support scheme</li> <li>Increasing the number of people in sustained paid or voluntary work</li> </ul>