

EQUALITY IMPACT ASSESSMENT

TITLE: Day Opportunities Strategy/Redesign

VERSION CONTROL

Date	Version	Author	Description of Changes
29/10/20	1	Mark Hughes	Minor changes to reflect carer and service user engagement
05/11/20	2	Mark Hughes	
7/10/21	3	Mark Hughes	Amends following development of draft strategy

12/10/21	4	Mark Hughes	Amended with feedback from consultation
31/1/2022	5	Mark Hughes	Amended to reflect development of Flexible Purchasing System

CHESHIRE EAST COUNCIL –EQUALITY IMPACT ASSESSMENT

Stage 1 Description: Fact finding (about your policy / service /

Department	Integrated Commissioning Team		Lead officer responsible for assessment		Mark Hughes	
Service	Adults, Health and Integration		Other members of team undertaking assessment			
Date	31/01/2022		Version		4	
Type of document (mark as appropriate)	Strategy X	Plan	Function	Policy	Procedure X	Service X
Is this a new/ existing/ revision of an existing document (please mark as appropriate)	New X		Existing		Revision X	
Title and subject of the impact assessment (include a brief description of the aims, outcomes, operational issues as appropriate and how it fits in with the wider aims of the organisation) Please attach a copy of the strategy/ plan/ function/ policy/ procedure/ service	Day Opportunities Strategy/Redesign Our strategic vision for day opportunities in the future within Cheshire East is to support safe, purposeful and personalised activities that enable citizens to play a valued role in their community and to live as independently as they choose, ensuring that vulnerable adults can access activities appropriate to their needs, choice and control. The key objectives that we aim to deliver on to support this change will include: <ul style="list-style-type: none"> • Focus on the individual, their strengths, choices, assets, and goals through person centred planning. • Focus on the outcomes that service users and carers wish to achieve. • Providing support that enables the person to access a range of opportunities in the wider, and their own, community as an active and equal citizen. • Focus on skills development, improving independence in daily living i.e. travel training and employment where possible. • Maximise the opportunity to use budgets or direct payments to access support or activities of the citizen's choice. 					

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- Make the most of vibrant and developing community groups and assets, ensuring access to the wide range of opportunities Cheshire East has to offer.

Outcomes

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 statutory services to provide 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.

Development of Flexible Purchasing System

Given that currently there is no consistent strategy in place across Cheshire East for the commissioning and procurement of day opportunities placements, commissioners are seeking to develop a flexible purchasing system to start to change the landscape of the market.

This will provide a commissioning solution that will enable existing and new providers to develop an innovative flexible approach, working together in a way that makes best use of resources, whilst ensuring that individuals are supported in the most appropriate setting that meets their care and support needs.

The benefits of developing a flexible purchasing system will include:

- Effectiveness of market shaping and management.

	<ul style="list-style-type: none"> • Consistency of core specification and clarity of position in respect of expectations regarding outcomes • Transparency and challenge, where appropriate, surrounding value for money • A more streamlined processes for placement finding and contract management.
<p>Who are the main stakeholders, and have they been engaged with? (e.g. general public, employees, Councillors, partners, specific audiences, residents)</p>	<p>Key Stakeholders</p> <p>As part of this process we will continue to undertake extensive engagement with current and potential service users and their carers, commissioned providers, and voluntary and community groups to ensure that we develop the market and help to develop and shape a range of services which are flexible and personalised to meet individual needs.</p> <p>We recognise that day opportunities:</p> <ul style="list-style-type: none"> • Help people have a fulfilling life • Provide people with the opportunity to take part in various interests and activities • Provide opportunities to make friends and develop relationships • Provide valuable support to carers, so that they too can lead fulfilling lives outside their caring role. <p>We have recent evidence from a survey of people with a learning disability in Cheshire East on their experiences during lockdown. 24% said that they missed their friends and connections within the community while only 8% said they missed their experiences in day services.</p> <p>There are also growing numbers of young adults who have disabilities or who suffer from mental illness needing care and support. We know that more people are living longer - which is a good thing. The older people get, the more complex their care and support needs become. Therefore, we need to ensure we can continue to support people. We need to focus more on what people want to achieve (outcomes) and what they are good at (their strengths) to promote health and wellbeing and in line with the law (Care Act 2014). We need to offer a set of supports that allow an individual to explore what their strengths are. This will then allow citizens to make informed choices about what they want to achieve. This will not simply be a choice given as to what is available. As well as providing support in exclusive buildings, we want to</p>

work towards people also accessing a variety of day opportunities in the community with support.

Feedback from Consultation and Engagement

Between April - June 2021, a survey (including an easy read version) was made available on the Cheshire East Council website. The survey was conducted to help plan and develop services for the future and to understand how services users feel about current day opportunities. A total of 268 responses were received.

Evidence from surveys showed people who use day opportunities value the chance for social interaction that these services offer, the enriching activities that they can undertake, and the availability of provision that supports them to access their local communities.

Most respondents are currently accessing day opportunities in their local area as inferred by the short travel time given by 91% of them travelling up to 30 minutes to access services. Therefore the impact of any redesign of service provision would need to ensure that location was taken into account as part of any service changes.

Day opportunities were reported to increase social skills, confidence and independence for the individual accessing them while providing a break and free time for family members. At the same time the impact of COVID-19 provided the opportunity for providers to deliver a range of innovative approaches, including outreach support and the use of technology to deliver virtual sessions which most people were receptive to accessing as part of any future offer.

Future Engagement on Commissioning Strategy and Development of a Flexible Purchasing System

Moving forward to deliver a wider range of day opportunities in Cheshire East, we will continue to engage with stakeholders including providers (also new entrants into the market such as the voluntary, community and faith sector (VCFS)) and people who use day opportunities and families/carers. This will be an ongoing conversation to ensure that the services are able meet

	<p>the needs and requirements of people using the services and deliver good outcomes and the mechanisms for commissioning services.</p> <p>Extensive consultation and engagement in the development of a flexible purchasing system has been undertaken between December 2021 and February 2022 with stakeholder groups, including people who use services, families, carers, and service providers. Significant numbers of people and organisations have responded at each stage of the process.</p>
<p>Consultation/ involvement carried out</p>	<p>Yes – consultation has been carried out from April - June 2021 and also a follow up on the draft strategy was carried out in September 2021.</p> <p>Extensive consultation and engagement in the development of a flexible purchasing system has been undertaken between December 2021 and February 2022 with stakeholder groups, including people who use services, families, carers, and service providers. Significant numbers of people and organisations have responded at each stage of the process.</p>
<p>What consultation method(s) did you use?</p>	<p>In terms of the consultation methods this has included:</p> <ul style="list-style-type: none"> • Surveys (including easy read) • Consultation events (virtual due to COVID) for carers and service users • Provider Engagement Soft Market Testing Survey • Meetings with Care4CE staff who currently work within existing building based day services. • A key part of the ongoing consultation and transformation of day opportunities will be operational staff undertaking reviews of individual’s needs, aspirations and outcomes. This will ensure that people using services and their families are fully engaged with the process and allow us to co-produce and develop services around the person. • We will also use existing partnership boards (Learning Disabilities and Mental Health) to keep people informed of the process and allow wider engagement from carers and service users.

Stage 2 Initial Screening

<p>Who is affected and what evidence have you considered to arrive at this analysis? (This may or may not include the stakeholders listed above)</p>	<p>The proposals to redesign our current day opportunities offer are challenging for both existing service providers, service users and carers as they propose a departure from the existing service model, which is familiar and well-liked by service users and carers/relatives.</p> <p>There could also be a significant impact on staff from day opportunities services as well in terms of the location where services are delivered, level of support provided, and tasks related to the delivery of services.</p>
<p>Who is intended to benefit and how</p>	<p>The review and redesign of the day opportunities model will ensure that services are designed around an individual rather than vice versa. By ensuring that this provision adopts a more personalised and flexible approach, this will lead to improved outcomes for individuals who access day opportunities.</p>
<p>Could there be a different impact or outcome for some groups?</p>	<p>There could be impacts for some people who currently access day opportunities in terms of the provision that they access changing which will be dependent on the review of their needs and outcomes. The buildings that services are currently delivered from could change as part of the review. This could have impacts on both individuals and carers.</p>
<p>Does it include making decisions based on individual characteristics, needs or circumstances?</p>	<p>Yes there could potentially be decisions made on what type of services are provided for people with more complex needs and disabilities (learning disabilities, dementia etc.) to ensure that the services they receive deliver the support required to meet their care and support needs.</p>
<p>Are relations between different groups or communities likely to be affected? (eg will it favour one particular group or deny opportunities for others?)</p>	<p>As part of the redesign and development of the strategy for day opportunities we will ensure that we deliver an offer that can support a variety of individuals with different care needs and that people receive services that meet their needs and outcomes. We also want to ensure equity in terms of locations in the borough where services are located so that people in different locations have local services and opportunities to access.</p>
<p>Is there any specific targeted action to promote equality? Is there a history of unequal outcomes (do you have</p>	<p>We will be holding engagement and consultation events to ensure that the voice of all stakeholders is heard and that we enable us to ensure that we take on board any considerations around equality.</p>

enough evidence to prove otherwise)?							
Is there an actual or potential negative impact on these specific characteristics? (Please tick)							
Age	Y		Marriage & civil partnership		N	Religion & belief	Y
Disability	Y		Pregnancy & maternity		N	Sex	N
Gender reassignment		N	Race		N	Sexual orientation	N

Stage 3 Evidence

What evidence do you have to support your findings? (quantitative and qualitative) Please provide additional information that you wish to include as appendices to this document, i.e., graphs, tables, charts		Level of Risk (High, Medium or Low)
Age	The key characteristics of the people who use day opportunities will be older people and working age adults with disabilities. As such, the proposals could have a potential negative impact of these protected groups. These include level of disability, accessibility of alternative services and the ability to cope with a change in location of the service that is being accessed. These aspects will need to be mitigated in alternative options considered for individuals. Evidence from surveys showed that the vast majority of people (91%) travelled less than 30 minutes, so any future redesign would need to take into account the locations of services in order to not to impact on individuals.	Medium
Marriage & civil partnership	There is the potential for a change in day opportunities services to impact on married couples or couples in civil partnerships, where one partner uses services as a result of a service ceasing. There are also impacts listed under the carers section. There will be the opportunity to feedback any impacts relating to this during the consultation process.	Low

Religion	There is no evidence to suggest an impact on this protected characteristic. There will be the opportunity to feedback any impacts relating to this during the consultation process.	N/A
Disability	The proposals could have a number of potentially negative impacts on people with disabilities and long term conditions (and their carers). The extent of these impacts will depend on such things as accessibility and availability of alternative services that can be accessed locally, ability to cope with a change in location of the service that is being accessed, should their current service be one that no longer operates in the future.	Medium
Pregnancy & maternity	There is no evidence to suggest an impact on this protected characteristic. There will be the opportunity to feedback any impacts relating to this during the consultation process.	N/A
Sex	There is no evidence to suggest an impact on this protected characteristic. There will be the opportunity to feedback any impacts relating to this during the consultation process.	N/A
Gender Reassignment	No recording of gender reassignment takes place on the council's social care record system as such data on this will be unavailable. However, there is no known element in these proposals which is likely to lead to discrimination of the basis of this protected characteristic.	N/A
Race	There is no evidence to suggest an impact on this protected characteristic. There will be the opportunity to feedback any impacts relating to this during the consultation process.	N/A
Sexual Orientation	There is no evidence to suggest an impact on this protected characteristic. There will be the opportunity to feedback any impacts relating to this during the consultation process.	N/A

Stage 4 Mitigation

Protected characteristics	Mitigating action <i>Once you have assessed the impact of a policy/service, it is important to identify options and alternatives to reduce or eliminate any negative impact. Options considered could be adapting the policy or service, changing the way in which it is implemented or introducing balancing measures to reduce any negative impact. When considering each option you should think about</i>	How will this be monitored?	Officer responsible	Target date

	<i>how it will reduce any negative impact, how it might impact on other groups and how it might impact on relationships between groups and overall issues around community cohesion. You should clearly demonstrate how you have considered various options and the impact of these. You must have a detailed rationale behind decisions and a justification for those alternatives that have not been accepted.</i>			
Age	Physical access, Transport access, Explore flexible transport being added to service specifications to mitigate.	This will be captured through the consultation and engagement process	Mark Hughes	May 2022
Marriage & civil partnership				
Religion	The rationale for change is that customers will have a greater choice about how respite is provided, with more flexibility. It is possible that this more individually tailored approach could be more beneficial to people with protected characteristics. For instance people with religious beliefs that require a quiet area for prayer at specific times of the day – this could be designed into an individually tailored package.	This will be captured through the continued consultation and engagement process	Mark Hughes	May 2022
Disability	The rationale for change is that customers will have a greater choice about how day opportunities is provided, with more flexibility. It is possible that this more individually tailored approach could be more beneficial to people with protected characteristics.	This will be captured through the consultation and engagement process	Mark Hughes	May 2022
Pregnancy & maternity				

Sex				
Gender Reassignment				
Race	During the consultation we will establish if there are any individuals who require support with accessible information if English is not their first language. This could involve linking in with established support groups/forums.	This will be captured through the consultation and engagement process	Mark Hughes	May 2022
Sexual Orientation				

5. Review and Conclusion

Summary: provide a brief overview including impact, changes, improvement, any gaps in evidence and additional data that is needed

There should be no change in service provision to the majority of people who use day opportunities services, but there does need to be a robust transition plan in place for those people who either want to change the services they access or those who are coming through transition from children's services who may wish to access a wider range of options. Operational teams will be heavily involved in reviewing these people and we will also ensure that there will be no gap in service to any people affected.

We aim to carry on the engagement with wider stakeholders in developing a commissioning strategy for future day opportunities placements. This will build on the development of a three-tier model of personalisation as identified in the Day Opportunities Strategy to ensure we create a vibrant day opportunities market in Cheshire East, which delivers choice and control for people who access day opportunities (including people on direct payments and self-funders).

Specific actions to be taken to reduce, justify or remove any adverse impacts	How will this be monitored?	Officer responsible	Target date

Identification of possible people who use services who may be affected to be completed as a priority prior to service redesign and strategy being implemented	Contracts Team / Operational Staff/ consultation, customer questionnaire, drop in sessions, face to face meetings/virtual meetings.	Senior Commissioning Manager Operational Heads of Service	April 2021
Enough time must be planned into the transition plan to ensure effective transfer of those who may be impacted by any service changes and review of people can take place – thus ensuring no gap in service provision for those affected	Commissioning / Contracts Team / Operational Teams/ transition and mobilisation plan.	Operational Heads of Service Senior Commissioning Manager	May 2022
Please provide details and link to full action plan for actions			
When will this assessment be reviewed?	May 2022		
Are there any additional assessments that need to be undertaken in relation to this assessment?	No		
Lead officer sign off	Mark Hughes	Date 31 January 2021	<i>M Hughes</i>

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Head of service sign off	Dave Leadbetter	Date 31 January 2021	
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