

**Cheshire East**  
**Day Opportunities Strategy**  
**Delivery Plan**  
**2022-2027**

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## 1. Introduction

The Cheshire East Day Opportunities Strategy 2022-2027 seeks to transform the way that day opportunities are provided in the borough. The strategy aims to promote and support 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.

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.

To enable us to successfully deliver the new model of day opportunities in Cheshire East we have developed a series of key delivery objectives. For each of the objectives 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 (£).

The delivery plan will be met using existing budgetary provision. To achieve the priorities outlined in the delivery plan, we will work in a much more integrated and joined up way internally across teams and externally with providers and people who use services and their carers.

The delivery of our commissioning strategy will provide a range of benefits for Cheshire East residents including supporting people's health and wellbeing, providing 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 people to make a positive contribution to their community.

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**  
We will look to widen the offer and develop day opportunities provision across the borough which makes best use of existing community assets.

- **A commitment to protect the most vulnerable people in our communities –**  
We 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 –** We will look for future day opportunities to promote employment, volunteering, and skills development opportunities as an alternative to traditional day opportunities services.

We seek to 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.

The delivery plan 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 day opportunities delivery plan it is proposed to address that gap through a set of actions and partnership approaches.

### New Model of Day Opportunities in Cheshire East



## 2. Approach To Delivery

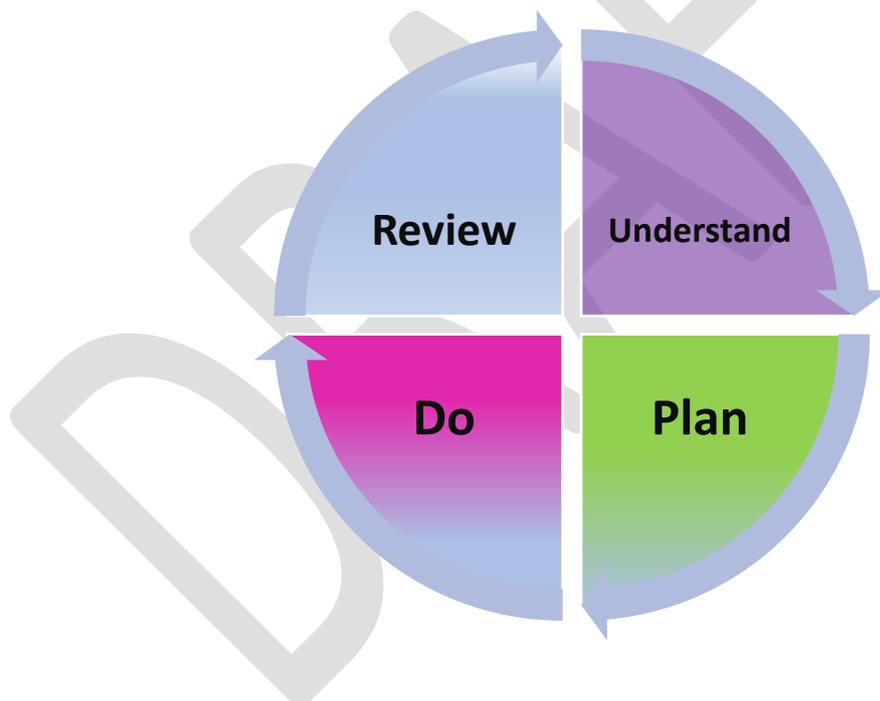
This delivery plan will follow an approach based on the standard commissioning framework.

**UNDERSTAND** - recognise local needs, resources and priorities and agree end product, including provider information and stakeholder views.

**PLAN** - how to address needs effectively, efficiently, equitably and in a sustainable way.

**DO** - investment decisions to secure delivery of the desired service(s).

**REVIEW** - monitor service delivery against expected outcomes and report how well it is doing against the strategy



## 3. Key Delivery Objectives and Outcomes

The Cheshire East Day Opportunities Strategy 2022-2027 contains several key delivery objectives which will be implemented and monitored by a range of departments and organisations. Each objective will in turn produce several outcomes which will deliver benefits to people who access day opportunities in the borough.

**1. Develop a high quality and diverse range of day opportunities provision in the borough**

There has been limited market development of day opportunities across Cheshire East over the last few years. We are still heavily reliant on a small number of in house and commissioned providers in borough. Alongside this some people have also had to travel to services out of area often at significant cost in terms of the service and transport. There has been very limited innovation as a result, with provision heavily centred around building based services.

To develop the market, a co-produced Flexible Purchasing System (FPS) for day opportunities provision is being developed in Cheshire East. The FPS will be an approved list of providers which will seek to encourage new and existing providers to provide a range of services, whilst ensuring quality of provision by working to an agreed specification with agreed performance measures.

There will also be work undertaken as part of the Care4CE review to ensure that in-house services continue to evolve and meet the needs of people with a variety of care and support needs.

This will also ensure the council secures value for money across day opportunities services, with providers completing a formal procurement process, which requires them to reach certain quality standards to deliver services. A placements will be made via mini competition process through the ebrokerage system, with placements awarded based on a set criteria. Medium-Term Financial Savings (MTFS) targets (which has already been achieved for Year 1 prior to this delivery plan going live) will seek to achieve value for money in the cost of placements in the future through a wider offer of day opportunities that delivers improved outcomes for individuals.

This new offer will include the development of community-based services, which will have a greater focus on personalisation, prevention, and outcomes. We are also keen for providers to explore assistive technology as support for day opportunities.

We aim to encourage day opportunities providers to work closely with Voluntary and Community, Faith and Social Enterprises (VCFEs) organisations to look at the potential for delivering day opportunities services alongside traditional providers. This will consist of providing funding opportunities and advice to enable VCFES to support people with different support needs. The Communities Team will play a key part in supporting these organisations and monitoring the impact of these interventions.

## **2. Ensure that day opportunities services are safe, person-centred and outcome focused**

The development of the Flexible Purchasing System will seek to ensure that day opportunities services that we commission are safe, person centred, and outcome focused. As part of the application process for the Flexible Purchasing System we will ensure that providers have safeguarding processes and policies in place.

A dedicated service specification and performance management framework will be established to ensure that providers of day opportunities are working to an agreed standard and reporting on performance measures on an annual basis. The Council's

Contracts and Quality Monitoring Team will have the overall responsibility, with support from the Supported Employment and Communities Team.

We will also ensure that all placements made under the Flexible Purchasing System contain a person-centred profile and that people and their carers are fully involved in the placement finding.

There will also be a strong emphasis on promotion of health and wellbeing across our day opportunities services to ensure that people live well for longer. This will require strong links between day opportunities providers and health providers as well as organisations that promote active lifestyles, as part of a preventative approach.

There will need to be ongoing engagement with the market and monitoring of providers. Regular dialogue with people who access services and carers will ensure that commissioners are able to identify and address gaps in the market.

### **3. Encourage and increase the numbers of people using Direct Payments to access day opportunities**

We will seek to promote the option of using a direct payment to access day opportunities, through the provision of information and advice on the Live Well Website.

Also, there will be collaboration with health partners to ensure those with Personal Health Budgets are aware and can access the wider day opportunities offer in Cheshire East.

To increase choice and control we will be developing the Care Finder portal which will allow people who are personal budget holders (and self-funders) to arrange care services online by completing simple questions about their requirements. This will give individuals greater choice and control of the services they need and the ability to compare and choose the provider most suitable to support their needs.

### **4. Ensure co-production in the future development of day opportunities services**

The feedback from the development of the co-produced Day Opportunities Strategy highlighted the fact that people who use day opportunities and their carers want to contribute to the ongoing development of day opportunities services.

As part of the development of the Flexible Purchasing System we will ensure that day opportunities providers provide a platform for people within their services to feedback their views and contribute to the ongoing development of services. Alongside this partner organisations will continue to engage with people who use day opportunities through various forums including the Learning Disability Partnership Board, Mental Health Partnership Board and Carers Forum. We will also conduct surveys (including easy read) to ensure that we get regular feedback on peoples experiences of day opportunities in the borough.

Commissioners will also ensure that there is ongoing dialogue and feedback with our commissioned providers through regular provider engagement sessions.

## **5. Respond to the impact of COVID-19 and ensure day opportunities services remain resilient and flexible in case of future disruptions to services**

The impact of the COVID 19 pandemic has presented many challenges to the delivery of day opportunities services and particularly traditional building-based services. It meant that many building-based services operating in Cheshire East were running at reduced capacity to facilitate social distancing and some services are still yet to re-open.

This has led to many different approaches and ideas to tackling these issues, as services adapted to new and unpredictable circumstances. It has provided an opportunity to rethink how we commission and deliver day opportunities provision in the future to best meet the needs of people in Cheshire East.

The development of the Flexible Purchasing System will build on the learning from COVID 19 and the development of new types of community-based provision will not only widen the offer of different types of day opportunities but ensure that services can be future proofed in case of any resurgence of COVID 19 in the future.

We have also seen many providers further embrace technology and provide virtual support. This is an area which commissioners are keen to work with the market to develop further.

There will also be partnership work undertaken with the Infection Control Team to deliver audits and training to day opportunities providers (in house and external)

## **6. Ensure that day opportunities are available at a local level in all communities across the borough**

One of the key themes from Day Opportunities Strategy engagement feedback, was the need for day opportunities to be made available at local level. We will continue to respond to local need and feedback from individuals and communicate this out to the market.

Commissioners and the Communities Team will also look to widen the offer and develop day opportunities provision across the borough which makes best use of existing community assets.

We are keen to ensure that services are available that are accessible to people across the borough. There are some parts of the borough which don't have access to a wide range of day opportunities that meet a range of different needs. We will look at addressing this by working with our commissioned providers to ensure that this is considered when developing new services.

## **7. Promote employment, volunteering and skills development opportunities and the use of supported employment schemes as an alternative to traditional day opportunities services**

The Day Opportunities Strategy seeks to 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.

Through our commissioning strategy using the Flexible Purchasing System we aim to stimulate the market to welcome more providers into the borough who can offer services which support increased independence, skills development, and offer opportunities for individuals to enter either volunteering opportunities or paid work. This will require stronger links between day opportunities providers and local employers, educational settings and community groups and make best use of short-term employment support programmes

Benefits of this approach will mean Increased life opportunities for the most vulnerable adults as part of wider day opportunities offer and in turn a reduction on the reliance of long-term care and intensive support through accessing employment and training opportunities.

To ensure the delivery of this will require close partnership working between operational social work teams, the Supported Employment Team, Welfare to Work Partnership and the Journey First Programme. This will involve signposting and supporting individuals who may be benefit from these services.

#### 4. Partnership Approach

Key partners to ensure the delivery of the Day Opportunities Strategy will include:

- 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

The key delivery partners would be supported by a range of enabling services from Cheshire East Council (Business Support and Finance Team, Procurement Team, Brokerage Team and Legal Services).

## 5. Monitoring and Oversight

### **Project Delivery Group**

A Project Delivery Group has been established with representatives from the key delivery partners and enabling services.

This group will meet on a quarterly basis and track progress against all the key delivery objectives (see Delivery Plan Overview).

The group will also continuously review the provider market and development of the Flexible Purchasing System and ensure we are able to respond to any future challenges.

Another remit of the group will be to establish any targets that will be applicable to be met under the delivery plan (see Delivery Plan Overview).

### **Monitoring Requirements**

Data collection will be undertaken annually on all the identified performance measures.

Most of the data will be taken from the Performance Management Framework that is being developed as part of the Flexible Purchasing System and will consist of performance measures for building based support, community support, employment, education and skills provision and social value indicators. This will reduce the burden on providers submitting multiple data returns.

An Annual Delivery Report will also be produced as part of our performance reporting process. This report will detail progress against identified measures and also flag up any areas where additional work may need to be undertaken.

## 6. Delivery Plan Overview

Key Delivery Objective	Actions	Lead Department	Outcomes	Performance Measures	Annual Savings/Targets (Where applicable in £)	Annual Savings/Target Achieved (Where Applicable in £)
<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 facilitate provision of new types of day opportunities services</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>	<p>Commissioning Team VCFS Providers Day Opportunities Providers Care4CE</p> <p>Communities Team Day Opportunities Providers</p>	<ul style="list-style-type: none"> <li>Improved and wider offer of commissioned day opportunities</li> <li>Achieve value for money on commissioning future day opportunities services (£)</li> <li>Enhanced and responsive service delivery that meets future needs and develops linkages and supports the wider VCFS sector</li> </ul>	<ul style="list-style-type: none"> <li>Number of day opportunities providers (joining Flexible Purchasing System)</li> <li>Total spend on day opportunities provision by year (£) measured against MTFS Targets.</li> <li>Total amount (£) spent with VCSEs</li> <li>Provision of expert business advice by providers to VCSFEs and SMEs</li> </ul>	<p>MTFS Savings Targets 2022/23 - £70,000 2023/24 - £150,000</p>	<p>MTFS Savings Target 2021/22 - £30,000 achieved</p>
<b>2 Ensure that day opportunities services are safe, person-centred, and outcome focused</b>	<ul style="list-style-type: none"> <li>Development of a service specification</li> <li>Development of a performance monitoring framework</li> </ul>	<p>Commissioning Team Day Opportunities Providers Safeguarding Team</p>	<ul style="list-style-type: none"> <li>Day opportunities providers working to an agreed specification and performance monitoring</li> <li>Reduction in numbers of safeguarding</li> <li>Keeping people safe reducing the risk of abuse and neglect.</li> </ul>	<ul style="list-style-type: none"> <li>Insert quality measures from PMF</li> <li>Number of Safeguarding incidents</li> <li>Evidence of Safeguarding Training</li> </ul>		
<b>3 Encourage and increase the number of people</b>	<ul style="list-style-type: none"> <li>Development of care finder portal to offer</li> </ul>	<p>Commissioning Team Cheshire CCG</p>	<ul style="list-style-type: none"> <li>Improved and wider offer of day opportunities for</li> </ul>	<ul style="list-style-type: none"> <li>Number of providers on care finder portal</li> </ul>		

<p><b>using Direct Payments to access day opportunities</b></p>	<p>services to people using a direct payment</p> <ul style="list-style-type: none"> <li>Dissemination of information to people with personal budgets (including Direct Payments, Personal Health Budgets) and Self Funders</li> </ul>	<p>People Plus Day Opportunities Providers</p>	<p>people using a direct payment</p>	<ul style="list-style-type: none"> <li>Number of people with a DP accessing day opportunities</li> </ul>		
<p><b>4 Ensure co-production in the future development of day opportunities services</b></p>	<ul style="list-style-type: none"> <li>Ensure providers involve people who attend day opportunities services and their carers in the development of services</li> <li>Surveys to people who attend day opportunities and their carers</li> <li>Regular Provider Engagement Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Team</li> <li>Day Opportunities Providers</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced co-production of services and person centred approach across commissioned day opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Number of providers who actively involve people and carers in the development of their services</li> <li>Details of market engagement events</li> </ul>		
<p><b>5 Respond to the impact of COVID-19 and ensure day opportunities services remain resilient and flexible in case of future disruptions to services</b></p>	<ul style="list-style-type: none"> <li>Build on the learning and feedback from the lockdowns to ensure diversity of new service models</li> <li>Keep people who attend day opportunities and staff safe through robust infection prevention and control measures</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Team</li> <li>Infection, Prevention and Control Team, (Cheshire and Wirral Partnership)</li> <li>Day Opportunities Providers</li> <li>Care4CE</li> </ul>	<ul style="list-style-type: none"> <li>Protection of people and staff within day opportunities through the continuation of safe environments</li> <li>Flexible and responsive day opportunities services that can ensure continuity of services in the event of any resurgence of COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Number of providers delivering community based models of day opportunities (Lot 2)</li> <li>Number of day opportunities services who have had infection control audits carried out</li> </ul>		
<p><b>6 Ensure that day opportunities are available at a local level in all</b></p>	<ul style="list-style-type: none"> <li>Respond to the local needs and feedback from individuals</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Team</li> </ul>	<ul style="list-style-type: none"> <li>Responsiveness to the local community</li> </ul>	<ul style="list-style-type: none"> <li>Number of new services opening in the borough</li> </ul>		

<p><b>communities across the borough</b></p>	<ul style="list-style-type: none"> <li>• Encourage greater use of community assets</li> </ul>	<ul style="list-style-type: none"> <li>• Communities Team</li> </ul>	<ul style="list-style-type: none"> <li>• Improved day opportunities services closer to home</li> <li>• Maximisation of community assets</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers of community assets brought into use by day opportunities services</li> <li>• No. of hours volunteering time provided by providers to support local community projects</li> </ul>		
<p><b>7 Promote employment, volunteering, and skills development opportunities as an alternative to traditional day opportunities services</b></p>	<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>	<ul style="list-style-type: none"> <li>• Welfare to Work Partnership</li> <li>• Journey First</li> <li>• Supported Employment Team</li> <li>• Day Opportunities Providers</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>	<ul style="list-style-type: none"> <li>• Numbers of people accessing day opportunities that have gone into paid work</li> <li>• Numbers of work tasters offered</li> <li>• New skills acquired</li> <li>• CV's put in place/updated</li> <li>• Vocational skills certificate achieved</li> </ul>		