

Adults and Health Committee

Date of Meeting:	30 May 2022
Report Title:	Cheshire East Day Opportunities Strategy 2022-2027 Delivery Plan
Report of:	Nichola Thompson, Director of Commissioning
Report Reference No:	AH/03/2022-23
Ward(s) Affected:	All Wards

1. Purpose of the Report

- 1.1** This report seeks approval for the Cheshire East Day Opportunities Strategy Delivery Plan (referred to as the “delivery plan”).
- 1.2** The delivery plan will support the development of the transformation of day opportunities, which will create a high quality and diverse range of provision in the borough, to meet the key objectives of the recently published Cheshire East Day Opportunities Strategy 2022-2027.
- 1.3** Through the implementation of the Day Opportunities Strategy, we will also ensure that we achieve value for money in the cost of future placements. This will support the council to meet the savings targets identified in the Medium-Term Financial Strategy (MTFS). This will be achieved through developing:
 - a wider offer of day opportunities services through the development of the Flexible Purchasing System, which will lead to increased competition
 - services that are more reflective of individual need and in turn deliver improved outcomes
 - services which provide alternatives to traditional day opportunities and seek to reduce the need for intensive support (e.g. voluntary and paid work)

1.4 The delivery plan firmly aligns with the following priorities within Cheshire East Council's Corporate Plan 2021-25 and the following benefits for local people are anticipated as part of the implementation.

- **Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services** – It will seek to widen the offer of day opportunities for residents across the borough and in turn make the best use of existing community assets.
- **A commitment to protect the most vulnerable people in our communities** – The delivery plan will seek to ensure that day opportunities services are safe, person-centred and outcome focused.
- **Increase the life opportunities for young adults and adults with additional needs** – Future commissioned day opportunities will seek to promote employment, volunteering, and skills development opportunities as an alternative to traditional day opportunities services.

2. Executive Summary

- 2.1. The delivery plan will be key to supporting the successful implementation of the Cheshire East Day Opportunities Strategy 2022-2027 (see 1.4).
- 2.2. The successful delivery of the strategy will also support several identified priorities within Cheshire East Council's Corporate Plan 2021-25 and ensure we adhere to the Care Act (2014) which places a duty on Local Authorities to help make sure there are a range of day opportunities services and support available.
- 2.3. A partnership approach will be the focus to ensure the delivery of the key priorities, with delivery organisations identified, along with a series of implementation actions and measurable outcomes. To support the ongoing implementation and monitoring, a project delivery group will be established with key partners and enabling services involved.
- 2.4. The key delivery priorities will be met using existing budgetary provision. To achieve this, we will require teams to working in a much more joined up way across the Council. This will be supported by the development of the Flexible Purchasing System, which will ensure that we are achieving value for money and higher quality in provision across the borough.
- 2.5. This will be further enhanced with ongoing engagement with day opportunities providers, people who use day opportunities and their carers, to ensure we are meeting needs and outcomes and will be required as part of the ongoing co-production of services.
- 2.6. To demonstrate the implementation and impact of the strategy we will produce an annual monitoring report, which will highlight progress and any areas where additional work or improvements may be required

3. Recommendations

- 3.1. Approval of the Cheshire East Day Opportunities Strategy 2022-2027 Delivery Plan.

4. Reasons for Recommendations

- 4.1. A delivery plan will be the key building block to ensure the successful implementation of the new model of day opportunities in Cheshire East as outlined in the Cheshire East Day Opportunities Strategy 2022-2027.
- 4.2. The delivery plan will set out Cheshire East Council's priorities for delivering Day Opportunities and outlines the activities and lead organisations who will deliver this transformation over the strategy period.
- 4.3. Without a delivery plan there is a risk that many of the key objectives within the strategy may not be delivered to their full potential. By establishing a project delivery group made up of key partners from across health and social care, which can monitor progress and provide advice and direction, to ensure successful delivery of the strategy.
- 4.4. The delivery plan also recommends ongoing engagement and consultation with wider external stakeholders including people who access day opportunities, carers, and providers and to ensure we are provided with feedback on whether services are delivering positive outcomes and value for money.
- 4.5. If the delivery plan is successful, it will support the following priorities within the Council's Corporate Plan 2021-25.
 - **Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services** - We will monitor the impact of the Day Opportunities Flexible Purchasing System in terms of increasing the numbers and range of day opportunities services across the borough
 - **A commitment to protect the most vulnerable people in our communities** – The Contracts and Quality Monitoring Team will be developing a Performance Management Framework which will be used to monitor day opportunities services from a quality assurance perspective. These measures will be incorporated into the delivery plan.
 - **Increase the life opportunities for young adults and adults with additional needs** – This will be measured through the numbers of people who as part of accessing a day opportunity go into paid or voluntary work, new skills acquired and by evidence of personal development (vocational training/certificates)

- 4.6.** The delivery plan will also ensure adherence to the Care Act (2014) which places a duty on Local Authorities to ensure there are a range of services and support available. This will be achieved by the widening of the day opportunities offer which will ensure that support provided meets the requirements of those with different levels of support needs.
- 4.7.** The delivery plan will build on the impact and learning from the Covid 19 pandemic. This presented many challenges to the delivery of day opportunities services and led to many different approaches and ideas to tackling these issues as services adapted to new and unpredictable circumstances. Some of these new diverse ways of working have been incorporated into the services which will be provided in the borough in the future.

5. Other Options Considered

- 5.1.** One option would be to do nothing, but this may result in key delivery objectives from the Day Opportunities Strategy not being completely carried out, or not at all. It could also result in a lack of joined up partnership working and the possibility of duplication of resources being undertaken.

6. Background

- 6.1.** The Cheshire East Day Opportunities Strategy 2022-2027 was approved by the Adults and Health Committee on 16 November 2021. The strategy seeks to transform the way that day opportunities are provided in the borough by promoting safe, purposeful, and personalised activities that enable individuals to play a valued role in their community and to live as independently as they choose. It also aims to ensure that vulnerable adults can access activities appropriate to their needs, choice, and control.
- 6.2.** A delivery plan has been developed to successfully implement the new model of day opportunities. As part of the delivery plan, we have taken the key delivery objectives from the strategy and we will have an identified lead organisation/team, a series of implementation actions and desired outcomes. We will also establish several measurements to determine progress against these objectives that can be clearly evidenced and where applicable is fully costed (£).
- 6.3.** The key delivery objectives are as follows:
- Develop a high quality and diverse range of day opportunities provision in the Borough
 - Ensure that day opportunities services are safe, person-centred, and outcome focused
 - Encourage and increase the number of people using Direct Payments to access day opportunities
 - Ensure co-production in the future development of day opportunities services

- Respond to the impact of COVID-19 and ensure day opportunities services remain resilient and flexible in case of future disruptions to services
 - Ensure that day opportunities are available at a local level in all communities across the borough
 - Promote employment, volunteering, and skills development opportunities as an alternative to traditional day opportunities services
- 6.4.** Delivery of the strategy will provide a range of benefits for Cheshire East residents including greater support around people's health and wellbeing, increasing the opportunity to take part in various interests and activities, enabling people to meet with friends, develop relationships, obtain new skills, and ensure that services support the wider community and economy.
- 6.5.** A partnership approach will be key to ensure the successful delivery of the strategy. Key delivery partners have been identified including:
- Cheshire East Council
 - Commissioning Team
 - Contracts Team
 - Communities Team
 - Supported Employment Team
 - Safeguarding Team
 - Cheshire CCG
 - Cheshire and Wirral Partnership NHS Trust
 - Welfare to Work Partnership
 - Journey First
 - People Plus
 - External Day Opportunities Providers
 - Care4CE
 - Voluntary Community Faith Sector Providers

There will also be support provided by key enabling services from Cheshire East Council (Business Support and Finance Team, Procurement Team, Brokerage Team and Legal Services).

- 6.6.** To oversee the delivery and monitoring of the delivery plan a Project Delivery Group has been established, with representatives from the key delivery partners and enabling services. The group will meet on a quarterly basis and track progress against all the key delivery objectives.
- 6.7.** Alongside this there will to be ongoing engagement with the market and with people who access services and carers to ensure that they are able to feedback on the services they receive and in turn enable commissioners to identify and address gaps in the market.
- 6.8.** To demonstrate the implementation and impact of the strategy, an annual monitoring report will be produced (this will include a summary of the impact

of the Flexible Purchasing System) as part of our performance monitoring processes. This document will be produced annually to highlight progress and any areas where additional work or improvements may be required, throughout the lifetime of the strategy.

7. Consultation and Engagement

7.1. As part of the ongoing monitoring of the delivery plan there will be extensive consultation and engagement with stakeholder groups including people who use services, families, carers, and service providers. This will include engagement events and surveys which will ensure that there is regular dialogue and feedback on whether the objectives from the strategy are being achieved.

8. Implications

8.1. Legal

7.1.1 The Care Act (2014) places people and their carers in greater control of their care and support needs. The Act is particularly pertinent to how day opportunities provision is commissioned and how support is arranged and aims to give greater control and influence on those in need of support.

7.1.2 As part of its duties under the Care Act (2014) the Council must meet assessed eligible assessed needs for those people who are eligible for care and support. The Care and Support (Eligibility Criteria) Regulations 2015 specify that local authorities should consider how service users access employment, training, education or volunteering as outcomes of their care and support plan.

7.1.3 Legal Services will be a key enabling service in supporting the delivery plan through the development of the Flexible Purchasing System. Commissioners are fully engaged with Legal Services and the Council's Corporate Procurement Team in the development of the route to market for the future commissioning of day opportunities. This will ensure that advice can be provided on the appropriate commissioning strategy to meet the delivery plan requirements.

7.1.1 Under the Equality Act 2010, the Council is required to identify the impacts of any decisions, policies etc. on certain protected groups to ensure equality is promoted, and inequality minimised. For example, there must be an assessment made of the impacts on groups or individuals who are disabled – including mental health problems, who belong to ethnic or racial groups, on the grounds of age or sex discrimination etc. An Equality Impact Assessment (see Appendix 2) can both assist in evidencing that these equality duties are being met and inform decision taking.

8.2. Finance

- 7.2.1 Cheshire East Council met on 17 February 2021 and agreed the MTFS Report for 2021/22 to 2024/25. A report provides detailed information on the issues facing the Council in the medium term and shows how these are being addressed to present a balanced financial position for the 2021/22 financial year.
- 7.2.2 The following savings for day opportunities identified in the MTFS were as follows. Savings for 2021/22 have already been achieved prior to the delivery plan going live.

Total Projected Annual Savings by Year (this is on a cash basis, not incremental)	
Year 1 2021/22	£30,000
Year 2 2022/23	£70,000
Year 3 2023/24	£150,000

- 7.2.3 One of the aims of the delivery plan will be to achieve value for money in the cost of future placements to meet these savings targets, through a wider offer of day opportunities placements which are more reflective of individual need and delivers improved outcomes in turn.
- 7.2.4 Alongside this there will be downstream benefits for the health and social care system with a greater focus on promoting health and wellbeing across day opportunities services as part of a more preventative approach to helping people live well for longer.
- 7.2.5 The ongoing monitoring and implementation of the delivery plan will be provided, managed, and supported from existing Council resources (systems and staffing) and therefore will not result in any additional budget pressures for the Council.

8.3. Policy

- 7.3.1 The Care Act (2014) places people and their carers in greater control of their care and support needs. The Act is particularly pertinent to how day opportunities provision is commissioned and how support is arranged and aims to give greater control and influence on those in need of support. This includes encouraging people to think about what outcomes they want to achieve in their lives, with a greater emphasis on prevention.

7.3.2 The future strategic vision for day opportunities in Cheshire East firmly aligns to several priorities within the Cheshire East Corporate Plan 2021-2025 (see 1.4).

8.4. Equality

8.4.1. An Equality Impact Assessment has been completed and subsequently updated to reflect the delivery plan (see Appendix 2).

8.4.2. A key aspect of the delivery plan will be procuring services with an official commissioning strategy (Day Opportunities Flexible Purchasing System) rather than existing practices, will increase choice and control. Also, by further enabling the use of a personal budget to purchase day opportunities support, this will help ensure services are designed around individual needs and preferences. This will include needs and preferences which are related to protected characteristics.

8.4.3. An easy read version of the delivery plan has also been produced (Appendix 3).

8.5. Human Resources

8.5.1. No human resources implications are expected as a direct result of the delivery plan.

8.6. Risk Management

8.6.1 See below for the identified risks with mitigation.

Lack of engagement from day opportunities providers to deliver the new range of services required to meet the key objectives of the delivery plan

- Development of a Flexible Purchasing System to stimulate and shape the provider market.
- Continuous co-production of any new services with involvement of providers and people who access day opportunities and their carers.

Lack of co-ordinated partnership working between council departments and external partners to drive forward the key objectives of the delivery plan

- Establishment of a Project Delivery Group with key delivery partners and enabling services.
- Annual Monitoring Report to track progress and indicate areas for improvement

Demand for adult social care packages of support continues to rise outstripping the impact of a more cost-effective model of delivery

- We also need to ensure that any new models can absorb any potential growth in the number of individuals coming through transition and a potential increase in demand from those with dementia accessing day opportunities.

Potential of a further resurgence of COVID-19 impacts on the future delivery of day opportunities

- Day Opportunities services are being supported by colleagues in Public Health and the NHS, who have provided infection control audits and training to Day Opportunities services to help minimise the risks to people who access day opportunities and staff.
- Development of a wider offer of day opportunities including community support and virtual support, to reduce the reliance on building-based services.

8.7. Rural Communities

- 8.7.1.** The key objectives of the delivery plan will seek to promote the availability of day opportunities provision that can be accessed easily by people in rural communities across Cheshire East.

8.8. Children and Young People/Cared for Children

- 8.8.1.** Whilst there are no direct implications for children and young people, it is proposed that the move to a more personalised offer will create a wider range of enabled services, which will be more attractive to young people preparing for adulthood than at present. Providers would then be able to enter work around transitions to ensure a seamless journey for these individuals.

8.9. Public Health

- 8.9.1.** Through continued joint working with the Public Health Team and Primary Care services, day opportunities providers will continue to promote healthy lifestyles with its people who access day opportunities. The development of a community hub style approach to service delivery in the future will enhance this further.
- 8.9.2.** Improved person-centred approaches can reduce the inequalities that arise from a standardised approach. Through consultation and obtaining intelligence on inequalities, day opportunities can be robustly evaluated to ensure that they do not risk widening inequalities.

8.10. Climate Change

- 8.10.1.** The impact of ensuring a more personalised range of services for day opportunities may have a positive direct impact on carbon reduction measures, by reducing the number of journeys to

building based services by both staff and people who access day opportunities. It will also reduce the electricity and gas usage required to support building-based provision if more support is being delivered in community settings over time.

Access to Information	
Contact Officer:	Mark Hughes, Senior Commissioning Manager mark.hughes@cheshireeast.gov.uk 01625 374495
Appendices:	Appendix 1 – Cheshire East Day Opportunities Strategy Delivery Plan 2022-2027 Appendix 2 - Equality Impact Assessment Appendix 3 – Cheshire East Day Opportunities Strategy Delivery Plan 2022-2027 (Easy Read Version)
Background Papers:	Cheshire East Corporate Plan 2021-2025 Cheshire East Day Opportunities Strategy 2022-2027