

Caerphilly Day Opportunities: Implementing a future model January 2023

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Executive summary

Caerphilly County Borough Council (the Council) provides a range of day opportunities for older people and adults with learning disabilities. These services are discretionary and are aimed at supporting the health and wellbeing of individuals, providing meaningful opportunities in the community, promoting social networks and as a result provide respite for families and carers.

Changes were made to day opportunities over the course of the Covid-19 pandemic, in response to Welsh Government legislation and guidance. Over the course of the pandemic, significant changes were made to the model which saw a shift from a focus on resource centres to a more community-based approach. By early 2022 the majority of people accessing day opportunities were receiving support in the community or in 'vocational' settings. Those with more intense or complex needs continue to receive support in resource centres. Support is provided on a more individualised basis, and the number of sessions has typically reduced to between one and three sessions a week. The number of people accessing day opportunities is currently 294, whilst the budget remains largely unchanged.

Individuals and their carers were informed of the evolving changes to the model and were asked about their future preferences. There were strong views from some parents/carers in favour of a return to previous arrangements.

In response the Council committed to the appointment of an external organisation to co-produce a model of day opportunities for the future. HICO were appointed in May 2022 with a brief *'to engage equitably with stakeholders, explore best practice and advise the Council on alternative delivery models, which would support people to achieve their outcomes, by promoting independence and with an emphasis on active community presence and involvement'*.

Alongside a review of relevant policy, strategy and delivery models in other parts of Wales, such as Social Services and Future Generations legislation, A Healthier Wales, the Learning Disability Improving Lives Programme and Strategic Action Plan, regional population needs and wellbeing assessments and the Caerphilly Corporate Plan, we also looked at how other nearby councils are delivering day opportunities and how any change to provision is being managed. The majority have either gone through or are going through a similar transformation or are intending to modernise day opportunities in the future in line with a community focussed approach.

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We engaged with a range of stakeholders during our review, including individuals accessing day opportunities, their carers, senior and operational staff in the Council, elected Members and representatives of partner agencies.

We spoke with approximately one fifth of individuals currently accessing day opportunities and our conversations suggest a broad consensus on current arrangements and desired future direction.

Several key messages emerged from our conversations. We found that some individuals are clearly benefitting from the changes, and equally, some staff report improved job satisfaction and motivation. Although largely accepting the case for change, a significant number of parent/carers reported that specific adjustments and the process of change itself had had a negative impact. Some carers reported that the reduction in time that their family member received has resulted in increased pressure and stress on them and their families. Generally, carers are keen to work with the Council and other stakeholders to further develop and implement a new model for day opportunities.

Some individuals clearly benefit from more individualised support and there is evidence of meaningful and valued relationships developing. Those accessing volunteering and work opportunities are gaining valuable life skills and we saw a tangible sense of pride and achievement among the individuals concerned. We also heard instances of social networks developed within resource centres being lost. There is a potential risk of individuals becoming dependent on specific members of staff, which could be addressed by introducing shared rotas.

The perceived quality and range of community-based support may be compromised by the perception of a lack of resources within given localities. Some staff told us they couldn't broaden the range of activities for the people they supported because facilities weren't available or weren't open at the time sessions take place. The Council is beginning to address this by ensuring staff are better informed of what is available within different parts of the County Borough, and complementary provision by third sector groups such as 'My Mates' further broadens potential. Developing further community opportunities to expand the range available for individuals receiving community support needs further development. Increasing travel limits and session duration, may assist with this.

Further work is needed to ensure that key partners such as the NHS, Advocacy organisations are fully involved in the development of opportunities and provision of individualised support.

We make three recommendations for the future, which are as follows:

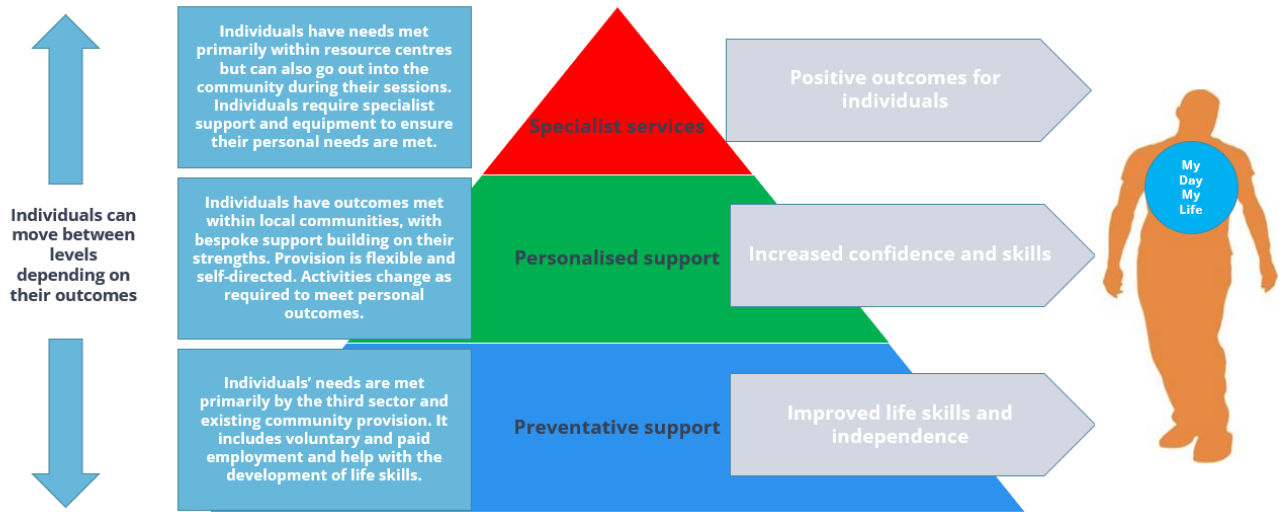
1. The Council should issue a broad but comprehensive statement of future intent to all stakeholders acknowledging the findings of this exercise and setting out how a new model (which is suggested on the next page), based on its adopted approach, will be progressed in collaboration with stakeholders.
2. Where reviews have not yet been undertaken for individuals with highest level of need and their carers, these should be prioritised.
3. medium-term plan for full implementation of the emerging Day Opportunities model should be developed and implemented. This needs to be co-produced and actively involve relevant stakeholders.

The emerging day opportunities model would deliver support across three categories, depending on individual outcomes. The model is depicted opposite.

We suggest a series of short and medium-term actions to be taken collectively by stakeholders to deliver the model over the coming period. A structured, co-productive approach will be critical to this.

As arrangements are being put in place, work needs to be done to reassess the needs of individuals with the most intensive needs and adjust care accordingly. New flexibilities within community-based support will also help ensure the best experience for individuals. A comprehensive learning and development programme for staff should be developed and implemented to shape the change.

The future



1. Introduction & Background

Day opportunities in Caerphilly

Caerphilly County Borough Council (the Council) provides a range of day opportunities for older people and adults with learning disabilities. These services are discretionary and are subject to an assessment process.

Day Opportunities aim to:

- Enable people to have access both to meaningful community activities and appropriate supported environments
- Meet health and social care needs of individuals
- Provide respite for families and carers
- Support and maintain friendships and help people access community activities and services

An evolving approach to day opportunities

The Council made changes to their approach during the pandemic. They issued a series of letters to users and carers along with a survey asking for views on changes that had been made and on future provision. The responses received were mainly from parents who expressed a strong view for a return to the previous arrangements.

In February 2022 users and carers were informed that the Council intended to implement a new approach whereby it would 'continue providing support through a blended system of building-based care and within the community'. This letter also committed to the appointment of an external organisation to co-produce a model of day opportunities for the future.

Day opportunities then and now

A number of changes have been made to day opportunities during and coming out of the Covid-19 pandemic. These are summarised below.

Pre-pandemic:

- The budget for day opportunities was £5,554,574
- 195 older people and 444 adults with learning disabilities were supported
- Support was provided predominantly in Resource Centres
- Many adults with learning disabilities had 4 or 5 full day sessions every week, with

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varied activities

- Older people and adults with learning disabilities were supported separately
- Community-based support was provided for individuals within their localities
- Adults with learning disabilities accessed sessional activities including vocational and independent living skills training, gardening and horticulture, woodwork, craft and ceramics and catering

During the pandemic:

- Resource centres closed in March 2021
- A very small number of the most vulnerable users continued to receive socially distanced, community-based support
- Reduced, community-based and garden project sessions commenced in August 2020 for individuals prioritised by assessment care management
- Resource Centres reopened in June 2021 for users with high levels of need whose outcomes could not be met in the community, with a reduction in the number and duration of sessions

Post pandemic:

- The budget stands at £6,005,266
- 94 older people and 187 adults with learning disabilities are supported (it should be noted that pre-Covid the Council was also supporting 104 Individuals who were living in accommodation services, including residential and supported living)
- These individuals are no longer supported directly but are receiving help from their house staff to access alternative daytime opportunities
- Hours of provision for individuals have been reduced compared with pre-pandemic levels, with unintended negative impact on particular carers, notably those caring for individuals with more intensive or complex needs
- Community-based sessions are provided on an individual basis
- Half day sessions are held jointly for older people and adults with complex physical and learning disabilities
- Sessions provided in gardening, craft and ceramics, catering and the Islwyn Park Coffee Shop are longer, with the aim to progress to employment of individuals

2. Reviewing Caerphilly's approach

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What we were asked to do

HICO was appointed in May 2022 to review the Council's approach to day opportunities.

Our brief was:

'to engage equitably with stakeholders, explore best practice and advise the Council on alternative delivery models which would support people to achieve their outcomes, by promoting independence and with an emphasis on active community presence and involvement'

In the course of our work we:

- Undertook a desk top review of recent changes to day opportunities and current arrangements in Caerphilly
- Considered the legislative and policy context in which day opportunities need to operate
- Looked at day opportunities in other parts of Wales and further afield to identify notable practice

We asked people to share their views on recent changes and what they wanted to see in the future. People using services and carers were asked what was important to them, and the kinds of day opportunities that would help them achieve their personal outcomes. Other stakeholders were invited to share their perspectives on recent changes, their perceived impact on individuals and how they had affected their own practice.

Stakeholder engagement

We engaged with the following stakeholders:

- 57 people who use day services, through voluntary, informal conversations and a written survey
- 43 carers, through facilitated group sessions and a written survey
- 40 day services staff, some whilst delivering sessions and others in group discussions
- The Cabinet Member for Social Services, Chair of the Social Services Scrutiny Committee, senior and middle managers and the carers' lead in facilitated group discussions
- Members of the Social Services Scrutiny Committee at one of their formal meetings
- 16 social workers in online workshops
- Clinicians and managers from Aneurin Bevan University Health Board in an online workshop
- Independent Supported Living providers in an online discussion
- Advocacy organisations in an online discussion
- Representatives from other local authorities via email and telephone conversations

We offered all users of day opportunities, and their carers, the chance to engage with us. We spoke with all those who said they wanted to, equating to approximately one fifth of current individuals accessing day opportunities.

Participation was considerably higher among adults with learning disabilities and their carers than it was among older people. Moving forward, ensuring the ongoing engagement of older people will be crucial in ensuring that opportunities meet needs across the different communities.

Whilst we cannot gauge the views of those who didn't want to meet, views expressed by those with whom we did engage suggest there is a broad consensus regarding current arrangements and desired future direction.

3. Policy context

Strategic context

We reviewed material from across the UK and explored arrangements in several Welsh Local Authority areas, to identify innovative practice in the provision of day opportunities and set the changes being progressed in Caerphilly within a broader context.

In Wales there are various drivers for change aimed at supporting the transformation of support. These include generic objectives within the Social Services and Wellbeing (Wales) and Wellbeing of Future Generations (Wales) Acts and principles enshrined in A Healthier Wales – the national plan for health and care, alongside more specific priorities set out in a range of strategies for older people and people with learning disabilities. It is important that the ongoing changes in Caerphilly align with the strategic objectives within these drivers.

These drivers are summarised below.



Wellbeing of Future Generations (Wales) Act

- Cohesive communities – ensuring people are active doing things that matter to them
- A more equal Wales – enabling all people to fulfil their potential
- A Healthier Wales - supporting the wellbeing of people and communities



Social Services and Wellbeing (Wales)

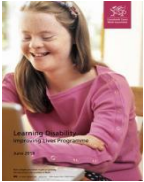
- Voice and Control: putting the individual and their needs at the centre of their care
- Prevention and early intervention
- Wellbeing: supporting people to achieve their own wellbeing



A Healthier Wales

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- Prevention and early intervention
- Independence
- Voice – empowering people with the information and support needed
- Personalised – health and care services which are tailored to individual needs



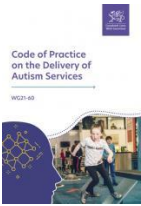
Learning Disability Improving Lives Programme and Strategic Action Plan

- Equal access to non-specialist services
- Right to career paths, employment opportunities and access to education
- Reducing loneliness and isolation
- Promoting recovery and new approaches to day centres, respite care and short breaks



Locked Out: Liberating Disabled People's Lives and Rights in Wales

- Action to improve involvement of disabled people in decision-making



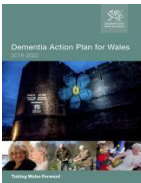
Code of Practice on the Delivery of Autism Services

- Encourage innovation
- Ensure reasonable adjustments to ensure people have access to services in the same way as others
- Develop strategic and operational teams which include autistic people to inform service development



Strategy for Older People in Wales 2013-23 and Ageing Well in Wales Programme

- Access for older people to services that support their needs and promote independence
- Developing age friendly and dementia supportive communities



National Dementia Action Plan 2018-22

- Rights of people with dementia to feel valued and live as independently as possible in their communities

In addition, **Commissioning Guidance for People With a Learning Disability** issued by the Welsh Local Government Association and National Commissioning Board in 2017 includes, among a range of elements of high-quality support, the following principles:

- Person-centred – ensuring that individuals receiving care and important people in their lives identify what is important to them in achieving their ambitions and have person-centred plans reflecting their views, goals and needs
- Voice, choice and control – assisting people to express their views and opinions and ensuring these are listened to and acted upon in the care and support provided

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- Active support – providing people with the right level of person-centred assistance to participate in a wide range of activities at home and in the community
- Progression and independence – supporting people to learn new skills, try new experiences and take more personal responsibility
- Consistent support and environments – using person-centred routines to maximise understanding and familiarity for those receiving care and support
- Positive risk-taking - balancing benefits with risks and developing plans that maximise outcomes whilst minimising risk to the individual
- Positive social interactions and support in developing relationships – maintaining and enriching existing relationships and development of new ones
- Personal care and health – maintaining the dignity of individuals and promoting good health through care and support provided
- Positive Behavioural Support – optimising outcomes and independence for those with more complex needs

Similar drivers exist at regional and local level, and these should also be reflected in changes being made in Caerphilly. They are summarised below.



Gwent Population Needs Assessment 2022-27

- The pandemic has disrupted routine for older people and people with learning disabilities, affecting mental health and leading to isolation
- Need for person-centred care for autistic people
- Remaining independent and being able to go out are important for older people
- Reducing loneliness and isolation for older people through early intervention is key
- Improving life outcomes for people with dementia needs to remain a priority

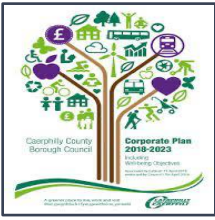


Gwent Wellbeing Assessment 2022

- Rich culture and heritage across the region supports wellbeing by bringing people together; this has been strengthened through Covid

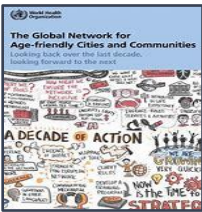
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- Ageing population presents future challenges



Caerphilly Corporate Plan

- Protecting services for the most vulnerable
- Introducing new and more innovative ways of working through emerging technologies
- Engaging with communities to understand their needs and explore opportunities for delivering services through collaboration
- Wellbeing objectives include supporting active, healthy lifestyles, helping people identify 'what matters' to them and providing support to reduce the need for higher statutory interventions



Age Friendly Communities

- Multi-agency work in train to join World Health Organisation's Age Friendly Cities and Communities Network

4 What is happening elsewhere

We found that many local authorities in Wales and across the UK have been reviewing and changing their day opportunities both for people with learning disabilities and older people.

Some predate Covid-19, although clearly the pandemic has accelerated the pace of change in some areas. Several of the changes we identified in other areas resonate with those being taken forward in Caerphilly. These examples from neighbouring areas and others further afield provide potential pointers in terms of how care needs to look and how change is best implemented.

A more detailed summary of relevant practice across the UK has been prepared and accompanies this report.

Rhondda Cynon Taf

In the wake of the pandemic, and building on a model of day opportunities that had been in place for a number of years, the Council undertook an engagement exercise – ‘My Day, My Way’ – involving people over 16 with a learning disability, parents and carers and staff in the sector. People were invited to engage in a variety of ways between August and November 2021, letting the Council know what they would like to see in terms of day and evening opportunities. Working with Cwm Taf people First, a charity run by and for people with learning disabilities, the Council ran surveys and engagement events asking them to say what they liked about current services, where they thought there were gaps and what could be done to improve support. They also partnered with the Innovate Trust to provide opportunities for online engagement, including by those with intense communication needs, and promote the change programme. A range of services, including education, health and community development, also participated, enabling consideration of a wide range of possibilities moving forward.

A task group was established to consider the findings of the engagement exercise. Resulting actions, which are being progressed across the County Borough include:

- Reviewing assessments and care plans, moving away from support 5 days a week at day centres where appropriate
- Looking for opportunities for users to pool Direct Payments to organise shared activities
- A commitment to be driven by what people want rather than what's available in

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providing services

- A short-term offer for those in crisis, including support within day centres, over the period of the transition

Blaenau Gwent

The Council operates a mixed model of day support, which comprises a day centre for people with complex and multiple disabilities, a separate centre for those unable to access community support, a community outreach service and vocational training delivered in partnership with the third sector.

As in Caerphilly, Covid-19 led to significant changes in provision, as centres were forced to close. This resulted in some individuals withdrawing from services or accessing options such as Direct Payments. People living in Supported Accommodation now get enhanced support from their staff team to access opportunities and achieve desired outcomes.

Moving forward, the Council is looking to respond to these changes and develop models of care and support that:

- Are less centre based
- Provide a more person-centred approach – this is now possible even in centre settings as the numbers of attendees has declined
- Are available to individuals outside traditional hours and in community settings
- Use technology to enable access to virtual activities online
- Support individuals in connecting with friendship groups, supported by partners such as 'My Mates', which operates across the Gwent area

User and carer engagement has been key and will continue to be so as changes are progressed. Individuals and their families were contacted throughout the period of the pandemic and further intervention was arranged where distress and/ or risk of family breakdown were identified. Whilst general support for changes has been evident through user and carer surveys, people have been able to provide feedback on the forward model being developed by the Council.

Monmouthshire

Monmouthshire County Council has an established model of daytime support for people with learning disabilities known as 'My Day. My Life'. Implemented from 2014, the approach has seen the Council move away from traditional buildings-based day services to more bespoke

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support tailored to meet the identified needs of individuals. Support is provided in a range of day and community settings. Key to the approach has been a highly personalised focus, working with individuals to review and develop their support within the broad principles of the model, rather than enforcing a 'top down' model of care. Ongoing engagement with individuals and their carers has also been key. The Council has been careful to consider the needs of individuals and carers and ensure that the support provided addresses both as far as possible. Resulting changes have included a 'holiday' respite scheme in place of a care home-based model.

Coming out of the pandemic, during which remaining centres were temporarily closed, further opportunities have been taken to increase community options, such as the 'Growing Spaces' gardening and produce project delivered in partnership with the third sector. The Council recently commissioned a review of the arrangements with a view to embedding the approach and building further on the established model.

Pembrokeshire

To inform development of a new model of care and support for people with learning disabilities, Pembrokeshire County Council partnered with a local third sector organisation, People Too, in undertaking a comprehensive, co-productive engagement exercise with individuals and their carers, social care staff, health, education and third sector colleagues

to identify how things could be improved. As a result, they identified the following themes which people said were important to them:

- Greater flexibility and variety of opportunities
- Support that is close and accessible for individuals
- Personalised opportunities
- Fair access for all

In response the County Council is developing a Day Opportunities Gateway Service, whereby a central bureau assesses individuals and matches them with activities of their choice that deliver identified outcomes. More specialised services are provided at a central hub, with other services delivered through local 'spokes' across the County. Although delayed by Covid-19, the Council is now progressing full implementation of this model.

Cardiff

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In line with national policy and recognised good practice, Cardiff Council has developed 3-tiers of day opportunities for older people as follows:

- Providing information, advice and assistance to encourage independent access to social activities and engagement opportunities for this with low level needs
- Providing those who need it with assistance to access community services and activity through targeted intervention and support
- Supporting those with the most complex needs through high quality, specialist day services

Principles underpinning Cardiff's approach include:

- A focus on the outcomes that individuals and carers want to achieve
- A reablement approach at the heart of service delivery
- A focus on prevention, wellbeing and delivery of services in convenient settings
- Flexibility to address projected rise in demand for care and support

5. What stakeholders told us

Feedback from individuals, staff and unpaid carers

Some people are clearly benefitting from the change: Changes are benefitting some individuals – we saw evidence of individuals flourishing, growing in confidence and some acquiring new skills (e.g. in gardening, catering and craft). This can induce pride and a sense of achievement for those involved.

Some staff report improved job satisfaction and motivation: Some staff report that their jobs are more rewarding as a result; they are motivated by seeing the progress of individuals leading to improved outcomes. Some employees are relishing the opportunity to work with new client groups and develop new skills, for example horticulture and relaxation or music therapy.

The process of change has affected some users negatively: Some unpaid carers and NHS staff felt that the Pandemic and resulting changes in day services had had a negative impact on some individuals and on their carers linked to a reduced service provision

A perception exists that community activities provided currently are not always varied enough: We saw evidence of some individuals partaking in varied activities. Some unpaid carers felt there was an over reliance within community-based support on visits to cafes, which they perceived as resulting in a boredom for some individuals and reported weight gain in some cases.

Some carers say they have been adversely affected: Day opportunities primary focus is on positive outcomes for individuals.. For carers the unintended impact of reduced sessions on them needs to be taken into account when transforming services. Carers have commented it has impacted upon their ability to continue in their caring role. Some carers expressed fear that this added pressure and the impact on their own health could in time lead to them not being able to provide any care and their family member needing full time support.

Support for carers: Some carers felt their needs needed a greater focus. Some told us they had not had carers' assessments; some who had been assessed said they had not received appropriate support as a result. The need to improve the range of support available for all carers was also highlighted by social workers and senior managers.

Transport to and from opportunities: Some carers were unhappy with arrangements, for

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transport, and did not understand the Council's transport criteria. Application of these results in some carers having to drop off and collect their loved ones, further reducing time away from their caring responsibilities.

Relationships and networks

Some individuals are clearly benefitting from more person-centred approaches: We saw compelling evidence of more meaningful relationships being built as individual/staff ratios have been reduced and one to one support becomes the norm. This bodes well for improved personal outcomes. Individuals spoke affectionately about day service staff and carers also praised the attentiveness of individual staff.

New relationships through volunteering and work opportunities are being formed: New and developing volunteering and work opportunities are having a positive impact on individuals with the capacity to benefit from them. An example is the excellent facility at the Islwyn Coffee Shop. Wider social networks and relationships are also being developed which includes My Mates, People First etc.

Dependency on individual members of staff needs to be avoided: Notwithstanding the advantages of one-to-one support, we saw that some individuals using day services are becoming dependent on individual staff members and feeling uncomfortable about being supported by anyone else. In some cases individuals are currently missing out on support when their member of staff takes leave or is unwell.

Lost social networks: We heard that individuals have lost valued social networks which they enjoyed when attending larger sessions in resource centres. When asked if there was anything they missed about centre-based support, many mentioned not seeing their friends; we heard that this had resulted in a loss of confidence among some individuals.

Types of support available and logistics

The shift from resource-based support has opened up new opportunities: Many of the individuals we spoke with clearly welcome the opportunity to do new things in a variety of settings which weren't available to them in resource centres. New opportunities include visits to parks and shopping centres.

There is a mixed economy of provision within the County Borough: Council services are complemented by some third sector support, e.g. People First, Person to Person and 'My Mates', which operates across the County Borough and provides support to individuals with a

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learning disability to develop and sustain friendships and more personal relationships. There are opportunities for greater alignment of these services in the future.

Changes introduced by the Council have encouraged new approaches by other partners, leading to more varied opportunities for individuals: Partner agencies have responded to the changes by diversifying their own provision. Advocacy organisations are providing increased opportunities as gardening projects and supported living providers have enhanced the support they provide within the community.

Restrictions on community-based support reduce options for individuals: The duration of community sessions and limitations on travel may diminish the options available to those receiving them. There is a perception individuals can only be taken to attractions outside the County Borough on an exceptional basis. Some staff express frustration at not being able to be more creative when planning community activities, due to these constraints.

Access to community activities is inequitable across the County Borough: The perception of a lack of community activities available within certain localities, or facilities not being accessible at the time when community sessions take place, was mentioned by some staff.

This suggests that more needs to be done to ensure that staff are advised of available opportunities and supported in accessing them. We noted the Council has begun to address this by compiling community profiles for staff. Longer term, a community development approach will be key in ensuring that place-based, low level provision increases across Caerphilly's communities. Ensuring a person centred service is provided on evenings and weekends going forward is also important.

Concern and lack of clarity over some of the changes and their perceived impact on individuals: Some staff reported not being able to adequately explain changes to individuals and their carers and feeling that they could not always match individuals with the care and support they feel would be beneficial under the new arrangements.

There is a lack of evidence of joint planning or commissioning between the NHS and the Council in relation to day opportunities: The needs of individuals who use day opportunities vary significantly from moderate to those with profound and multiple learning and physical disabilities. There are clear opportunities for more effective joint working between the NHS and the Council in supporting those with more profound needs. This needs

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to start at the level of strategic planning and feed down into integrated commissioning and funding for the delivery of seamless support for individuals. Regional and local partnership arrangements provide appropriate forums for this to be taken forward. The duty for better planning sits with both the Health Board and the Council.

6 Summary of our findings

There is acceptance amongst many stakeholders of the need to modernise day opportunities and that a return to pre-pandemic arrangements is neither feasible nor desirable.

Stakeholders recognise the potential benefits of a more person-centred approach, and some have become less reticent as they see benefits. They appreciate the financial constraints in which the Council is operating and agree that opportunities provided need to be proportionate and affordable.

The new arrangements are in their infancy and are not yet delivering benefits some carers and staff associate with resource centres, such as a greater range of activities and more robust social networks.

Whilst day opportunities need to be focused on delivering positive outcomes for individuals accessing those opportunities, the impact on carers, in particular those caring for people with more intensive or complex needs, needs to be taken into account and their needs addressed as a priority alongside implementation of any new model.

Communication around the rationale for and implementation of changes to date, including feedback on previous consultation and engagement and later decisions on support for individuals, is seen as inconsistent. This has resulted in a lack of buy-in and distrust from some carers and other stakeholders.

There remains a need to ensure internal staff (including those working in day opportunities and social workers) and partners such as the NHS are fully apprised of the rationale for change and details of the new arrangements.

There is evidence that, by building on the changes that have been made and by working collaboratively to address the perceived and actual challenges associated with new model, it can be further developed to deliver genuinely positive outcomes for people accessing those opportunities. The model depicted later in the report attempts to summarise the shared ambitions (including the council) of all stakeholders. The subsequent challenge will be in the implementation.

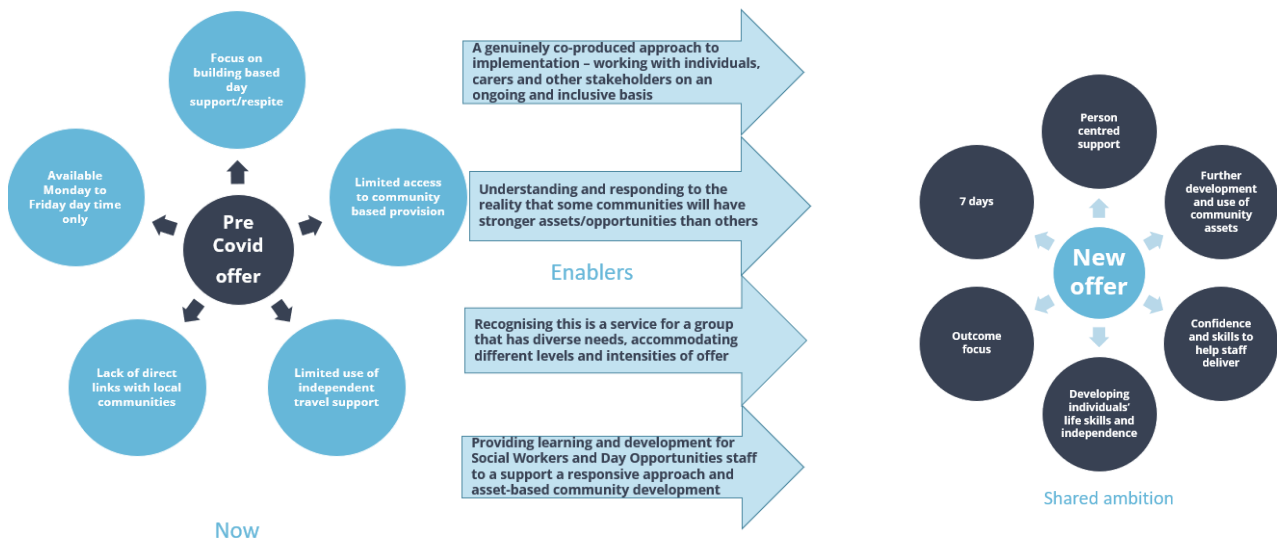
7 Recommendations

1. The Council should issue a broad but comprehensive statement of future intent to all stakeholders acknowledging the findings of this exercise and setting out how a new model (which is suggested on the next page), based on its adopted approach, will be progressed in collaboration with stakeholders and following co-production principles.
2. If not already undertaken, reviews should be undertaken for individuals and carers with highest level of need and most impacted by the changes, and new flexibilities introduced to community support, to help restore confidence and address any gaps in provision.
3. A medium-term plan for full implementation of the emerging Day Opportunities model should be developed and implemented. This needs to be co-produced and actively involve all relevant stakeholders and be supported by comprehensive learning and development programme for staff.
4. The needs of all unpaid carers should be recognised and alternative options for delivery of support for unpaid carers needs to be developed.

8 Making it happen

The future and the process of getting there

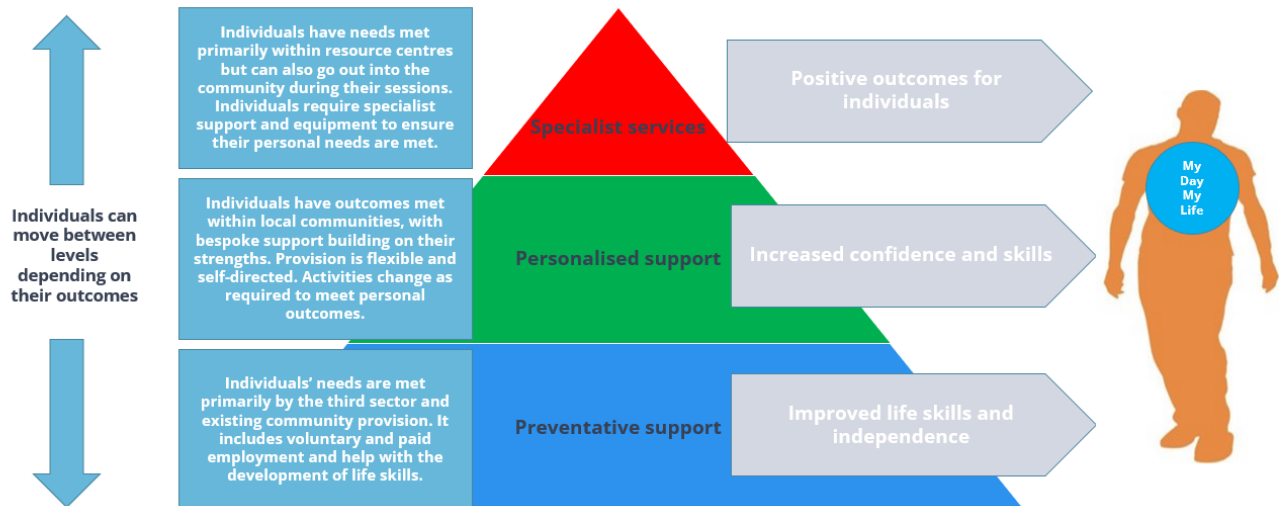
Based on our discussions with stakeholders, this graphic summarises the day opportunities offer now, the shared ambition for the future and the enablers they felt would take the current model forward and lead to the shared ambition being realised. As the change happens, support for those in most need will need to be reviewed and adjusted as necessary.



Emerging Day Opportunities model

We are proposing the following model building on current arrangements and taking the expressed views of stakeholders fully into account. We explored a model incorporating three categories of support provided depending on individual need. The following graphic depicts the envisaged model.

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Underpinning principles for the model

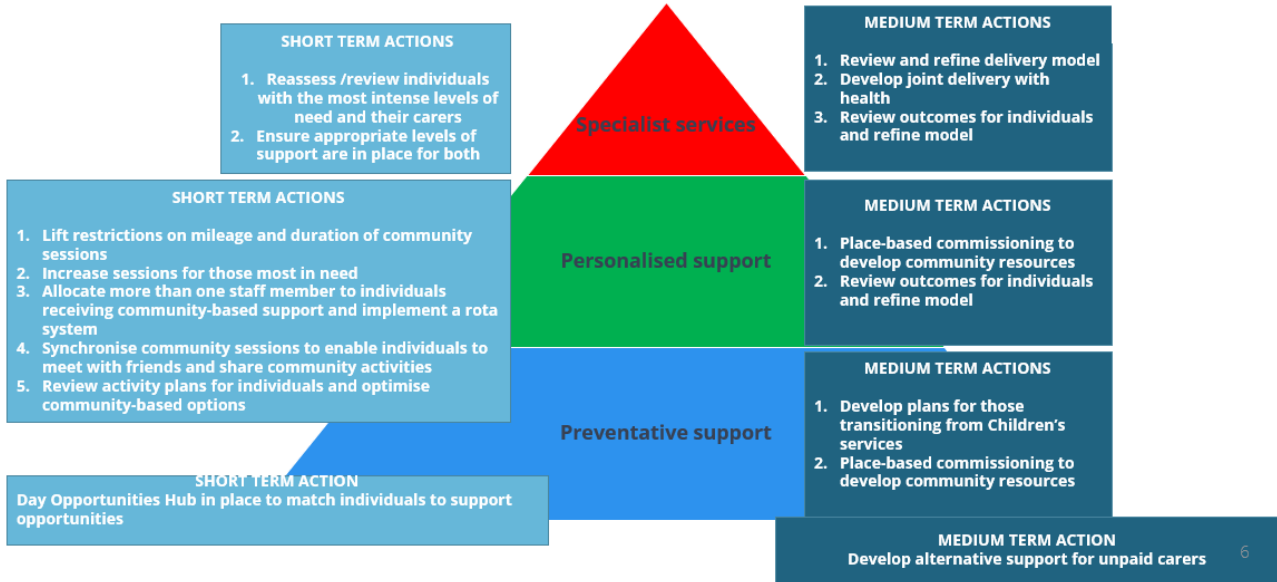
Underpinning principles for the recommended model are suggested as follows:

- Support is allocated to individuals by matching the offer with identified individual needs and outcomes, through a Day Opportunities 'hub' This includes Direct Payments where appropriate
- Day opportunities are outcome focussed and provided 7 days
- Friendship groups are developed, maintained and supported so that they flourish and can continue outside day opportunities support
- Existing resources in the community are optimised, and opportunities sought to work with partners in growing more opportunities across the County Borough
- Continued learning is provided, which may include the use of technology to deliver and support activities
- There is a clear role for the NHS in integrated planning, commissioning, funding and delivery of day opportunities

Taking forward implementation

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Full delivery of the model will require short term actions followed by development and delivery of a medium-term implementation plan, co-produced with stakeholders. Recommended actions are set out below.



9 Acknowledgements

We would like to thank all those who contributed to our review. We are especially indebted to individuals using day opportunities, carers and families and staff who allowed us to have conversations in care settings and helped ensure all those who wanted to contribute were able to do so in a meaningful way. We also valued regular engagement with senior managers and elected members within the Council and colleagues from several partner agencies.

We are grateful for everyone's time and openness and their positive constructive approach to our discussions.

This gives us confidence that our findings and recommendations reflect what people told us about the positive elements of current arrangements and areas where change is still needed.

We believe this process of engagement, which has been pivotal to our work, provides a robust foundation for the co-productive approach to future development that underpins our recommendations.



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