

Towards a new model for day opportunities: our plans

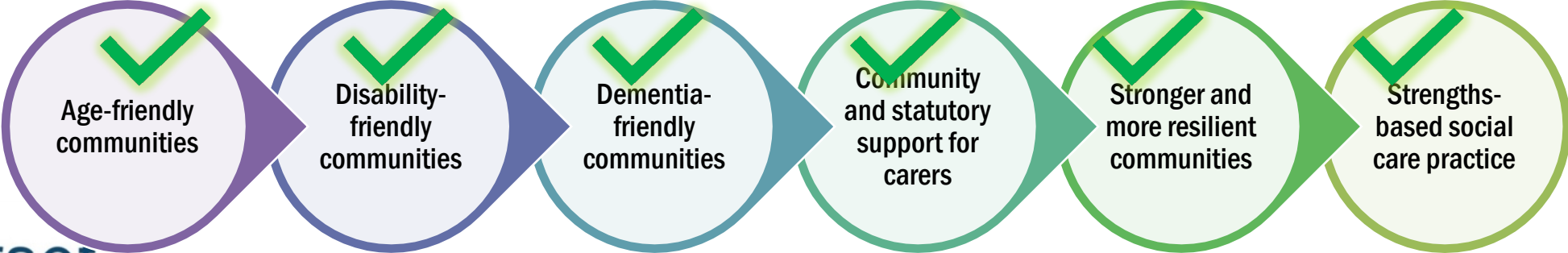
For consideration, and the approval of Cabinet

10 September 2024

The 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



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

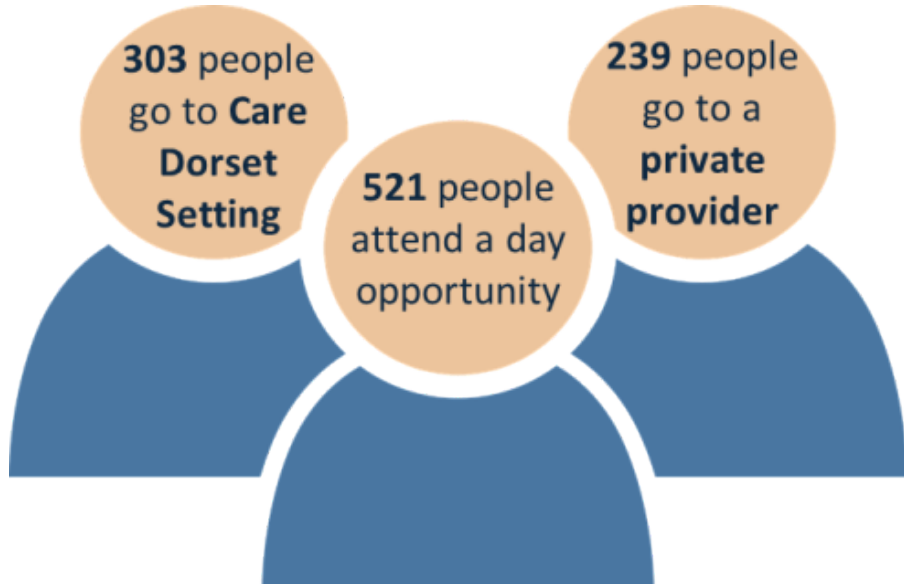
Increasing profile of community options, widening choice, connectedness, and strengthening the independent sector

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...



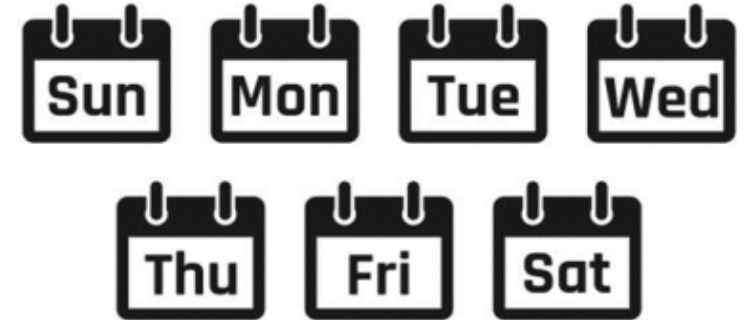
Background Information



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

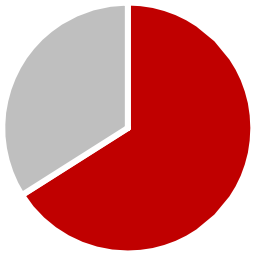
What we heard from the engagement work in 2021 and 2023

2023 Data Snapshot

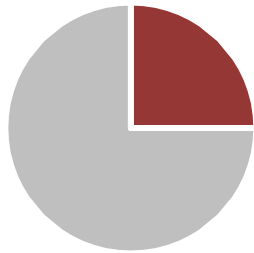
338

SURVEY
RESPONDENTS

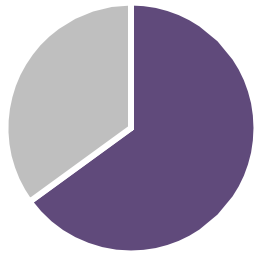
...but needs to be considered together with other conversations and research



66% USED A
TRADITIONAL DAY
SERVICE

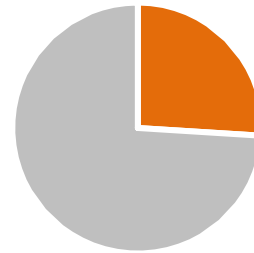


25% USED A
DIRECT PAYMENT

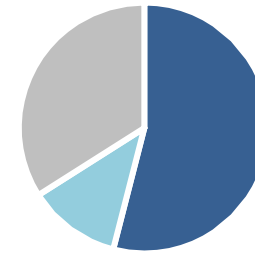


65% IDENTIFIED
IMPORTANCE OF:

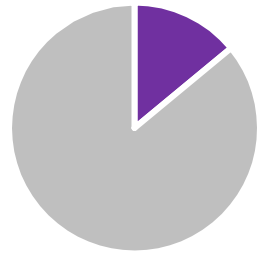
- BEING WITH FRIENDS
- INTERESTING ACTIVITIES



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

RURALEITY

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



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 stretched 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 issues: only Care Dorset is supported by Council transport. Private and community providers must rely on staff collecting people, person’s family and friends, 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.

The development of **travel and transport** partnerships. Working closely with Dorset Travel, Care Dorset, community transport and local providers to minimise travel whilst ensuring people are at the right place at the right time

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.

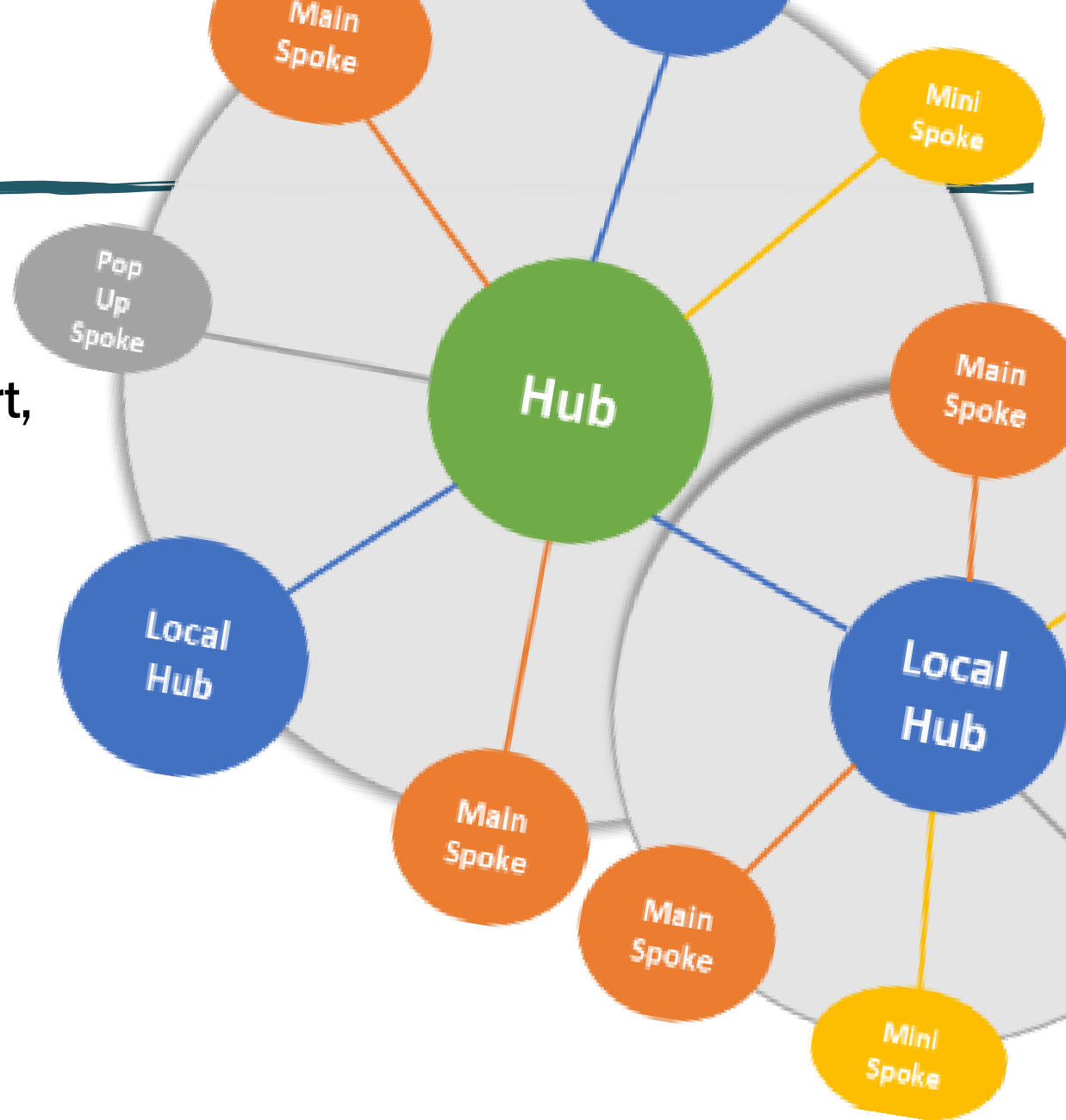
Look local; reduce carbon

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.

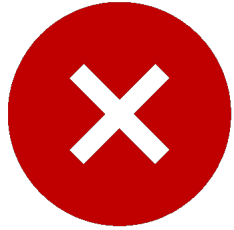
Run by the Lantern Trust, in partnership with other Dorset charities and community groups, Adult Social Care and the NHS the Access Wellbeing hub is focused on wellbeing.

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

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**

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



Timeline through to 2025

JULY

People & Health
Overview –
support for
proposal
received

START OF OCTOBER

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

Initiate consultation activities on
formal changes to services

2025 ONWARDS

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

SEPTEMBER

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

OCTOBER

90-day
consultation
underway on
service
changes to
local provision.

Roadshows and
local town
consultation

Elements of the consultation process



Joint process between the Council and Care Dorset (where relevant and affecting their services)



Survey of those currently accessing services



Locality conversations – people who draw on support as well as other providers in a locality



Town & Parish Council engagement to consider implications, connected opportunities, etc. in each place



Conversations around each centre or each town – what the future could look like in this place



Partner conversations (transport, property, NHS, VCSE) throughout