

# 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

<b>12/10/21</b>	<b>4</b>	<b>Mark Hughes</b>	<b>Amended with feedback from consultation</b>
<b>31/1/2022</b>	<b>5</b>	<b>Mark Hughes</b>	<b>Amended to reflect development of Flexible Purchasing System</b>
<b>15/04/2022</b>	<b>6</b>	<b>Mark Hughes</b>	<b>Amended to reflect development of Delivery Plan</b>

## CHESHIRE EAST COUNCIL –EQUALITY IMPACT ASSESSMENT

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

<b>Department</b>	Integrated Commissioning Team		<b>Lead officer responsible for assessment</b>		Mark Hughes	
<b>Service</b>	People Services		<b>Other members of team undertaking assessment</b>			
<b>Date</b>	15/04/22		<b>Version 6</b>			
<b>Type of document (mark as appropriate)</b>	<b>Strategy</b>	<b>Plan</b>	<b>Function</b>	<b>Policy</b>	<b>Procedure</b>	<b>Service</b>
	X	X			X	X
<b>Is this a new/ existing/ revision of an existing document (please mark as appropriate)</b>	<b>New</b>		<b>Existing</b>		<b>Revision</b>	
					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:

- 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.
- Make the most of a 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 is put on place 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.
- 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><b>Delivery Plan</b></p> <p>A delivery plan will be established to 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 Day Opportunities Strategy 2022-2027.</p> <p>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.</p> <p>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 and partners. This will support 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.</p> <p>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.</p>
<p><b>Who are the main stakeholders, and have they been engaged with?</b>  <b>(e.g. general public, employees, Councillors, partners, specific audiences, residents)</b></p>	<p><b>Key Stakeholders</b></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, 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"> <li>• Help people have a fulfilling life</li> <li>• Provide people with the opportunity to take part in various interests and activities</li> <li>• Make friends and develop relationships</li> </ul>

- Provides valuable support to carers, so that they too can lead fulfilling lives outside their caring role

We have recent evidence from a survey of people with a learning disability in Cheshire East during lockdown on their experiences. 24% said that they missed their friends and connections within the community while only 8% said they missed their experiences in day services.

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 & well-being 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 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

	<p>the impact of any redesign of service provision would need to ensure that location was taken into account as part of any service changes</p> <p>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.</p> <p><b>Future Engagement on Commissioning Strategy and Development of a Flexible Purchasing System</b></p> <p>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 VCFS) and people who use day opportunities and families/carers. This will be an ongoing conversation to ensure that the services are able meet 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 was undertaken between December 2021 and April 2022, with stakeholder groups including people who use services, families, carers, and service providers. Significant number of people and organisations have responded at each stage of the process.</p> <p><b>Delivering the Strategy</b></p> <p>Key partners to ensure the delivery of the Day Opportunities Strategy will include:</p> <ul style="list-style-type: none"><li>• Cheshire East Council<ul style="list-style-type: none"><li>○ Commissioning Team</li><li>○ Contracts Team</li><li>○ Communities Team</li><li>○ Supported Employment Team</li></ul></li></ul>
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	<ul style="list-style-type: none"> <li>○ Safeguarding Team</li> <li>● Cheshire CCG</li> <li>● Cheshire and Wirral Partnership NHS Trust</li> <li>● Welfare to Work Partnership</li> <li>● Journey First</li> <li>● People Plus</li> <li>● External Day Opportunities Providers</li> <li>● Care4CE</li> <li>● Voluntary Community Faith Sector Providers</li> </ul> <p>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).</p> <p>A Project Delivery Group has been established with representatives from the key delivery partners and enabling services.</p> <p>This group will meet on a quarterly basis and track progress against all the key delivery objectives</p> <p>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.</p>
<p><b>Consultation/ involvement carried out</b></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. Further engagement with key stakeholders continued in 21/22 on the development of the Flexible Purchasing System.</p> <p>Ongoing consultation with key stakeholders including providers, people who use services and carers will be undertaken as part of the delivery plan.</p>

<p><b>What consultation method(s) did you use?</b></p>	<p>In terms of the consultation methods this will include</p> <ul style="list-style-type: none"> <li>- Surveys (including Easy Read)</li> <li>- Consultation Events (virtual due to COVID) for carers and service users</li> <li>- Provider Engagement Soft Market Testing Survey</li> <li>- Meetings with Care4CE staff who currently work within existing building-based day services.</li> <li>- A key part of the ongoing consultation and transformation of day opportunities will be operational staff undertaking reviews of individuals 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.</li> <li>- We will also use existing partnership boards (LD and Mental Health) to keep people informed of the process and allow wider engagement from carers and service users.</li> </ul>
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**Stage 2 Initial Screening**

<p><b>Who is affected and what evidence have you considered to arrive at this analysis?</b> (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><b>Who is intended to benefit and how</b></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 and lead to improved outcomes for individuals who access day opportunities</p>

<b>Could there be a different impact or outcome for some groups?</b>	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.							
<b>Does it include making decisions based on individual characteristics, needs or circumstances?</b>	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.							
<b>Are relations between different groups or communities likely to be affected? (eg will it favour one particular group or deny opportunities for others?)</b>	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.							
<b>Is there any specific targeted action to promote equality? Is there a history of unequal outcomes (do you have enough evidence to prove otherwise)?</b>	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.							
<b>Is there an actual or potential negative impact on these specific characteristics? (Please tick)</b>								
<b>Age</b>	<b>Y</b>		<b>Marriage &amp; civil partnership</b>		<b>N</b>	<b>Religion &amp; belief</b>	<b>Y</b>	
<b>Disability</b>	<b>Y</b>		<b>Pregnancy &amp; maternity</b>		<b>N</b>	<b>Sex</b>		<b>N</b>
<b>Gender reassignment</b>		<b>N</b>	<b>Race</b>		<b>N</b>	<b>Sexual orientation</b>		<b>N</b>
<b>Carers</b>		<b>N</b>	<b>Socio Economic</b>		<b>N</b>			

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)
<b>Age</b>	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 this protected group. 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.	<b>Medium</b>
<b>Marriage &amp; civil partnership</b>	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 the 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.	<b>Low</b>
<b>Religion</b>	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.	<b>N/A</b>
<b>Disability</b>	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	<b>Medium</b>

	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.	
<b>Pregnancy &amp; maternity</b>	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.	<b>N/A</b>
<b>Sex</b>	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.	<b>N/A</b>
<b>Gender Reassignment</b>	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	<b>N/A</b>
<b>Race</b>	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.	<b>N/A</b>
<b>Sexual Orientation</b>	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.	<b>N/A</b>
<b>Carers</b>	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.	<b>N/A</b>
<b>Socio Economic</b>	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.	<b>N/A</b>

#### Stage 4 Mitigation

<b>Protected characteristics</b>	<b>Mitigating action</b> <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 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</i>	<b>How will this be monitored?</b>	<b>Officer responsible</b>	<b>Target date</b>

	<i>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>			
<b>Age</b>	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 2023
<b>Marriage &amp; civil partnership</b>				
<b>Religion</b>	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. For instance people with religious beliefs that require a quiet area for prayer at specific times of the day – this could be designed into individually tailored package	This will be captured through the continued consultation and engagement process	Mark Hughes	August 2023
<b>Disability</b>	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	August 2023
<b>Pregnancy &amp; maternity</b>				
<b>Sex</b>				

<b>Gender Reassignment</b>				
<b>Race</b>	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	August 2023
<b>Sexual Orientation</b>				
<b>Carers</b>	The rationale for change is that carers who support individuals will have a greater choice about how day opportunities is provided, with more flexibility. It is possible that this more personalised approach could be more beneficial to people with protected characteristics. For instance, carers could look at accessing services at weekends or at specific times of the day – this could be designed into individually tailored package to benefit.	This will be captured through the consultation and engagement process	Mark Hughes	August 2023
<b>Socio Economic</b>				

## 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 to 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 childrens 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 draft 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).

<b>Specific actions to be taken to reduce, justify or remove any adverse impacts</b>	<b>How will this be monitored?</b>	<b>Officer responsible</b>	<b>Target date</b>
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	August 2022

<b>Please provide details and link to full action plan for actions</b>			
<b>When will this assessment be reviewed?</b>	May 2023		
<b>Are there any additional assessments that need to be undertaken in relation to this assessment?</b>	No		
<b>Lead officer sign off</b>	Mark Hughes	Date 15 April 2022	<i>M Hughes</i>
<b>Head of service sign off</b>	Dave Leadbetter	Date 15 April 2022	<i>D. Leadbetter</i>

**Please return to EDI Officer for publication once signed**