

# Towards a new model for day opportunities: our plans

---

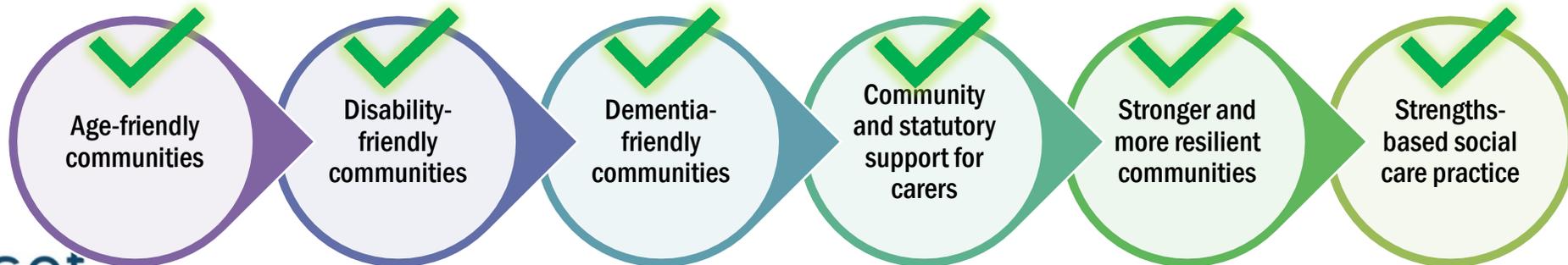
For review, discussion and comment by the  
People and Health Overview Committee

23 July 2024

# A reminder of our context

“ We all want to live in the place we call home, with the people and things we love, in communities where we look out for each other, doing the things that matter to us. ”

Social Care Future, [socialcarefuture.org.uk](http://socialcarefuture.org.uk)



# The purpose of the project

Based on 2021 'Better Days' consultation, our commissioning strategies set out the intention to develop a new model of day opportunities

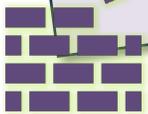
This was captured at a high level in our commissioning strategies

However, our 2021 research needed a post-pandemic refresh – as recommended by the Overview Committee

Based on hub-and-spoke relationships between services



Reducing emphasis on commissioned building-based services



Increasing profile of community options, widening choice, connectedness, and strengthening the independent sector

Resolving issues in transport provision



We needed to take the conversation to people who draw on support, and to more fully understand what was being delivered by Care Dorset, before proposing changes... we are committed to a steady, iterative approach, with a good level of involvement with people...

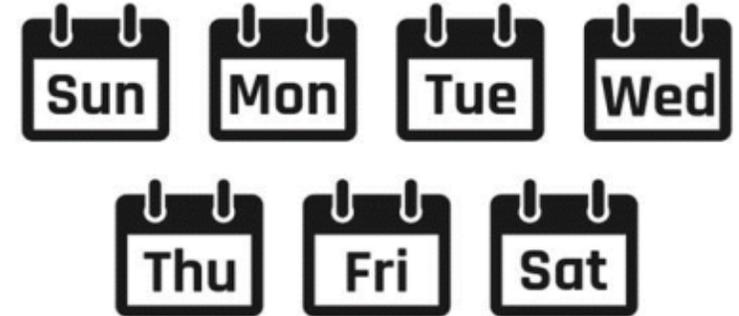
# Background Information



25 people attend more than one setting.

Some people can have up to 10 sessions per week (a session is a half-day)

2911 day opportunities sessions are provided per week, Monday to Friday



30% of people who use a Day Opportunity are aged 65+

70% of people who use a Day Opportunity are aged 18-64 and have a Learning Disability

# The conversation

---

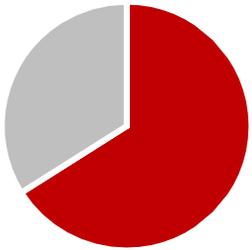
What we heard from the engagement work in 2021 and 2023

# 2023 Data Snapshot

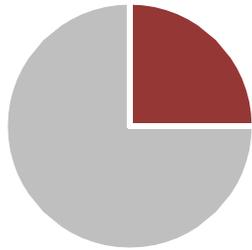
338

SURVEY  
RESPONDENTS

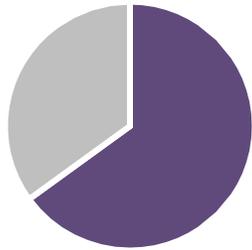
...but needs to be considered together with other conversations and research



66% USED A  
TRADITIONAL DAY  
SERVICE

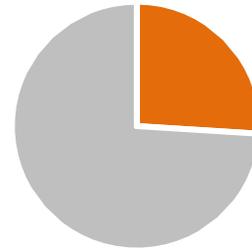


25% USED A  
DIRECT PAYMENT

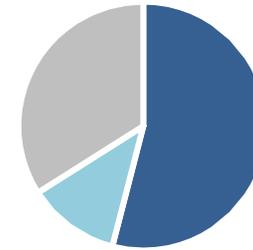


65% IDENTIFIED  
IMPORTANCE OF:

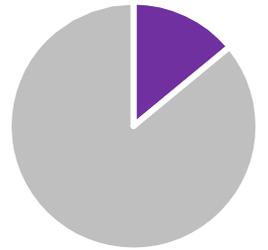
- BEING WITH FRIENDS
- INTERESTING ACTIVITIES



26% SAID  
FAMILIAR  
BUILDING  
IMPORTANT  
- BUT MORE SAID  
INDEPENDENCE AND  
LEARNING NEW SKILLS  
A PRIORITY



54% SAID NOTHING  
GOT IN WAY OF HAVING  
GOOD DAY  
OPPORTUNITIES - 12%  
CITED TRANSPORT AS  
BARRIER



14% HAD NO  
FORMAL SUPPORT

# Headline consultation feedback, 2023

Being with friends, making new friends or being in the company of others is a key theme

Building based day opportunities remain important for those with complex needs, although they are not for everyone

A variety of activities is needed across the week

People enjoy time away from carers and partners

Respite for carers is important

Evening and weekend activities wanted

Feelings of isolation when at home and enjoyment of being in a group environment.

Enjoy a hot meal, many people not motivated to cook at home

Regardless of age, ability, or care needs **being with friends** or in the company of others was the most important aspect

# Headline feedback in 2021

Trying new things can be worrying and I might need support to try them

Need better information on what is available, clear language, plain English in a suitable formats

Some people value day centres but people want variety

It can be hard to know what is possible

People want choice of things to do

Carers need more support, with creative respite options and day opportunities

Professionals need to work together, more joined up

People want to be independent



# In their own voice...

THERE ARE NO DAY OPPS FOR ME IN THE FUTURE AS IT CURRENTLY STANDS. I AM AUTISTIC BUT DO NOT HAVE A LEARNING DISABILITY. I AM STRUGGLING IN SCHOOL AT THE MOMENT, BUT AM WORRIED ABOUT WHAT HAPPENS WHEN I LEAVE SCHOOL

SUPPORT PLANNING

BIRTH TO SETTLED ADULTHOOD

AUTISM OFFER

INFORMATION, ADVICE & GUIDANCE

VARIETY

X HAS A SHORT ATTENTION SPAN, BUT ENJOYS PAINTING, COOKING, TV, SKITTLES, RUNNING AROUND DAY CENTRE BUILDING, USING THE SENSORY ROOM (BUBBLE TUBE + STRING LIGHTS ETC.) EATING. HYDROTHERAPY, TRIPS OUT IN WHEELCHAIR TO TOWN OR PARK. BEACH VISITS OUT IN COUNTRYSIDE. MUSIC AND DRAMA

TRANSPORT FOR ACTIVITIES

SPECIALIST SERVICES



THERE IS NOTHING [...DAY OPPORTUNITIES] UNLESS A FRIEND PICKS ME UP AT HOME AND DRIVES ME TO TOWN (10 MINS FROM MY HOME)

TRANSPORT

RURALETY

INFORMATION, ADVICE & GUIDANCE

COMMUNITY AND VOLUNTARY SECTOR OFFER

WHEN I AM AT HOME I LIKE TO HELP AROUND THE HOUSE, WATCH TV AND DO MY KNITTING. WHEN AT THE DAY CENTRE I DO MY KNITTING AND ENJOY BINGO

SOCIAL CONNECTION?

BLENDED PROVISION

'ONE DAY WITH PERSONAL ASSISTANT, WALKING, BROWSING IN TOWN, PLAYING GAMES, VISITING FRIENDS, MEETING UP FOR A COFFEE. ONE DAY AT ACORNS DAY CENTRE, GROUP ACTIVITIES, PERSONAL ASSISTANT. ONE DAY AT ASDAN PROGRAMME. DRAWING, PLAYING GAMES, QUIZZES, COLOURING, SHORT WALKS, MUSEUM VISITS ETC WITH CARERS

VARIETY

COMMUNITY OFFER

# What could a mixed week look like?

Community Farm

Knit and Natter

Performing Arts

Preparation for  
Employment

Debating Group

Reading/ Quiet time

Learning new things,  
building skills,  
confidence,  
independence

Swimming

Travel Training

Walking Group

Catering training  
project

Volunteering

Allotment

Yoga

Community  
Gardening

# Commissioner observations on current provision

These are initial observations from a greater engagement and access to existing provision. These and more will be unpacked in greater detail, with backup analysis, in the final report.



Adults of all ages enjoy socialising. Those with more **complex needs** are happy in building based day opportunities although **being in company** is of greater importance.



Adults of all ages prefer **quality provision on 2 or 3 days per week** as opposed to traditional day centres attendance Monday – Friday. Younger Adults enjoy a **mix of day opportunities**.



There are **two very different commissioning models** at play, for Care Dorset and the wider independent sector. Resources into independent market are stretched considerably thinner (for many historic reasons).



Large **traditional day centre** settings owned by Dorset Council and operated by Care Dorset are **under-utilized and underoccupied**. But some are delivering “**emergent**” **community development** activities.



Social care staff are not always **aware of the day opportunities** available and community brokerage would provide **greater transparency** of available resources.



**Transport continues to cause problem for all providers**. Only Care Dorset is supported by Council transport. **Private and community providers** are unable to access Dorset Council transport. Private providers rely on **staff collecting people, the person’s family and friends bringing them, taxi, or private providers’ vehicles**.



**Outings during the day** are limited due to transport.

# Developing the model

---

Day Opportunities in Dorset, 2024 onwards

# Using what people have told us to inform a new model

Introduction of a hub and spoke model would aim to reduce the need for travel, provide greater opportunities across communities and locally and provide bespoke centres for those with more complex needs.

Hub & Spoke



Easily accessible information on opportunities available will support people with choice, including opportunities outside of traditional settings, day time only hours, digital sessions and technology.

Info & Advice



Support the development of partnerships with community, voluntary and other partners.  
(Shared space and costs e.g. carers, health, benefits advice, housing, kitchen facilities, community halls, wellbeing activities, etc.)

VCSE Partnership



Recognition that specialist opportunities/day spaces are important for those with complex and multiple needs. These will be bespoke spokes not isolating people but recognising greater need.

Specialist spaces



The introduction of a mixed and flexible commissioning model, a range of provisions, regulated and unregulated, block and spot framework contract provision.

Work to expand the use of Direct payment(DP) and Individua Service Funds(ISFs) to support greater choice in meeting outcomes.

A more focused set of outcomes around social connection, community development, (re-)enablement, specialist support, etc.

Flexible commissioning model



Develop and strengthen our Micro Provider and community offer. Enabling communities to develop will require disinvestment from some Care Dorset day centres and reinvestment in the community model.

Working with Thriving Communities, Family Hubs and Swanage and Purbeck Development Trust as part of the hub and spoke development.

Appraisal and Asset transfer where appropriate following the successful transfer of the Swanage Day Centre SPDT.

Strengthen Micro-Provider and Community Offer



Reduce the number of under utilized large day opportunities buildings with more suitable provision.

Rethink the commissioning model to reflect the differing value that buildings can deliver (direct provision, community enablement, etc.)

Reduce or repurpose buildings



# Important connections this work must make

**Independent Living Centres** are places where people can explore care technology and get advice. Through our Ops Redesign programme we want more of them across the county, and the Hub concept (and the current Care Dorset buildings) could help deliver this.

**Children & Family Hubs** are rolling out across the county and, both for family carers and for young people on the Birth to Settled Adulthood journey, we will need to make sense of these different resources across the county – and make the best of the ‘enabling’ vision that we have for day opportunities.

**Integrated Neighbourhood Teams** are a development under the Integrated Care Partnership, and will be important to shape improved working “around the individual” at a local level. Opportunities for, e.g. foot clinics, falls prevention work. Very much at the start of planning, but we will need to make sense of the connections.

**Information and advice** provision is an important area for us to develop, and the potential to have new options for local advice centres in the Hubs is one that we can’t ignore.

The **Library strategy** is also looking at the role of libraries in the local towns and communities, and we should not miss the opportunity to improve the connectedness of people who draw on care and support by making these links.

**Culture, leisure, arts, parks, open spaces...** all of these strategies and work programmes present opportunities to add richness to the daily experience of people who draw on care and support.

***...AND IN EVERY LOCAL PLACE THERE WILL BE A WIDE RANGE OF NEW POSSIBILITIES AND POTENTIAL FOR LINKS AND STRONG PARTNERSHIPS.***

# Principles that will guide our developments

We have talked about the structure of our model and how we see it operating, but there is much work to do at local level to “build it out”.

For that, we want to set some key principles that guide how we do this.

We will always look to strengthen, enhance and network with local community activity, and commission new standalone services only when needed and locally supported.

Local community first

We will seek to invest in driving improvement in the specialist offer, looking for the best in class options for day service provision to those with complex needs.

Specialist support is valued

We commission services, not buildings, and where our directly-commissioned services occupy buildings we expect them to be flexible, and to actively support local community life, where consistent with the safety of vulnerable users.

Services not buildings

Across the whole life course, we will prioritise day opportunities that help people to grow as individuals and to achieve future life goals, with a prioritisation of ‘enablement’ and ‘reablement’ within our model.

Enabling and reabling

Local matters, and we will always look to support people to travel less to access their day opportunities, thereby reducing the carbon footprint of people’s travel and transport needs.

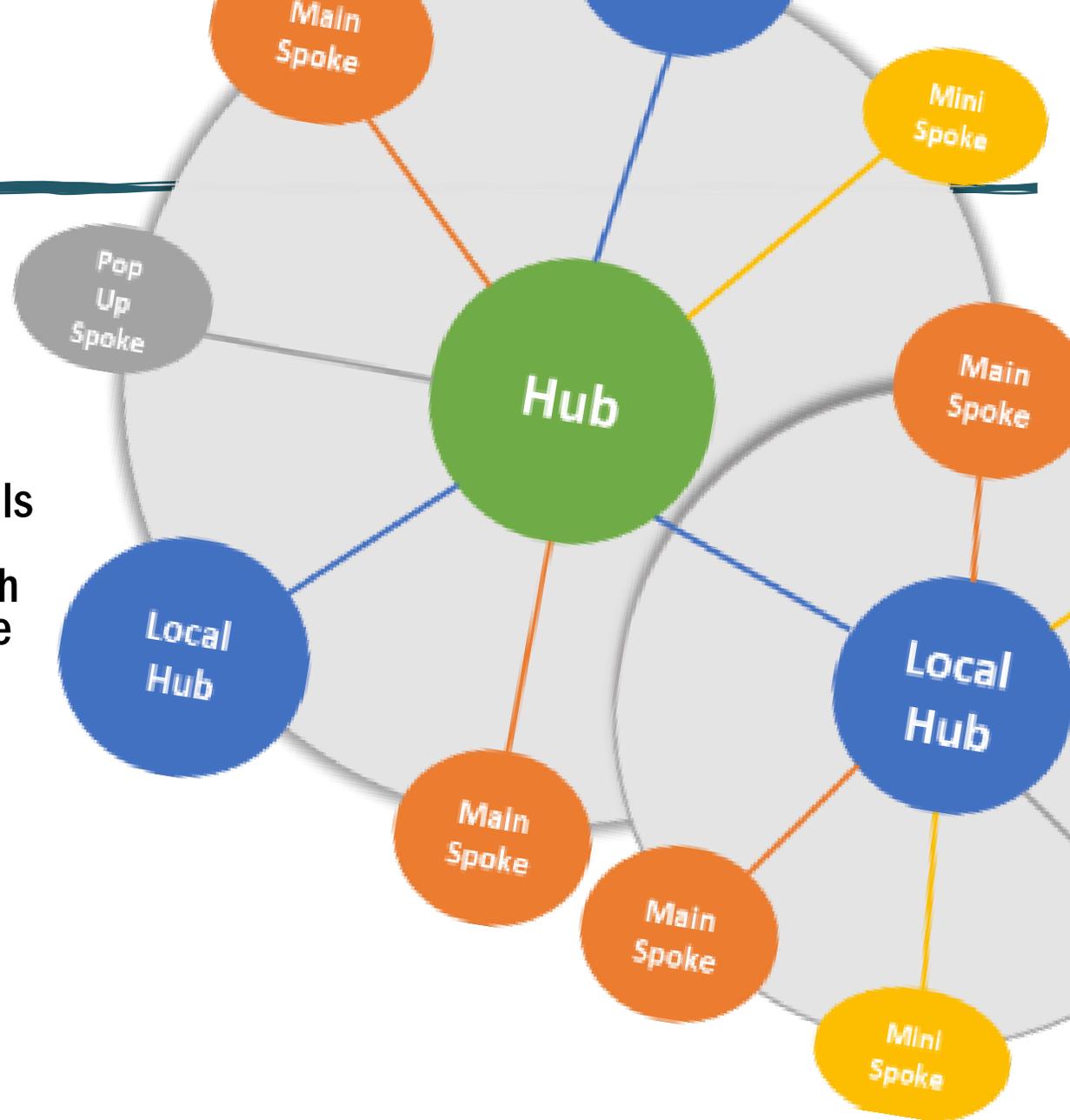
Look local; reduce carbon

How we commission matters; we will always look to ensure that we promote flexibility and creativity. Our ideal model would be largely delivered through direct payments and individual service funds, where consistent with people’s choices. We will move away where possible from block contracting for day services.

Commissioning for creativity

# Hub and Spoke model

- We want to develop our day opportunities through adopting a Hub and Spoke model that embraces local communities and those that live within them.
  - Providing and hosting a range of activities, support, services that are used by a wide range of individuals.
  - Mostly to include specialist day services for individuals with complex needs, Supported Employment, wellbeing, carers and the wider community – although we are open to these being separate to the Hub where that makes sense locally
  - Activities, services, support to reflect local need and delivered by local individuals, other organisations or public agencies



# Hubs



**Operate from identifiable locations and buildings**  
(We think initially from the existing Care Dorset estate.)

**Deliver activities and programmes to individuals**  
*primarily* under direct payment and individual service fund.

**Are supported in their 'hub' activities by block contracting.**  
(reflecting the wider value that this brings and the costs involved in operating a building.)

**A proactive and open conduit to local community and providers.**  
(supporting them with training, connection, and access.)

**Service provisions are largely focused on supporting people with more complex needs**

**Local information and advice centre for the community on all matters social care.**  
Priority to link to the Independent Living Centres programme.

**Possibility to act as an Individual Service Fund (ISF) Provider/Broker.**  
(Holding the funds for people and helping them make their choices.)

**Supporting carers with activities or information and advice.**  
(Working jointly with other organisations in the area or across the county.)

**Meeting/pick up point for spoke/activities/outreach.**  
(making use of where there are good car park facilities.)



# This isn't entirely new...

---

## Family Hubs

Currently 5 Family Hubs across Dorset, developed by Children's services providing a range of services for babies, children, young people and their families, such as stay and play, health visiting and midwifery appointments, parenting programmes and information sessions.

Family Hubs are buildings located within communities across the Dorset Council area with online Family Hubs in development.

## Swanage Wellbeing Hub

Following a community asset transfer from Dorset Council to the Swanage & Purbeck Development Trust.

The Trust are developing a wellbeing hub that will enable children's and adult's services to be delivered differently and enable wider usage of the under occupied Chapel Lane site for community benefit.

The previous day centre now operating as a wellbeing Hub, will offer a range of health and well-being services to the local community provided by a range of different organisations.

Enable wider usage of the site for community benefit.

## Access Wellbeing Weymouth & Portland Hub

Access Wellbeing multi-agency community hub officially opened in February 2024.

Run by the Lantern Trust, in partnership with other Dorset charities and community groups, Adult Social Care and the NHS the Access Wellbeing hub is focused on wellbeing.

The hub has established a range of services and support to help the local community. These include worker roles based at the hub, art groups, a women's group, yoga groups, and support for older people.

The hub will also provide outreach support within the local community in both Weymouth and Portland.

# Practicalities, next steps

---

# What we will bring to Cabinet in September

With your feedback, we are building a set of reports that captures the vision, proposals and options for Cabinet in September. We expect this to include:

## Hub & Spoke

- Description
- Connections to other work areas (setting a direction, detail to be worked up)

## Community access through hubs

- Setting out the vision for using assets to improve connections, facilitate third sector and improve access
- This is much wider than day opportunities

## Specialist service offer

- Outline key elements of specification
- Commissioning intentions – what we want to see more of

## Care Dorset

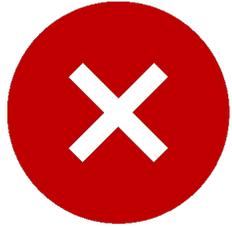
- Mandate for change, linked to our intentions
- Accompanying response from Care Dorset on how they may consider changing services

## New commissioning model

- Implications for how we commission, including for diversity of provision, and for differing complexities of support
- Rebalancing between CD and wider market

# The headlines

---



**THIS IS NOT ABOUT CLOSING  
OR REDUCING SERVICES  
OVERALL**  
*EVEN THOUGH SOME  
BUILDINGS MAY CHANGE  
THEIR OFFER, OR STOP  
PROVIDING DAY SERVICES  
ALTOGETHER*



**THIS IS ABOUT RESPONDING  
TO PEOPLE'S DESIRE FOR  
MORE VARIETY, INTEGRATION  
AND FLEXIBILITY**



**THIS IS ABOUT CONNECTING  
WHAT WE DO IN DAY  
OPPORTUNITIES TO A WIDER  
RANGE OF ACTIVITY, BOTH IN  
LOCAL PLACES ACROSS  
DORSET, AND IN ADULT  
SOCIAL CARE PROVISION**

# September '24 to April '25 – activity strands

- Statutory consultation (90 days) will be required on specific service changes in local areas.
- Care Dorset to lead this, in response to the model that we are proposing and how they think they need to adapt their provision to fit.
- This will start with the agreement of the Care Dorset 5-Year Strategy at the Shareholder Committee in October.
- Opportunities to discuss potential for alternative use of buildings that may no longer primarily be day services.

Local formal consultation on service changes



- We will understand more fully how what we pay for day services will change, and how we can reinvest some funds into the wider networks of spokes.
- We will develop and consult on the contracting of Hubs, and how we plan to roll them out and what services and options they will initially contain.
- We will start 2024/25 with new rates for purchasing/commissioning of day services (modelled in the context of budget constraints that exist at the time).

Financial review and set out of commissioning plans



- We will set out to the market in day services provision, how we expect provision to change and the opportunities for business development.
- We will continue to work with people who draw on support to help inform that picture through continued co-production.
- Care Dorset will start 2024/25 with a more direct payment and ISF-focused offer.

Market Development Activity



# Timeline through to 2025

**JULY**

People & Health  
Overview – first  
publication of  
model and  
plans

**SEPTEMBER**

Cabinet report,  
decision-point.  
Initiating  
implementation of  
model, with co-  
production at local  
level

**NOVEMBER**

Initiation of  
90-day  
consultation  
on service  
changes to  
local  
provision.

**JULY/AUGUST**

Report finalisation,  
taking on board  
comments; more detailed  
implementation plans

**OCTOBER**

Care Dorset  
Shareholder  
Committee to  
approve 5-Year  
Strategy for the  
company, reflecting  
the evolution of day  
services

**MARCH AND INTO 2025**

Subject to consideration  
of consultation feedback  
and discussions on local  
options and possibilities,  
implementation  
underway

# Thank you – and questions?

---