

**Adult Social Care
Draft Day Opportunities
Strategy
2019 to 2022**



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Executive Summary

Day Opportunities benefit approximately 1600 citizens with a wide range of support needs including older people, people with learning disabilities, autism, physical disability, and people with mental ill health across the city. Current services are delivered directly by the Council as well as by approximately 60 independent organisations. Over the years day opportunities provision has seen little investment and development and has predominantly been building based offering relatively limited choice and control for those that attend.

The council recognizes that people value day opportunities. This draft Strategy aims to provide a clear set of design principles and actions to support further development of day opportunities in Birmingham to ensure there is enough and accessible provision for those that need it. It is recognised that the city of Birmingham has a considerable way to go to close the gap between the current service offer and the proposed vision of the future, and through this draft strategy it is proposed to address that gap through a set of actions.

In summary, the key aspirations of this proposed new strategy are to:

- 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.
- Provide 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 ie travel training and employment where possible.
- Maximise the opportunity to use budgets or direct payments to access support or activities of the citizens choice.
- Make the most of a vibrant and developing city, ensuring access to the wide range of opportunities Birmingham has to offer.
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Introduction

Day opportunities are services that help people to have a fulfilling life: they provide the opportunity to take part in various interests and activities, make friends, develop relationships, gain new skills and enable people to make a positive contribution to the community. Day opportunities also provide support to carers by means of creating a respite so that they can pursue own interests outside of their caring role. There are day opportunities available for older people, people with learning disabilities, autism, physical disability, and for people with mental ill health.

The goals that Birmingham Council are seeking to achieve for adults and older people are that they should be resilient, living independently whenever possible and exercising choice and control so that they can live good quality lives and enjoy good health and wellbeing.

Key to the draft Strategy is the need to address some of the barriers which some adults particularly with learning disabilities face in participating fully in communities. The aim is to ensure a range of high quality services are available for all to access.

In addition to building based day opportunities, there is a need to incrementally shift away from, what are regarded as, traditional day care services and to offer people a wider choice of day options based within the community. This proposed Strategy, therefore, seeks to shape the range, type and quality of activities needed in order to effectively meet the current and future needs of the local population.

Our vision for day opportunities is that people should be able to access resources within their local communities. Wherever possible, short term focused support that enables people to find friendship groups

and get involved in activities to maintain health and wellbeing being based in the wider community should be available.

Strategic Context

There are a number of factors at both a national and local level which have influenced and prompted the need to review the day opportunities model in Birmingham. This draft Strategy seeks to ensure that Birmingham is compliant with key Social Care legislation as well as significant national policy.

National Priorities

Having a Good Day **Having a Good Day? 2007 (SCIE)** the Social Care Institute for Excellence (SCIE) published a 'knowledge review' of community based day activities which remains very applicable today. The review of policy and practice highlighted: work, education, training and volunteering; participating in leisure, arts, hobbies and socialising; as essential elements of successful day opportunity services. It goes on to say irrespective of the support people need activities need to have a purpose, be undertaken in ordinary places; do things members of the wider community would do and ensure friendships, connections, and a sense of belonging develop in the process.

The review also identified a range of barriers that stopped people achieving these outcomes and identified the following key conditions for change to support real improvements:

- partnership with people and their families
- leadership
- cultural change
- person centred planning with and for people
- individualised funding and direct payments
- 'smart' commissioning
- staff development
- community capacity building
- good information
- diversion and move on

The review identified that progress had been made with services moving away from large segregated day opportunity services into smaller integrated community based provision; but very few people with a learning disability had moved into paid employment. Through this draft strategy Birmingham CC proposes to move towards that direction.

Care Act 2014

The Care Act 2014, which came into effect from 1st April 2015, represents the most significant reform of care and support in more than 60 years, putting people and their carers in control of their care and support. The Act is particularly pertinent to how day opportunity provision is commissioned.

Importantly the Care Act changes many aspects of how support is arranged, and aims to give greater control and influence to those in need of support. This includes:-

- A change to the way in which local authorities complete assessments with those in need of support - people in need of support will be encouraged to think about what outcomes they want to achieve in their lives - these outcomes can be anything, big or small, which will enable them to feel a greater sense of physical or emotional well-being. This applies to day opportunities and the realisation of the 'have a good day model'.
- New rights for carers which put them on the same footing as the people they care for. All carers are entitled to an assessment. If a carer is eligible for support for particular needs, they have a legal right to receive support for those needs, just like the people they care for
- A greater emphasis on protecting the most vulnerable people in our society from abuse and neglect
- A greater emphasis on prevention - local authorities and other providers of support will encourage and assist people to lead healthy lives which will reduce the chances of them needing more support in the future

- A greater emphasis on local authorities providing clear information and advice which will help the public to make informed choices on their support arrangements, and enable them to stay in control of their lives
- A greater emphasis on existing Personal Budgets which give people the power to spend allocated money on tailored care that suits their individual needs as part of their support plan

Valuing Employment Now 2009 (DOH)

This set out the clear value that all people with learning disabilities, like all other people, can and should have the chance to work. A goal was set to radically increase the number of people with moderate and severe learning disabilities in employment by 2025. The document describes a definition of work, "...by 'work', we mean real jobs in the open labour market that are paid the prevailing wage, or self-employment. We do not mean volunteering or work experience, unless this is part of a genuine pathway to real work. This is about doing a good job that the employer and the employee value."

Whilst the Council is in the process of reviewing and developing the employment offer as a whole, the draft Day Opportunities Strategy would consider how to compliment and support the opportunities that working age adults with learning disability and mental health issues have to prepare for and access employment.

Local Priorities

Consistent with the Birmingham Adult Social Care Vision and Strategy (June 2017), the following principles have influenced the development of the draft strategy. The key principles of the Adults Strategy include:

Information, Advice and Guidance

To realise the aims of the draft strategy, people need easy access to high quality information, advice and guidance about day opportunities across Birmingham to enable citizens to plan their lives.

Prevention and Early Intervention

People need to be able to access prevention and early intervention services quickly and at any time in their lives. Day opportunities and personal support would help people to maximise independence through focused activities that promote health and wellbeing. Timely access to day opportunities would mean support is readily available to prevent crisis.

Personalised Support

Birmingham City Council acknowledges that the approach that works most effectively always puts users and carers at the centre and builds support round them rather than fitting people into rigid services. Direct Payments are the preferred option for delivering support because they maximise the opportunity for people to exercise choice and control.

Use of resources

Resources need to be used effectively for the benefit of individuals using day opportunity provision. Every pound that Birmingham spends on care must represent a pound well spent. Day opportunity provision which offers equitable coverage across the City and is developed to meet the needs of the many different client groups is what the draft strategy aims to achieve.

Community Assets

The draft strategy proposes that individuals should be integrated into their communities and be able to access a wide range of community assets which are local, flexible and responsive. Through being able to access community resources people can continue to enjoy good quality lives while maximising independence.

Making Safeguarding Personal

One of the most important duties that Councils have is Safeguarding – protecting vulnerable adults (and children) from harm or potential harm. We also have a key role in making sure that everyone of us sees safeguarding as our own individual responsibility – it is the duty of us all

to make sure that those around us are safe from harm wherever possible. The proposed strategy proposes the introduction of quality standards for providers to ensure that safeguarding is central to service delivery.

Co-Production

At every opportunity, BCC will use co-production to design services with citizens service users, carers, and service providers within day opportunities. Co-production groups have been established to inform some of the content of this draft strategy. By reviewing the potential use of direct payments and personal assistants, the use of service quality standards and an outcome based focus to delivery, as well as how the use of community assets could be maximised.

Partnership Working

People's needs can be complex and may require support and interventions from a range of organisations, e.g. NHS and voluntary sector. Services need to be integrated and built on partnership working and utilise joint resources with partners. This will require a drive to ensure all facilities and services in the City are accessible to people with support needs and/or disabilities, including provision for delivery of personal care, safe spaces for vulnerable adults, and for organisations to consider how activities are adapted to include people.

Transformation of the Adult Social Care Model

Birmingham Adult Social Care have undertaken a fundamental review of social work practice. The underpinning principles of the new adult social work model focusing on individual strength and assets would be applied to day opportunities when assessing support needs. The key elements to the social work model include:

A Strength Based approach

This involves achieving an individual's outcomes by identifying the following:

- Personal resources, abilities, skills, knowledge and potential.
- Social networks and the support they provide.
- The use of community resources.

An Asset Based approach

Essentially, there needs to be a strength-based approach to assessing people's needs – building on the assets people, their families, friends and communities can offer to support them.

Facilitating people and communities to come together to achieve positive change using their own knowledge, skills and positive experiences of the issues they encounter in their lives. This approach builds on a combination of the human, social and physical capital that exists within local communities.

The Three Conversations model

This is a fundamental change to how adult social care is provided which seeks:

To establish an approach based on the assets, strengths and capabilities of people, families and communities.

To build on the assumption that if you collaborate with and allow people to be co-designers of their own support; then their personal outcomes are more likely to be realised.

Key Facts and Figures

Population Demands and Demographics

There is considerable learning and trends that this draft Strategy needs to account for to ensure the needs of individuals are met as Birmingham grows and changes.

The key facts we have gathered from examining local data we have looked at are:

- Birmingham is a young and growing city in terms of age profile.
- There is a significant group of Older Adults, which is also growing in terms of size.
- Day service users are aging as are their carers, this is a shift from service patterns of ten years ago.
- Younger adults are not choosing traditional day services and it is unclear what they have chosen instead.

- There are more people from Asian backgrounds in day centres than proportionally in other service areas.
- The Council invests in day care for adults with a learning disability over other groups and underinvests in opportunities for adults with mental health ill health.

Activity within Adult Social Care in Birmingham

As at 31st March 2016, there were 15,600 adults (18+ years) receiving adult social care support from the City Council, of which 1,540 attend some form of day care provision. Over the financial year 15/16, the City Council spent £274m on adult social care; with £7m of this being spent on external day opportunities and £9.3m (offset by £0.9m revenue) on internal day care.

The table 1 below highlights the number of citizens currently accessing day care within Birmingham and the predicted increase reflective of the all population figures and projections from Oxford Brookes University and the Institute of Public Care:

Table 1. Activity across adult social care and day opportunities

	Current day opps Citizens	2017 population	Projected 2021 population	Percentage increase	Projected day opps users in 2021
Older adults - people aged 65 and over with a limiting lifelong illness which affects their daily life 'a lot'	379	45,860	48,365	5.46%	400
Learning disabilities - people with moderate or severe LD (all ages)	861	4,326	4,875	12.70%	970
Mental health - MH population under 65 with a psychotic disorder	21	2,790	3,013	8%	23
Physical disability - people under 65 with a serious physical disability	279	13,948	15,233	9.21%	305
Total	1,540	66,924	71,486	0	1,698

Table 2: Day Opportunities Usage

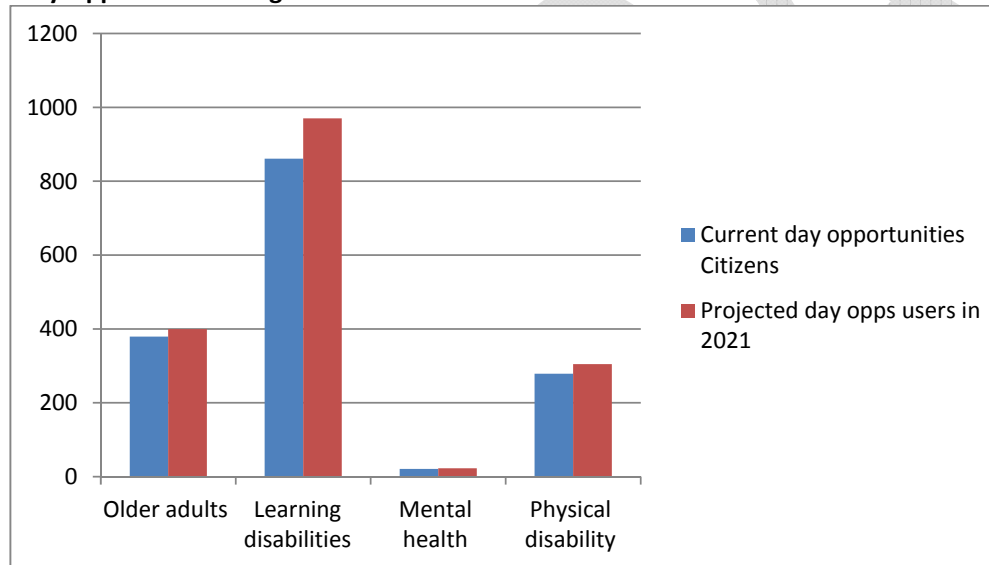


Table 3: Population Projection

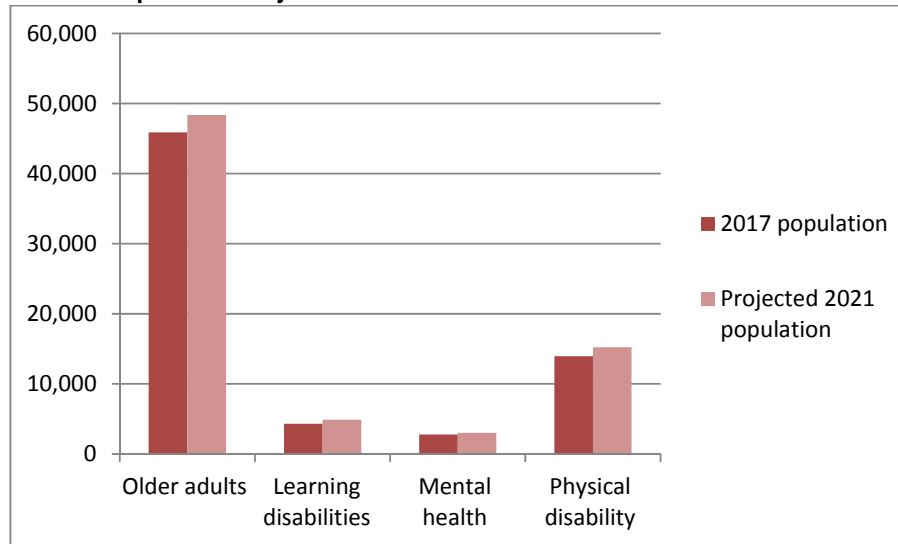


Table 4. - Ethnic breakdown of those accessing day care

	Older Adults	Learning Disabilities	Physical Disabilities	Mental Health	Total percentage by ethnicity
Asian	96	226	66	8	25.8%
Black	75	98	43	1	14.1%
Mixed	0	11	4	0	1.0%
White UK	177	489	151	11	53.9%
White other	16	24	5	0	2.9%
Other or not known	13	12	10	1	2.3%

Table 5 - Age breakdown of those accessing day care

	Older adults	Learning disabilities	Physical disabilities	Mental health	Total percentage by age group
18 to 34	n/a	273	63	1	21.9%
35 to 49	n/a	271	72	6	22.7%
50 to 64	n/a	241	141	14	25.8%
65 to 79	191	72	n/a	n/a	17.1%
80 and over	188	4	n/a	n/a	12.5%

Older Adults

Birmingham has a relatively young population compared to England as a whole, as illustrated by the population data on Table 1 above. People are living longer, which means that the population aged over 65 is predicted to increase by 29% by 2030; and in particular there will be around 58,000 people aged over 80, which is a significant increase of almost 40%. The number of people estimated to have dementia is also predicted to increase in line with this; over 14,000 people by 2030. Given the proportion of the current older adult population currently accessing day opportunities it is expected that by 2021 alone the numbers overall will increase by 5.46% to 400 Citizen. Whilst this may seem a small increase it should be noted that people are living longer and therefore the expected costs an individual may incur will increase, both with inflation and that fact they require care for longer. Around 74% of people aged over 65 in Birmingham are from a White UK background. It is interesting to note the differing ethnic makeup of people using different types of service; Asian people are noticeably underrepresented amongst residential and nursing home residents, but there is a much higher proportion of people from Asian and Black backgrounds using both Direct Payments and Day Opportunities (this service data does not include self-funders). This shows that the locations and types of services available do not always correlate with the levels and types of need in each area of the city. This further suggests that personalised planning for aspiration has ethnic differences.

Adults with a Learning Disability

Department of Health estimates for Birmingham indicate that 2.47% of Birmingham adults have some level of learning disability. Current data shows that there are 4,326 Citizens under the age of 65 years accessing social care for their learning disability, of which 861 specifically attend day care provision. Prevalence figures taken from the PANSI prediction tool show that by 2021 there will be a further 970 Citizens requiring care for their learning disability in Birmingham; this is a 12.7% increase.

Adults with a Physical Disability

Physical disability cover a wide range of conditions, and within this report 'physically disabled adults' refers to those aged 18 to 64 who have one of more physical disabilities which may be congenital, be temporary or longer term, stable or fluctuating. Physical disability is unique for each individual in the way it impacts on their life, but has its greatest effect on the ability and confidence the person has to enjoy physical movement. Services therefore need to be person centred and recognise an individual's rights to independence and self-determination, dignity and respect.

Adults with Mental Ill Health

The Council provides day opportunities provision for a relatively low number of people with mental ill health. It is not currently possible to extrapolate the number of people accessing internal Birmingham City Council services. However, within services delivered by external providers, the current number of people accessing them with a Mental Health need are estimated to Number 21.

An Overview of current provision in Birmingham

What we currently have

In the city, much of the investment made in day opportunities provision is with traditional day centre building based provision for both internal and external services.

The price and quality of service varies considerably and appears arbitrary and historic on examination. There is little linkage to needs, outcomes or aspiration. Some services include transport and meals and charging for this is inconsistent.

External provision of day care includes such services as lifestyle and arts activities, therapy, luncheon clubs, and to activities to address social isolation

Services tend to be 'for life' for the individual – there is rarely an expectation that individuals will move on to other forms of provision.

Provision tends to be building based with limited community integration. The building based provision often has a strong sense of community for the attendees which is strongly valued.

What current services offer

Current services are valued by those that use them and their carers. It can be said that the current day opportunities provision overall

encourages dependency over time as opposed to promoting resilience and independence. Day opportunities are often seen as a 'safe place' for vulnerable citizens and hence individuals tend to remain in current services for long periods of time, sometimes for significant periods of their lives.

It is assumed that a service is a solution and the person fits the service, not that day opportunities respond to individual's needs and desired outcomes. In general, we are not building aspiration for people at any age. Social care reviews do not take place in a timely way and have rarely considered an individual's strengths, skills and interest.

Services tend to focus on age or disability, rather than interest or community. Each individual service then tries to create a menu of activities on that basis.

Day opportunities services run by providers external to the Council

There are currently, approximately 58 providers across Birmingham delivering day opportunities. The providers are a mix of third sector and private organisations. Services are predominantly delivered from buildings exclusive to the service user group. They currently support over 700 service users from low level to complex needs. None of the providers have been through a commissioning route and new ones are added by way of spot purchasing individual packages of care. External services are funded in a variety of ways including directly from social care, individuals receiving direct payments, or self-funded placements. Some external services also access a variety of grants from a range of sources.

Table 6. Client Groups attending external day opportunities

Primary Care Need	Numbers attending External Services
Learning Disabilities	258
Older Adults	215
Physical Disability/Sensory Impairment	139
Mental Health	21
Total	633

Day opportunity services run internally by the Council DATA to be updated and referenced when data was collected

Younger adults (those people between 18 and 65 years) day care services are currently delivered across 9 sites plus 2 gardening projects. All buildings apart from one are owned by the Council. 678 clients with physical and learning disabilities are currently supported providing 1:1 and up to 3:1 support for clients with complex needs.

Table 7. Client Groups attending internal day opportunities against complexity of need.

Complexity of Need	Numbers attending Internal Services
Moderate	10
Substantial	111
Complex	473
Unknown	48
Total	642

Day opportunity services run by third sector/charity organisations

There are also a number of third sector providers which through grant funding arrangements with Birmingham City Council offer day support and opportunities for citizens without an assessed eligible need for care and support. There are approximately 16,000 individuals benefitting

from some form of support from third sector organisations that do not have an assessed care need.

Work Done to Inform Draft Strategy Development

A review of our Day Services conducted by the National Development Team for inclusion (NDTi)

Birmingham has undertaken a review of all Day Services in order to ensure a reflection against national best practice, independent support to do this was provided by the National Development Team for Inclusion (NDTi). The work outlined areas for improvement and pockets of good practice which need to be built on to ensure a consistency of approach. The review focussed primarily on services provided directly by the Council but the findings can also be applied to those externally delivered. See full report Appendix 1.

To inform the review, visits took place to services, people were interviewed about their experiences, carers groups were attended, staff were interviewed, activities were observed and data was collected on attendance and activities.

NDTi report - summary:

NDTi found that much of the current service provision has been operating for a period of many years and is mainly building based. There is no clear requirement from the Council that specifies that providers help citizens maintain or regain their independence or gain access to employment opportunities. For most clients these services have become lifelong services they are dependent on. There are differing degrees of quality and prices charged for the provision.

Day opportunity provision is therefore currently very limited in the main to day care and has not been guided by any clear commissioning intentions or even expectations.

The take up of direct payments is limited by individuals accessing external day opportunities as is the use of personal assistants. For external day opportunities approximately 69 of the 635 clients currently receive a direct payment (11%).

The key conclusions from the review include:

- Half of those attending day care are aged over 50 and of those, around a third also receive paid care such as supported living or residential care
- Half of those attending go to a day centre every day of the week and many of those live with older family
- There are no real mechanisms for individual control or choice, and in many cases any person centred planning that may of taken place had been lost over time
- The focus of services is to keep people occupied and happy, and often by choosing from a short menu of centre based activities. There are some examples of skills development, but this is not the main focus of effort or resource.
- There are sparks of creativity, but the way services are organised and planned doesn't enable or create such sparks.
- There are high levels of commitment to relationships and to the people using services.
- There is very little person centred planning within Social Work practise or services, and needs/goals/outcomes are not regularly reviewed.
- Services assume that people who use the services will be separated from wider community life.

Stage 1 Co-production: 'Having a Good Day'

We know that people who use or are connected to a service are the best people to help design that service, so a co-production approach has been adopted, working in partnership with service users, their carers and families, and service providers.

The statutory guidance of The Care Act 2014, paragraph 2.20, offers the following definition of co-production:

“Co-production’ is when an individual influences the support and services received, or when groups of people get together to influence the way that services are designed, commissioned and delivered.”

From January to March 2018 services users, across 33 different services, we invited and supported to participate in completing a questionnaire

to find out what ‘having a good day’ meant to them. The questions they were asked were;

1. What do you enjoy doing (at the centre and away from the centre)
2. What don’t you like doing (at the centre and away from the centre)
3. What might you like to do (that you don’t do currently) that would make you “Having a Good Day”

See Appendix 2 Day Opportunities – Coproduction Report Stage 1

The findings from the early engagement questionnaire identified that:

- Many of the activities that service users said they liked to participate in can be accessed as being available in the wider community, in different venues and different times from the day centres they currently use.
- Service users said that the sense of belonging and being part of established community groups is important to them.
- Regular use of traditional day care provision over many years has inadvertently created a culture of dependency which leaves service users feeling that there is very little that can be accessed outside of day care provision.
- There are five issues that were raised across all of the engagement sessions - safety, transport, accessibility, attitudes of the public and access to toilet/changing facilities.
- Many buildings out in the wider community increasingly have better physical access – ramps, automatic doors – but once inside the facilities are not always accessible. Examples include services on a first floor where there isn’t a lift, disability toilets which are too small for a wheelchair and the support worker, and a lack of hoists. Similarly, the negative attitude and behaviour, and lack of disability awareness of some staff does not encourage repeated use of many community services. Accessible transport is very important.
- Accessing employment and education opportunities has been identified as being important to many individuals.
- The use of emerging technology is seen as an area which needs greater understanding and development.

Stage 2 - Working in Co-production

Following on from the ‘Having a Good Day’ co-production work commissioning officers from Birmingham City Council established a series of co-production forums with service users, carers, and providers, through a mixture of group work and regular meetings.

See appendix 3 Day Opportunities – Coproduction Report Stage 2

The key themes that have emerged from the comments from these groups:

Direct Payments and Personal Assistants:

There is a widely held view that the use of both direct payments and personal assistants are to be welcomed if they are the right choice for the individual. It was suggested that the Council does not have good quality information for citizens’ regards how to access a personal budget.

Outcomes and Quality Standards:

People did not relate their use of services to personal outcomes and goals, as well as having had no sense of purpose as to why they accessed certain services. In fact it was difficult to see how services had been initially chosen given the length of time people had been accessing them. A move towards a more outcome focused approach was considered as needed.

It was felt that a common outcomes framework for day opportunities would be useful to support people and providers of services to understand what a good service looks like.

Community Assets and Accessibility:

Access to the community was considered important but there is little focus in current services to build the confidence of people and their families to contribute to life outside of traditional day opportunity services. People told us that friendships are important and it was important to have friends who were not disabled as well as those who were. Participants said that the City is not accessible, that moulded wheelchairs often cannot access public buildings or public toilets, and that community spaces do not have personal changing suites.

Transport is a concern for people and public transport is seen as dangerous in addition many of the participants spoken to did not have access to support or training to use public transport.

Between the beginning of June and the middle of August 2018 visits were made by service users and commissioning officers to a variety of

venues where groups and individuals may like to spend some time. These included:

- Wellbeing Centres and Wellbeing Hubs – run by Birmingham City Council,
- Community Centres and Community Hubs - run by Birmingham City Council
- Leisure Centres – run by Serco on behalf of Birmingham City Council

Also to areas of Birmingham city including:

- The Bullring and Grand Central Shopping Centres
- New Street Station
- Birmingham Council House
- Train and Tram Access
- City Centre streets and pedestrian areas

Financial Overview

Current Financial Investment

The table below outlines current financial spend on the range of day care either commissioned or directly provided by Birmingham City Council.

- Table 8 - Current spend on Day Care

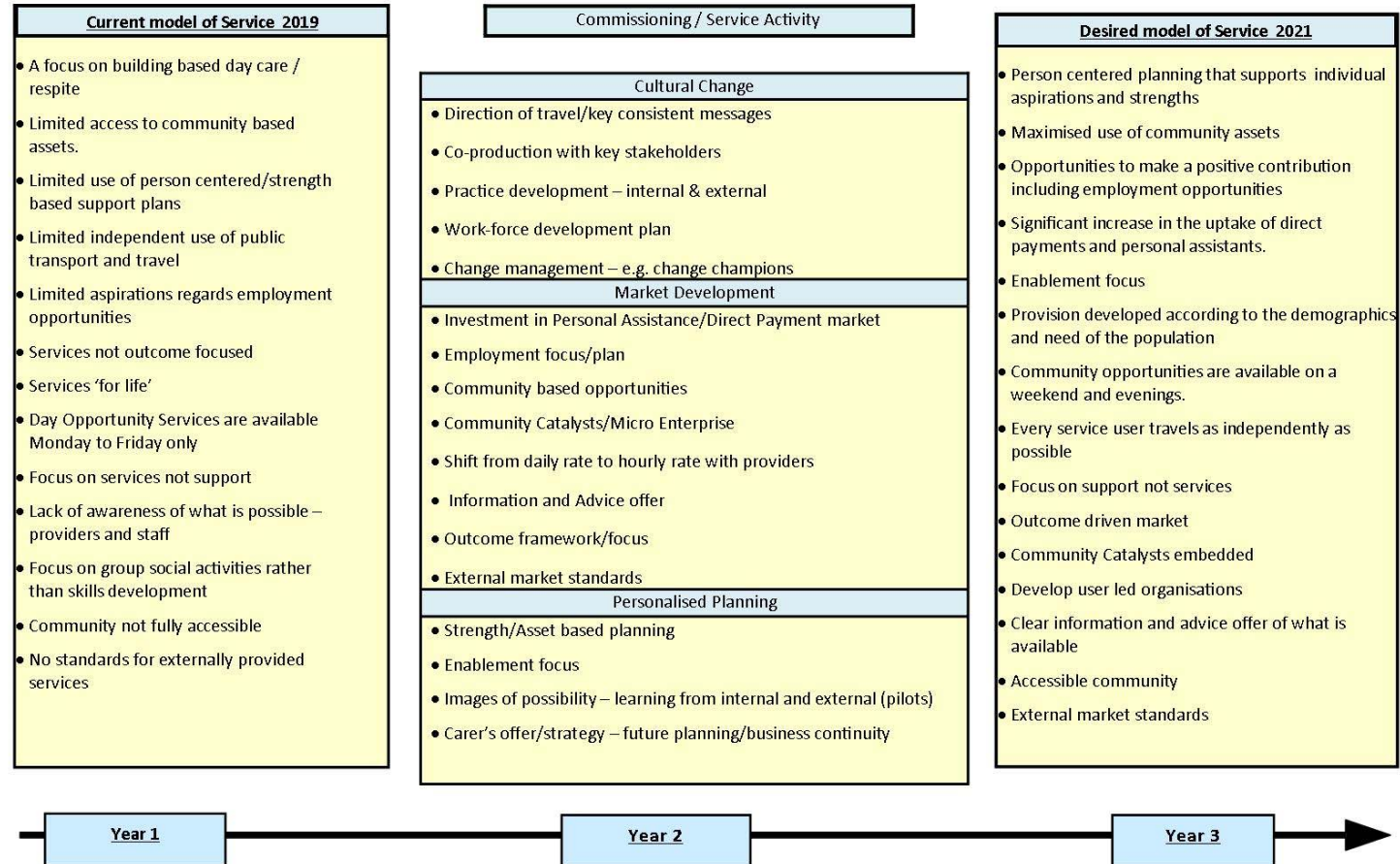
Provider	No of Clients	Cost (p.a)	Locations
External Provision	635	£7.6 m	Mainly Birmingham, Sandwell & Solihull
Internal Provision (Younger Adults)	678	£9.2 m	Across Birmingham
Third Sector (data sourced from providers self-assessment of their service users)	Clients supported by the services- 15,742. This includes clients with an assessed need care package	£1.1m	Across Birmingham
Total		£17.9m	

Proposed New Ways of Working

Birmingham proposes a fundamental shift in practice in the way that we collectively plan, manage, deliver and commission services to enable the experience that individuals and their carers have from us to improve. The proposal is for a model of day opportunities that will:

- 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.
- Provide 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 ie travel training and employment where possible.
- Maximise the opportunity to use budgets or direct payments to access support or activities of the citizens choice.
- Make the most of a vibrant and developing city, ensuring access to the wide range of opportunities Birmingham has to offer

The Proposed Future Day Opportunities Model



Proposed new model of Day Opportunities

An important element of the new approach to the provision of day opportunities is a focus on people regaining and developing new skills, as well as the promotion of independence and well-being. There are three key elements to the draft model:

Enablement

At the point of entry to the day service, there would be a focus on what people want to achieve (outcomes) and help for them to achieve their personal aspirations. The enablement phase would be time limited (for example up to 12 weeks) and would focus on regaining skills; promoting independence and helping people to connect to their communities. This phase would be suitable for service users with low support needs.

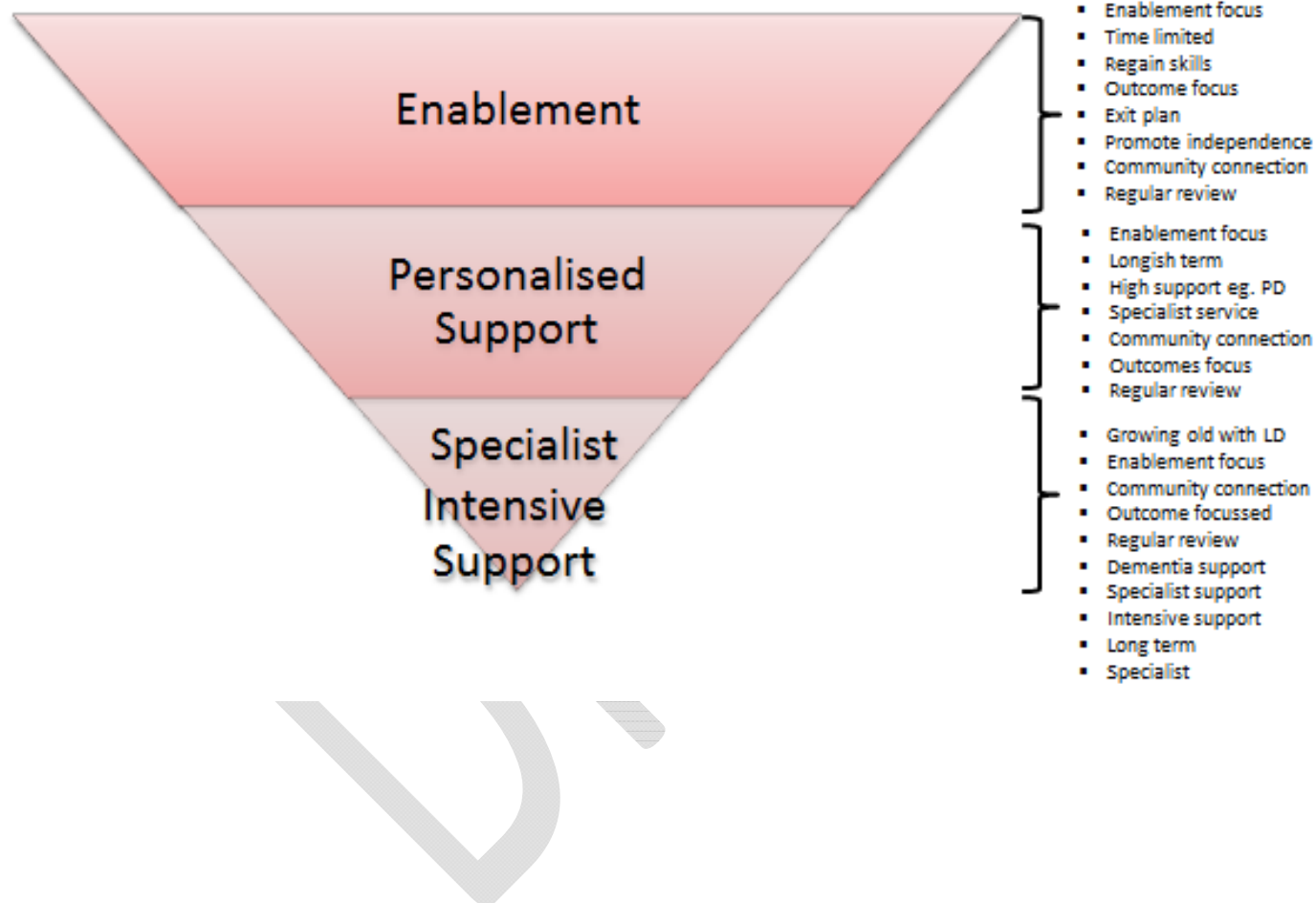
Personalised Support

We know that for some people, they may need a little longer to regain skills and feel confident and need a higher level of support to achieve their outcomes. In this phase there would be a focus on enabling people to regain their independence and support for them to connect to their communities over a longer period of time. This phase would be suitable for service users with higher support needs.

Specialist Intensive Support

For this phase there would be a focus on developing specialist intensive support for people with complex needs. This would involve long term support with a focus on an individual's outcomes, health and wellbeing. Individuals would be supported to be able to access the community like everyone else. This phase would be suitable for people with more complex, specialist needs for example dementia and growing old with a learning disability.

Proposed Day Service Model



Glossary of Terms

To follow

DRAFT

Appendices

Appendix 1 – NDTi report

Appendix 2 – Co-production Report Stage 1

Appendix 3 – Co-production Report Stage 2

Appendix 4 – Community Assets Report

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