

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE



Report subject	Day Opportunities Strategy - Case for Change
Meeting date	6 March 2023
Status	Public Report
Executive summary	<p>The Day Opportunities Project has developed a 'Case for Change', working in co-production with people with lived experience, their families and carers, members of the public and a range of wider stakeholders.</p> <p>Evidence to support the Case for Change has been gathered through a strategic needs assessment, a review of best practice and innovation, and a public view seeking exercise.</p> <p>This has led to the formulation of 6 key priorities to underpin the future strategy, including 25 proposals for implementation over a period of the next 5 years 2023-2028.</p> <p>This is an ambitious and comprehensive plan, aspiring to ensure there is blended approach to the future provision of day opportunities across BCP conurbation that promotes community presence, access to a wider range of services, personalisation, choice and safety for people who require day opportunities.</p> <p>In acknowledging the aspirations of the proposed strategic design priorities, this will require further co-production engagement to realign services to meet current and future need within the available budget and release funding for the realisation of the key priorities.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>Committee scrutinises the report and findings from the review of day opportunities and supports the following recommendations to Cabinet:</p> <ul style="list-style-type: none"> a) The strategic priorities for day opportunities set out in point 61 of this report, which underpin the future strategy and its implementation. b) The mixed model of day opportunities includes community-based activities for people within their local area and hubs that will ensure a safe space for people who require a building-based service as well as broadening the day opportunities offer. c) Officers to work with stakeholders to re-design and

	then re-commission services to meet the new mixed model referred to in Recommendation (b) above.
Reason for recommendations	To meet the needs of local people which enables them to live active, healthy and fulfilled lives as independently as possible. Supports the Council's wider Medium Term Financial Plan (MTFP).
Portfolio Holder(s):	Councillor Karen Rampton – Portfolio Holder for People and Homes
Corporate Director	Phil Hornsby, Director of Commissioning for People
Report Authors	Kevin Gillings, Commissioning Manager – Day Opportunities Siobain Hann, Interim Head of Strategic Commissioning – Disabilities Jonathan O'Connell, Interim Director Adult Social Care Commissioning
Wards	Council-wide
Classification	For Decision

Background

1. Day opportunities can mean different things to different people. They can be about learning new skills, taking part in a wide variety of hobbies and interests, accessing the community, supported employment and volunteering opportunities and developing friendships and support networks.
2. In addition, BCP Council recognises that carers, parents, and guardians of those who access day opportunities rely on these services to reduce the likelihood of carer break down. Day opportunities provide much needed short-term respite for carers to continue their role.
3. The term 'day opportunities' will be used when referring to all potential activities as defined above, as opposed to the terms 'day services', 'day centres' or 'day care' which have an association with the provision of building-based services. Day services/centres/care are included in the term 'day opportunities' but not vice versa for the purposes of clarity.
4. Officers have worked in coproduction with people who use services, their carers and wider stakeholders to undertake a review of current services to inform this Case for Change Report.
5. The findings, if supported by Cabinet, will provide the building blocks for ongoing work to co-produce and implement a new Day Opportunities Strategy to meet the needs of local people which enables them to live active, healthy and fulfilled lives as independently as possible (as identified in the 5 objectives of the BCP Council's Corporate Strategy).

6. This strategy will set the direction for future services, underpinned by a clear set of co-produced design priorities, to support the further development of day opportunities across the BCP conurbation.

National and Local Context

7. The Care Act 2014 has resulted in changes to how care and support is arranged. For the Local Authority this means ensuring that it promotes individual's wellbeing and ensuring that people have greater control over their day-to-day life, including their care and support and how this is provided.
8. Think Local Act Personal (TLAP) "Making it Real Framework" is a personalised approach to care and support for people working across Adult Social Care, Housing and for people who access services. This uses a set of personalised principles which focus on what is important and matters to people, which will be used to underpin the strategy.
9. BCP Council has set out its mission in its Corporate Strategy to have "Vibrant Communities with outstanding quality of life where everyone plays an active role" and has priorities to support residents to live fulfilled lives within communities that they are connected to.
10. The strategy is underpinned by the key themes of co-production, strength based approach, asset based community development, innovation, market development and sustainability.
11. BCP Council is facing increasing demand for adult social care (ASC) services. Currently, residents over the age of 75 account for 75% of requests made to ASC services each year. 2021 Census figures show that the population of Bournemouth, Christchurch and Poole has grown by 5.7% since 2011, with the largest increase being in 70–74-year-olds at 39.6%. There is also increasing demand for support for people with complex needs, which often results in high-cost services.
12. As of May 2022 there were 903 children and young people aged 16+ who have an Education, Health and Care Plan and will require access to future day opportunities. There are approximately 5,500 registered carers across the conurbation in 2022, many of whom will have family members who attend day services.
13. With the projected increase in the demand for social care and pressures on ASC budgets, thinking differently about how to respond to that demand, and how care and support services will be delivered now, and in the future, will be crucial in delivering these priorities. Where appropriate the focus needs to shift away from traditional more expensive forms of building-based services to opportunities within people's communities, maximising the community-based assets available and enabling greater independence.

Methodology for Review

14. The methodology for review has followed the project deliverables of:
 - Stage 1 Project Planning
 - Stage 2a Data and Needs analysis
 - Stage 2b Innovations and Good Practice
 - Stage 3 BCP Council Engagement and View seeking
 - Stage 4 Case for Change

15. The methodology for review is summarised below:

- Review of current service provision.
- Needs assessment and gaps in provision.
- Evidence of national best practice and benchmarking with other authorities.
- Consultation and view seeking with all relevant stakeholders.
- Co-production of options and recommendations for the future model of day services/opportunities.
- A co-produced strategy for day opportunities which identifies options and recommendations for future commissioning of day services/opportunities.
- A cost-effective day opportunities strategy which delivers savings in the context of the Council's MTFP.
- Timescales and draft delivery plan for recommended proposals.
- Initial BCP Council Equality Impact Assessment (EIA).
- Initial Data Privacy Impact Assessment.
- Initial Decision Impact Assessment.

16. To oversee the project a co-production group has been established including people with lived experience, their families and carers, members of the public, a range of advocacy groups, providers of day opportunities, NHS Dorset, BCP Council members and officers, and other local authorities.

17. The project has adhered to the 8 corporate strategy design principles. most notably for this project:

- Design Principle 1 – Empowering communities to co-design and deliver services, with citizens taking responsibility for their own outcomes.
- Design Principle 2 -Putting the customer at the heart of our thinking to provide timely and responsive services.
- Design Principle 8 – Leading and collaborating with partners to deliver better outcomes and efficiencies.

18. Executive Summary of Stage 1 – Project Planning - available on request.

Data and Needs analysis

19. BCP area has an ageing population with a predicted increase by 2028, that 24% of the local population will be aged 65+. Consideration around day opportunities for those 65+ must therefore be factored in.

20. Although there is a projected decrease in the number of 0-15 year olds in BCP by 4,500 (-7%) between 2018- 2028, the numbers of young people with an EHCP¹ (903 in May 2022) and assessed care need is increasing, with more young people with complex needs. Specialist provision around day opportunities for young people and those with complex needs will need to be considered for the future.

21. Adults with a disability have lower levels of feelings of happiness, worthwhile and life satisfaction and higher anxiety levels compared to non-disabled people. Participation for young and working age disabled people in groups, clubs and organisations and sport and exercise is significantly lower than the non-disabled population. Those with a disability are limited a lot in community engagement compared to those who are non-disabled. However, older people with a disability

¹ Education, Health and Care Plan

and those with a health disability and on social welfare, had greater participation levels in groups, clubs and organisations. There are many voluntary groups in the conurbation whose provision is more guided towards older people and may account for these discrepancies.

22. Of the total population of BCP who identify as white British, 22.04% are over the age of 65. Similarly, for the total population of BCP who identify as white Irish, 35.01% are over the age of 65. However, for all other ethnicities the population of over 65s is significantly lower (4.3% on average).
23. Of the total population of BCP who identify as Christian, 22.04% are over the age of 65. For the total population who identify as Jewish, 45.9% are over the age of 65. For all other religions the population of over 65s is significantly lower (6.6% on average).
24. With increased need for support in day-to-day activities correlating with increased age and an ageing population, the offer for these groups will need to be considered. Although we do not have the statistics with current data provision, those from non-white, non-Christian backgrounds are underrepresented in day services even given their lower numbers in the BCP conurbation. The offer from day services to ensure inclusivity for religious and cultural needs also needs to be enshrined in any agreed set of standards around day opportunity provision.
25. Difficulties were faced in acquiring accurate data in terms of specifics about day opportunities provision from the current council case management systems. Consequently, providers were asked to share information about access to their services including those who were council commissioned and wider funded. This enabled the gathering of a more holistic picture of the day opportunities market.
26. There is a clear need to ensure that with the merging of data systems into one system *Mosaic* in January 2023, day opportunities data is effectively gathered. This will also allow bench marking in the future for any agreed strategy, to provide data on improvement or change to the current offer.
27. For all BCP providers involved in the return of information for this project, over half of day opportunities provision is for those with a primary diagnosis of a learning disability (54%).
28. In terms of funding for all BCP day opportunity providers involved in return of information for this project, 67% of the people who accessed their services were directly commissioned by the local authority, with only 11% accessing their services via a direct payment. This should be offset by the fact that lots of small clubs and local organisations who have not submitted data, operate outside of commissioned services and often engage older people due to the sizable older population in the BCP area. However, considerations around the personal budget/direct payment offer need to be factored into this project as BCP Council is significantly under the national average for those taking up direct payments (2021/22 National average of 26.3% compared to BCP's 18.7%).
29. There is a far greater emphasis on commissioned day opportunities for the learning disability population (86%) as opposed to other service user groups such as older people, mental health, etc.
30. Local supported employment/Sheltered Work Opportunities Projects (SWOP) provision, however, is more weighted towards mental health service users (56%).

31. The majority of provision of services and location of service users are in the Bournemouth and Poole areas and cover areas within the most deprived 20% wards in the country. More rural areas to the east of the BCP conurbation, have less services and access by residents, but have a much lower population density.
32. Tricuro, as a Local Authority Trading Company (LATC), operate 8 day services across BCP. As buildings re-opened following lessening of Covid-19 restrictions, a decision was made to use a smaller number of buildings to manage health and business continuity risks. 3 smaller 'Plus' services were provided for in the larger 'Connect' services. There has been a negligible travel implication for users in re-provisioning the 3 services.
33. The average distance travelled to a day opportunity for all services is 5.21km. This is less for Tricuro services (average 3.65km) and greater for other services (average 5.73km). The 3.65km average for Tricuro Day Services is based on 5 currently open services.
34. The average cost across all providers for day opportunities is £11.80 per hour. However, there is huge range of fees dependent on the needs of individuals and the type of provision e.g. social club for people with moderate learning disabilities versus intensive 1:1 or 2:1 support for a person with complex needs in a building-based service. This variation in fees for individual services is mainly staffing related and due to overhead costs of the service. Those providing building-based services are likely to charge more but are also more likely to be able to support people with complex needs. The average community-based services hourly rate (£9.51 per hour) is over 50% less expensive than the average day service hourly rate (£20.21 per hour). See also points 69 and 70 below.
35. Tricuro block contract for day services represents 80% of the total budget for day opportunities. The remaining 20% of spend by BCP Council is on independent day opportunities and is predominantly for those with a learning disability (97% over the period 2019 - 2021). In terms of spend by locality area, this breaks down to Bournemouth 51%, Christchurch 28%, and Poole 21% on average during this 2-year timeframe.
36. There remains existing capacity in the majority of day opportunities who made returns for the project, suggesting that current provision is meeting current demand.
37. In comparison to other local authorities and using data received from the local market:
 - BCP's average spend per person on day opportunities is lower.
 - BCP has a greater number of commissioned services compared to other authorities.
 - The hourly cost of services compares favourably to other authorities who also have a higher number of commissioned services.
 - However, for authorities with a greater number of micro-providers (small organisation community provision) and lesser number of commissioned services:
 - a) There is a higher take up of direct payments.
 - b) Their average cost of services was lower.

38. Consequently, consideration of smaller, local, community-based day opportunities or micro-providers should be further explored.
39. As above, the predominance of access to day opportunities for people with a learning disability is reflected in other authorities but generally to a greater degree. The current offer from BCP compares favourably with other authorities in a wider spread of access to day opportunities across primary support groups. See also Point 67 below.
40. Adult Social Care Outcomes Framework (ASCOF) figures for the employment rate of people with a primary diagnosis of a learning disability show BCP is at 4.1% compared to a national average of 5.73%. The supported employment offer in BCP is limited and for some services is similar to a day service provision rather than a supported employment model. This would suggest a review of the current offer and a more targeted approach to access to employment should be considered.
41. See Appendix 1 - Executive Summary of Stage 2a - Data Analysis Report.

Innovations and Good Practice

42. The consistent messages received across over 20 other local authorities engaged were as follows:
 - Planned move away from a reliance on building-based day care centres and create alternative opportunities for people to try out.
 - Increased sustainable opportunities for employment and volunteering for younger adults.
 - New accessible day opportunities to be based in the community.
 - Accessible transport and travel training to be available.
 - Move away from a solely Monday to Friday, 9-5 model and provide support in the evenings and at weekends.
 - Keep all of the different levels of need and support on the agenda to avoid accusation of exclusion and taking “one size fits all” approach.
 - Engage people and carers and providers from the outset.
 - Provide accurate and accessible information and support about personal budgets.
 - Sustainable change takes time. Where successful change had happened, it was over a period of a few years.
43. See Appendix 2 - Executive Summary of Stage 2b - Innovations and Good Practice

Engagement and View Seeking

44. As part of the wider project, two questionnaires were co-produced to capture the views of people about what was important to them about day opportunities and what they would want for the future.
45. Group 1 questionnaire included those who currently use day opportunities and their carers, parents, and guardians and those who may want to use day opportunities in the future. Easy read and standard versions were created and are available on request.

46. Group 2 questionnaire included staff and providers of day opportunities, service user led organisation and staff of BCP Council and NHS Dorset. Group 2 questionnaire is available on request.
47. In total there were 321 questionnaires completed. Of these 234 were for Group 1 and 87 for Group 2.
48. In addition, 7 engagement sessions held November 2022 providing additional data from approximately 75 attendees (people with lived experience and their carers). Engagement sessions feedback available on request.
49. See Appendix 3 - Stage 3 - Day Opportunities Review Engagement Report.
50. Over the course of August 2022 to November 2022, Tricuro organised an engagement exercise, through which, Day Service clients, carers and family members were asked for their feedback and ideas regarding the services they are receiving.
51. This information was gathered specifically by Tricuro and not directly part of this review, but findings have been shared with the Council and project groups to help inform the future direction of services and recommendations within this report.

Conclusions

52. The following are conclusions from the project work and survey engagement information.
53. Key learning from the project work were issues around access to services via available/accessible transport.
54. The costs of day opportunities vary greatly and feedback from survey and engagement sessions would suggest people would like to do more, but cost can be prohibitive.
55. Most people do not associate day opportunities with finding work, including those attending established sheltered work opportunities. The current supported employment offer from BCP Council is limited and does not support enough people to gain employment, as reflected in the Local Authority ASCOF return (see Point 40).
56. There were very divergent views about the use of digital technology for day opportunities with some really valuing this availability especially during Covid-19 lockdown periods and others very much against it, with a general feeling that this does not compare to face-to-face support and interaction.
57. There is a mixed opinion on the value of day service buildings compared to community options and in a whole range of provision e.g. similar/mixed ability, similar/mixed age groups, times of day opportunities provision, availability of food and drink, proximity of the day opportunity etc. These are detailed in the view seeking report but the need for a wider variation of provision and adaptation of the traditional, day service building option was apparent.
58. There was a mixed response to options around accessible information on day opportunities with online, newsletter, hard copy lists in community settings, word-of-mouth, display in existing day opportunities, social worker knowledge, email etc. all cited.

59. There is currently no set of day opportunities standards agreed by all providers and monitoring across services is not consistent. There is also no forum for providers to come together and discuss any issues, ideas and network.
60. See Appendix 4 - Stage 4 - BCP Council Day Opportunities Strategy Priorities from Project View Seeking Work including Co-production Polls results.

Strategy Design Priorities

61. Following all of the project work above, 6 overarching strategy design priorities were agreed through co-production and polls were taken with the co-production group on each of the 25 proposals within these priorities. See Appendix 4. These were endorsed by the day opportunities steering group and project board, and are as follows:
- Transport – to review opportunities to enhance the travel offer including travel training, voluntary schemes and more local services for local people.
 - Cost/Eligibility of day opportunities – consider a framework for day opportunities charging, review of needs assessment for access to day opportunities and facilitating access to personal budgets.
 - Supported Employment – enhance the offer of paid and voluntary work access for people with a disability in partnership with the Communities Teams.
 - Day Opportunities Provision – support a mixed model of day opportunities. This will include community-based activities for people within their local area, hubs that will ensure a safe space for people who require a building-based service as well as broadening the day opportunities offer, including digital options within the available budget.
 - Accessible Information – work with the Information and Advice team and providers to have up to date information on day opportunities available to all in a variety of formats.
 - Day Opportunity Standards/Support – develop a charter of standards, forum for day opportunity providers, quality assurance processes and data held by the authority.

Day Opportunities Options Appraisal

62. Option 1 - Make no changes to current provision. This is not recommended due to not being in keeping with findings from the project, good practice, survey returns and legislation regarding modernising day services and will not meet the necessary MTFP savings identified.
63. Option 2 - Close all Local Authority Trading Company building-based day services and re-provision to community services. This is not recommended due to the significant impact on people with lived experience and carers and is not in keeping with findings from the project regarding survey returns and the value placed on building-based services from 55% of respondents.
64. Option 3 - Endorse recommendations of strategy priorities agreed by project boards, including the co-production group. This will be a mixed model of day opportunities including community-based activities for people within their local area and hubs that will ensure a safe space for people who require a building-based service as well as broadening the day opportunities offer. This is the

recommended option and in keeping with project deliverable information as detailed above.

Summary of financial implications

65. BCP Council spends approximately £6,500,000 on contracted day services. Tricuro day services block contract projected budget for 2022/23 amounts to £5,178,342. Additionally, BCP Council contracts day care from the independent day opportunities provider market.
66. Furthermore, there are a cohort of people that purchase day services through a Direct Payment. It is not known what proportion of this is spent solely on day care, due to the nature of individual choice and flexibility in regard to Direct Payments. However, the majority of this spend is in less expensive 'community support' day opportunities and therefore should be encouraged further.
67. As an indicative comparison with 4 other local authorities (LA) the average spend per day services for BCP compares favourably. However, for LA 2 and LA 3 they have significantly fewer commissioned services, greater community provision than BCP, LA 1 and LA 4, and therefore a lower average hourly cost of day services.

Table 1 - Costs of BCP Day Opportunities compared to 4 other local authorities.

Question	BCP	LA 1	LA 2	LA 3	LA 4
Average spend per person on day opportunities	£119.70pw /£6,224.49 pa	£229 pw /£11,908 pa	£79.91pw /£4,155.32 pa	£221.54pw /£11,552 pa	£219.61 pw /£11,419.94 pa
How many day services do you commission?	30	26	12	6	25
Average hourly cost of day opportunities	£11.80 ph	£14 ph	£7.29 ph	£9.22 ph	£12.99 ph

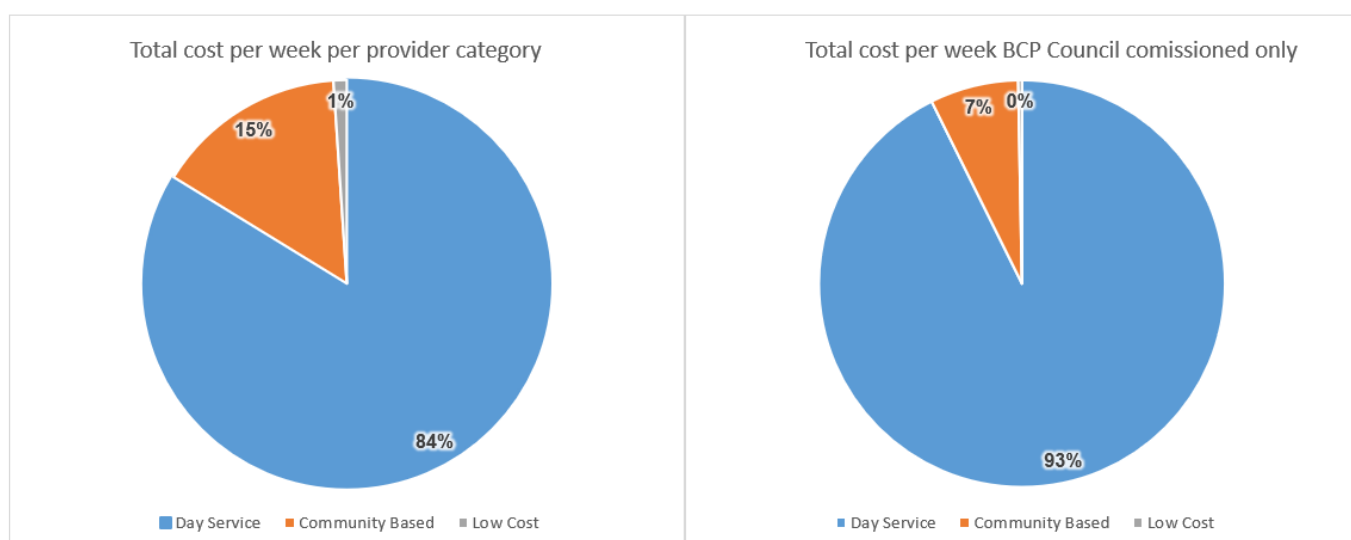
68. The Council has set an ambitious savings target of £1.3m for Day Opportunities Services between 2023-25.
69. Using the information gathered from providers from May 2022 onwards to gain a snapshot week of access to their services in terms of number of users and hours attended, day opportunities were categorised into:
- Low Cost (5 services) – base service level agreement funding of a service or a social club for those with moderate to mild needs.
 - Community Based (19 services) – for services that may or may not still use a building in the community, but are generally smaller, community-based services.
 - Day Services (12 services) – larger, building-based day services which may also have outreach projects in the community and provide for a greater range of needs, including those with complex needs.
70. The average cost for these provisions were as follows:

Table 2 Average Cost of Day Opportunity Provisions

Provision	Average cost per hour
Low cost	£1.99
Community based	£9.51
Day Services	£20.21

71. From the return of information, the percentage spent across all services provisions (including some people who access services via a personal budget) and those that are directly commissioned by BCP Council is as follows:

Figure 1 Percentage Spent per week for all provisions and those commissioned by BCP Council only



72. Adult Social Care will need to work within a budget as part of the MTFP which the strategy will factor in through the design and delivery phase of services.

73. The following table provides information of potential financial implications for each appraisal option. This will require further engagement, reporting and authorisation from committees and the governance structure of the project, notably the co-production group, about any future decisions for specific services:

Table 3 Financial Implications of Options Appraisal

Option	Current Cost	Projected Cost	*Savings against current budget 2022/23
Option 1 – No change	£6,484,457	£6,484,457	0

Option 2 – Close all LATC building based services	£5,138,958	**£3,732,150	£1,406,808
Option 3 – Endorse recommendations of strategy priorities	£6,484,457	***£4,749,686	£1,734,771

* All options exclude future years inflationary and demographic variances.

**Based on applying the current high need home care hourly fee of £17.90 per hour (1:1 support) to building based services. This rate is applied due to the expectation that current providers should be able to deliver efficiencies on the principle that day opportunities should not cost more than 1 hour of home care. Whilst some individuals will require higher levels of support for health and behavioural needs, others will not, and be able to be part of a group activity with shared costs. Projected cost based on a snapshot week of 487 clients accessing the more expensive service provision with 4,197 hrs for the week for 50 weeks per year (due to bank holiday closures) = 208,500 hours per year.

***Based on applying a reduced average hourly cost of day service buildings at £17.90 per hour (as per high need home care hourly 1:1 fee) and 10% of people moving to a lower cost (average £9.51 per hour as per Table 2 above) community provision.

74. The recommended Option 3 would provide £1,300,000 of savings in line with the MTFP savings identified for 2023-2025 and £434,771 to invest in the strategy future design priorities.
75. Delivery on the future design priorities could potentially yield further savings beyond April 2025 as more people are supported into community based provision.
76. Further development of the day service buildings into community hubs could include health related support and additional funding. This would also enable day service buildings to generate income through a wider community offer.
77. Through work on the strategy priorities during 2023-28, the increase in community provision will facilitate increased savings for those who may have previously considered a building-based service (particularly younger people accessing Adult Care Services for the first time) in addition to others who may wish to access community provision instead of their current day service buildings. This will be reviewed during the lifetime of the strategy to assess progress made and the potential for future savings.

Summary of legal implications

78. The proposal set out in this report are consistent with the key provisions of the Care Act 2014. Section 2 of the Care Act provides that the Council has a duty to provide or arrange for the provision of services which it considered will:
 - Contribute towards preventing or delaying the development by adults in its area of needs for care and support
 - Contribute towards preventing or delaying the development by carers in its area of needs for support
 - Reduce the need for care and support of carers in its area.

79. Section 5 of the Care Act provides a general duty for local authorities to promote diversity and quality in the market of care and support providers for people in their local area.
80. Overview and scrutiny committee is reminded of the requirement under the Public Sector Equality Duty to have due regard to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not. Overview and scrutiny committee must ensure that that the necessary regard has been given to equalities considerations before making its decision.
81. Whilst there has been comprehensive engagement with service users in order to formulate the strategic design priorities set out in this report, further proposals in relation to service change arising from the next phase of design are likely to give rise to a duty to carry out formal consultation.

Summary of human resources implications

82. None identified at this stage. BCP Council does not directly operate any day services. There may be human resource implications for providers based on the service design and recommissioning of services at a later stage.

Summary of sustainability impact

83. A draft Decision Impact Assessment has been completed (ID 390) and is available on request. This will be finalised as part of future service design work.

Summary of public health implications

84. It is anticipated that there will be benefits for the health and wellbeing of those who access services and their carers in the BCP area.

Summary of equality implications

85. To be presented to panel on 23rd February 2023. The project lead has been advised to attend an EIA panel when potential case for change options are apparent and this has now been booked to present this information to the EIA panel on 23rd February 2023.

Summary of risk assessment

86. Pending potential case for change agreement, the key risk will be regarding any objections about changes to services. Through co-production with a wide range of stakeholders, and formal consultation with people using services, it is planned that this risk will be mitigated.
87. There is a risk that if we do not implement changes to the current model, the existing available budget for day opportunities will not meet ongoing and future need in the BCP area.
88. Interdependencies with other strategies and projects, as well as unprecedented levels of demand and business as usual. Constraints regarding how much staff resource can continue to support this project as it moves into the implementation phase.
89. Time pressure on the project, whilst achieving meaningful co-production.

90. Achieving MTFP savings on the Day Opportunities budget whilst still working in co-production for Stage 5 service design work and implementation, recognising effective co-production takes time.

91. Risk log for project available on request.

Background papers

Published works – [Corporate Strategy \(bcpcouncil.gov.uk\)](http://bcpcouncil.gov.uk)

Published works - [Six themes of Making it Real - About - Making it Real - Think Local Act Personal](#)

Published works - [Proportion of people using social care receiving direct payments in Bournemouth, Christchurch and Poole | LG Inform \(local.gov.uk\)](#)

Appendices

Appendix 1 - Executive Summary of Stage 2a - Data Analysis Report

Appendix 2 - Executive Summary of Stage 2b - Innovations and Good Practice

Appendix 3 - Stage 3 - Day Opportunities Review Engagement Report

Appendix 4 - Stage 4 - BCP Council Day Opportunities Strategy Priorities from Project View Seeking Work including Co-Production Polls Results