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Dear Member

COUNCIL - THURSDAY, 19 OCTOBER 2017

I am now able to enclose, for consideration at the Thursday, 19 October 2017 meeting of the Council, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
11.	0-19 Years Integrated Commissioning Project	(Pages 422 - 445)
18.	Torbay Economic Strategy 2017-2022 Overview and Scrutiny Report	(Page 446)

Yours sincerely

June Gurry
Clerk



Meeting: Council

Date: 19 October 2017

Wards Affected: All

Report Title: 0-19yrs Integrated Commissioning Project

Is the decision a key decision? Yes

When does the decision need to be implemented? Immediately

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1. Proposal and Introduction

- 1.1 This report seeks approval from Council for a recommissioning programme and budget allocation for the procurement of an integrated 0-19yrs service for Torbay.
- 1.2 The duration of the proposed new service would be for 5 years with an opportunity for extension through a 2+years and 2+ years. The contract would commence in April 2019. The duration of this contract has been proposed for 5yrs to enable any prospective provider sufficient security and time to embed and maintain effective services with good outcomes for children and young people in Torbay.
- 1.3 This recommissioning programme will be undertaken jointly by Children's Services and the Public Health Team within Torbay Council, providing an opportunity to align service design and maximise efficiency savings.
- 1.4 The estimated budget for this contract could be in the region of £18,457,905 for the 5 year duration. The table below indicates the predicted annual value each year. The savings are proposed at this stage as the open market procurement process will determine the successful provider's required budget for this service.

current contract	New contract Yr 1	New contract Yr 2	New contract Yr 3	New contract Yr 4	New contract Yr 5	New contract total	
Value for 18/19	Value for 19/20	Value for 20/21	Value for 21/22	Value for 22/23	Value for 23/24	Value for 19-24	
Total	4,587,608	3,773,981	3,670,981	3,670,981	3,670,981	3,670,981	18,457,905

In year one of the contract (2019/20) it is proposed that the successful provider operates with a budget that is circa £800,000 less than the proposed operational budget for these services in 2018/19. This equates to an annual reduction of approximately 18%.

In 2020/21 it is proposed that the provider finds a further circa £100,000, which equates to a further 3% reduction.

As part of this process there is consideration of how the public health budget can be maximised for this contract.

- 1.5 The above funding reductions do not, at this stage, take into account the cessation of the Early Help grant of £235,000 from April 2020. Unless this funding is mainstreamed as part of core council contributions to this contract, the funding reductions above will be increased by a further £235,000.
- 1.6 There are 2 main drivers for undertaking this recommissioning programme of prevention, support and early intervention services for children and young people:
- The reducing budget allocation and need to provide services differently within this context.
 - A strategic need to transform the way and type of services we commission to meet the needs of children and young people in Torbay. We know we are not doing well enough for all children despite the services currently available and we need to shift our commissioning and delivery of services to be more outcomes focused. The existing systems for both commissioning and providers are disparate and confusing for both professionals and the users of these services.
- 1.7 This commissioning programme is fundamental to improving the effectiveness of services that support children, young people and families in Torbay. It will have a direct impact on the number of referrals into children's social care and the health and wellbeing of our local population. The commissioning programme will be one of the key drivers for the Early Help and Neglect Strategy.
- 1.8 This recommissioning programme will contribute to the Council's corporate parenting offer and responsibilities. The new designed service will be underpinned by the principle that all children (including those looked after and care leavers) will have comprehensive health care, consistent education and the use of specialist advice and therapeutic interventions when required. Within the scope of this project are specialist services for looked after children and care leavers in relation to advocacy and independent visitors, alongside generic universal services such as health visiting, school nursing and substance misuse services. The redesign process within this project is to ensure, where possible, a more seamless and joined up service will be experienced by children and young people which will lead

to improved outcomes. This will not only include the work undertaken by the new service but also its partnerships with other key services such as CAMHS (commissioned by South Devon & Torbay CCG). All local stakeholders from health, education and housing will be involved in the development and consultation of the new service.

- 1.9 The current timing of this re-commissioning programme represents an opportunity to review the way we commission and provide support services, but is also reflective of the work being completed by other Clinical Commissioning Groups and Local Authorities. This opportunity enables us to review and re-commission many children's facing services at the same time in the context of wider system changes. This provides the opportunity to look at reducing gaps in service provision (especially as budgets across the system reduce), reduce transitions within the system and where possible release efficiencies within the system so that the reducing budget will have the least possible impact on the outcomes for our local children, young people and families.
- 1.10 The proposed integrated 0-19yrs contract intends to incorporate the following (current) services:

Current Service	Current Commissioning Department	Current provider (2017)
Health Visiting	Public Health Team	Torbay & South Devon NHS Foundation Trust
School Nursing	Public Health Team	Torbay & South Devon NHS Foundation Trust
National Child Measurement Programme	Public Health Team	Torbay & South Devon NHS Foundation Trust
Children's Centres	Children's Services	Action for Children
Early Help Co-ordination	In house service	Torbay Council
Team Around the Family Co-ordination	In house service	Torbay Council
Family Intervention Team	In house service	Torbay Council
Young People's Substance Misuse Service	Children's Services & Public Health	Checkpoint
Advocacy and Independent Visitor's Service	Children's Services	Checkpoint
Missing and Return Home Interview Service	Children's Services	Checkpoint

- 1.11 The proposal seeks to rationalise all of these services into one single contract. This will more effectively enable services to be designed around the needs of children, young people and families (rather than them fitting around the current arrangements of services). It will also contribute to the more effective management (by both commissioners and providers) of prevention, early help and early intervention services for children and young people in Torbay. This will in turn provide more effective support to the system and reduce the need and demand on more specialist health and social care services.

2. Reason for Proposal

- 2.1 Through the allocation of the Public Health Grant and other statutory requirements and duties contained within various legislation including the Childcare Act (2006) and Children's Act (1989/2004) Torbay Council has a direct responsibility (and mandation) for providing a range of support services for children and young people.
- 2.2 These include:
- Health Visiting services (inc. Healthy Child Programme 0-5yrs)
 - National Child Measurement Programme
 - Children's Centres
 - Young People's Substance misuse services
 - An Early Help response (in relation to the Early Help Strategy)
 - Advocacy & Independent Visitor services
 - Missing & return home interviews
- 2.3 Aside from mandated service provision there are other services provided by the local authority for children that are crucial to protecting the health & welfare of our local population. These include (but are not limited to):
- School Nursing services (inc. Healthy Child Programme 5-19yrs)
 - Family Intervention and parenting support services
- 2.4 The move of Public Health services into the Local Authority has provided an opportunity to reflect and review how some of our universal and targeted services for children, young people and families are commissioned and delivered and how they fit with other specialist provisions of support. The refresh of the local Early Help Strategy has also provided an opportunity to reflect and review how services work together to support children, young people and families in Torbay.
- 2.5 Through the course of 2015-2016 a joint project was undertaken by the commissioners of Children's Centres and Public Health Nursing to look at key transition points in a child's life and opportunities for greater integration of services. This project identified that there were opportunities for removing duplication within the current existing service arrangements. There were also opportunities to improve the experiences and outcome for users of these services. It was also identified that there are still groups of the population who were not being reached by these services and a consideration for the reason underlying this was required.
- 2.6 Whilst this project identified that parents were generally happy with the services they currently received there were definitely areas that could have been improved including access to services at different times of the year, extra support particularly at transition into school and a lack of awareness of what services were available to them.
- 2.7 Following this project and wider strategic discussions it was identified that there were similar areas for improvement throughout many services within Torbay aimed at this population –including young people.
- 2.8 An in-depth literature review and discussions with other Local Authorities identified that many other areas within the UK were undertaking similar reviews and looking at alternative arrangements for the commissioning and delivery of services. Many of these areas, including Essex and Leeds, had also redesigned services based on outcomes rather than outputs.

- 2.9 We know that supporting children and their families from conception, through birth and the early years, and into adulthood will give them the best possible chance to succeed. We know that parents, families and communities are central to a child's development and wellbeing and we want to help build the capability and capacity of parents and the community to support themselves and others.
- 2.10 We want all services to move to an approach that focuses on what people can do (rather than what they need) and work with them to build on these foundations. We want to change the way we support our community to one which is strengths based and gives children and young people in Torbay the best start in life. The service will aim to wrap around the whole family and reduce the need for multiple 'front doors' that focus on age specific or individual needs.
- 2.11 In order to achieve budget reductions; meet the needs of children, young people and families in Torbay; and improve outcomes, we need to radically change the way services are designed and delivered. A recommissioning programme with an allocated budget over the next 5 years will provide the landscape in which to undertake this large scale change.
- 2.12 We need transformation of how our system is designed, organised and delivered. We need to:
- Develop a much more powerful shared sense of vision;
 - Align resources and activity that has previously occurred separately or in silo's (where currently possible)
 - Radically shift our mind set, beliefs, culture and practice in how we work (together) with families and build on their capabilities.
 - Enable families to access the help it needs from within a single system
 - Develop a consistent and integrated focus on a single set of shared outcomes.
- 2.13 We also know that in order to achieve our new vision and improve service delivery whilst managing reducing budgets, we need a service provider who can offer a transformational model of delivery. This transformation will focus on how, where and when services are delivered as well as making the best possible use of a skill mix within the workforce.
- 2.14 Our knowledge of the market indicates that in order to achieve the range and scale of change required to support these ambitions, a contract period of sufficient length and stability is required to enable any provider to do this. There is a significant risk that if this cannot be afforded (both in terms of time and budget allocation) that we will fail to find suitable provision within the market to meet our current and future needs.

However it is well understood that the financial pressures on the Council are likely to remain in place for the lifetime of this contract. As a result we will need to ensure that the future contract has provision that will take account of the changing priorities within the Local Authority with regard to the allocation of budgets. We must bear in mind the risk this poses in terms of affecting the viability of this contract in the open market.

- 2.15 The scale of savings needing to be found within current existing arrangements mean that we are unlikely to be able to meet the needs or achieve positive

outcomes for all children and young people in Torbay if we continue with the current system. The recommissioning and reorganisation will be supportive of mitigating against the budget reductions which have the following risks:

- A significant reduction in the number of health visitors and school nurses that are able to deliver services.
- A reduction in the services offered to support families through children’s centres.
- The ability of health visitors to visit every home and undertake an assessment of vulnerability.
- A reduction in the level of direct contact / face to face provision by professionals of non-mandated services leading to the potential increase in demand for children safeguarding interventions.

3. Recommendation(s) / Proposed Decision

- 3.1 That the Directors’ of Children’s Service and Director of Public Health be given delegated authority, in consultation with the Chief Finance Officer and the Executive Lead for Adults and Children to undertake the 0-19yrs Integrated Commissioning Project recommissioning programme.
- 3.2 That the budget allocation of £18,475,905 identified within the submitted report for the period of 5 years be approved to enable contract mobilisation and delivery from 2019- 2024.
- 3.3 That delegated authority be given to the Director of Children’s Services and the Director of Public Health, in consultation with the Chief Finance Officer and relevant Executive Lead Members, to award the contract once the tender process has been completed.

Background Documents

0-19yrs Integrated Children’s Commissioning Project – Business Case v1.0
 Consultation summary report 2015-2016 – Public Health Nursing & Children’s Centres
 Children and Young Peoples Needs Assessment - 2016

Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>To undertake the procurement out of a range of local authority commissioned/provided services for children, young people and families. This is to include:</p> <ul style="list-style-type: none"> • Health Visiting • Children’s Centres • Early Help Co-ordination • Family Intervention Team • School Nursing • National Child Measurement Programme • Young People Substance Misuse

	<ul style="list-style-type: none"> • Advocacy & Independent Visitors service • Missing & Return Home Interviews <p>To procure these services within a single contract that has duration of 5 years with an opportunity for extension through a 2+years and 2+ years</p> <p>The aim of this is to achieve budget reductions; meet the needs of children, young people and families in Torbay; and improve outcomes.</p>
2.	<p>What is the current situation?</p> <p>A range of services that support the health and wellbeing needs of children and young people are currently commissioned or directly provided by Torbay Council and delivered by a range of providers. In terms of this recommissioning programme we are looking at the set of services identified above in section 1 which also includes the relevant commissioning team as it currently stands.</p> <p>However there needs to be consideration over the course of this contract about what other services are a suitable 'fit' when opportunities to integrate them arise.</p> <p>The services currently provide the following:</p> <p>Public Health Nursing</p> <p>Health Visiting: 6 mandated checks for all children aged 0-5, delivery of the healthy child programme 0-5yrs, family health & wellbeing checks, advice and support for both child and parents, usually the nominated health lead for any child who is within the child in need or child protection procedures.</p> <p>School Nursing: school entry and transition reviews, healthy weight and height reviews, delivery of the healthy child programme 5-19yrs, advice and support for young people and parents, usually the nominated health lead for any child who is within the child in need or child protection procedures.</p> <p>National Child Measurement Programme: Providing robust public health surveillance data on child weight status to inform obesity planning and commissioning, and underpin the Public Health Outcomes Framework indicator on excess weight in 4 to 5 and 10 to 11-year-olds.</p> <p>Children's Centres</p> <p>The core purpose of children's centres is to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in child development and school readiness; parenting aspirations and parenting skills; and child and family health and life chances</p> <p>Early Help Coordination</p> <p>This ensures the co-ordination and oversight of all referrals that do not meet safeguarding thresholds, but which require a multi-agency, co-ordinated approach at level 3 of the thresholds matrix. The role oversees a Targeted multi-agency panel where the skills of Partners are used to agree an offer of help for families, and manages the Family Intervention Team.</p>

Team Around the family co-ordination

This supports partners to deliver Team around the Family work at level 2, using a single plan and a Lead Practitioner. The role builds skills, provides networking opportunities and forms a bridge between community based and statutory services.

Family Intervention Team

The team acts as the Lead Practitioner where appropriate for complex, targeted cases at level 3. The resource supports the Troubled Families programme, ensuring that a plan is in place for children and families and that this is regularly reviewed. Plans will include practical work such as debt management, and skills based work to improve attachment for example as well as leveraging in other appropriate services from across the Partnership, such as support for domestic abuse or mental health.

Young Peoples Substance Misuse Service

The core purpose of the young person's substance misuse service is to provide high quality, effective and safe community based specialist substance (including alcohol) misuse treatment services to children and young people experiencing substance related harm and support and training that enables universal and targeted services for children and young people to prevent and respond to substance misuse issues in a timely and effective manner.

Advocacy and Independent Visitors Service

The purpose of the Advocacy Service is to give Torbay young people (who are in care or on a Children Protection Plan) a voice and enable and empower them to develop their confidence and independence. The role of the Independent Visitor is to provide volunteers who are positive role models who visit, befriend and advise the young person allocated to them and take a long-term interest in their welfare and development.

Missing and Return Home Interviews

Interviews are carried out by an independent person or trusted person. The interview should: identify and deal with any harm the child has suffered, understand and try to address the reasons why the child ran away; help the child feel safe and understand that they have options to prevent repeat instances of them running away; provide them with information on how to stay safe if they choose to run away again, including helpline numbers.

As the explanation shows the current situation presents a system that is very complex with a range of commissioning programmes being run separately with different procedures, contract management and reporting arrangements.

This system is not only complex for professionals to navigate but more importantly it has been identified that it leads to confusion, difficulties and a lack of clarity of what is available to the families and young people who use these services.

This can create artificial or unnecessary blocks to services, increased time in accessing and receiving services and a lack of ability to share information and data in relation to the population of Torbay. It has repeatedly been stated that this arrangement significantly contributes to the experience of users of

	<p>services having to ‘tell their story’ multiple times in order to access timely advice, support or interventions across a range of their family’s needs.</p> <p>It also creates inefficiency within the overall system at a time when budgets are becoming increasingly challenging to the whole local public sector economy.</p> <p>The current plan of budget reductions within this current arrangement means that some of the services above may become unviable if this is not addressed on a wider system scale approach (rather than within the current individual silo working). These services all have interdependency on each other and within the families that use them. The impact of any of these services no longer being available within the local system will have significant impacts on higher cost services both within the social care and health sector.</p>
<p>3.</p>	<p>What options have been considered?</p> <p>As an outcome of the initial project between Public Health Nursing and Children’s Centres three options were considered in order to progress this piece of work. These included:</p> <p>Option one – Public Health Nursing and Children’s centres remain as separate contracts but more closely aligned to prevent duplication. The key benefits of this option included good working relationships between commissioning departments and generally good levels of performance from current providers. The key risks with this option included lots of investment required from commissioning to mobilise two separate organisations and not all areas identified by parents as needing improvement within services would be addressed by this model.</p> <p>Option two – An integrated 0-19yrs public health nursing and children centres service contract with no age boundaries but skilled staff working with the population and interventions of identified need. The key benefits of this option included the ability to drive through transformational change through a combined recommissioning process and the opportunity to develop a workforce with the right skills to meet the needs of the population. The key risk of this option was the impact on current provision as a result of the recommissioning process. This option requires a clear vision and continued inter department co-operation and support.</p> <p>Option three – An integrated outcome led service specification across public health nursing and children’s centres, to start with, but to consider which other services could be part of the integrated contract. The strengths of this model are the efficiencies that could be realised in the longer term and a service delivery model that is more closely structured around children, young people and families’ needs. The main risk associated with this model is the complications of other services either not being commissioned out or that are on alternative commissioning timeframes.</p> <p>A full analysis of the options considered is available within the Business case attached.</p>

	<p>Following this initial piece of work a decision was made to pursue option 3. The work and considerations involved in this included:</p> <p>Partnering with other commissioning groups in the wider area to explore options for joint commissioning on a larger scale. There are a number of children focused recommissioning programmes currently being undertaken by neighbouring CCG's and Local Authorities. Full discussions with these organisations identified that due to differing models and procurement timescales this was not a possible option to pursue.</p> <p>Further work was then undertaken to review all universal and targeted services either currently commissioned or delivered by Torbay Council that impact on children, young people and families to assess the suitability for their inclusion within this project.</p> <p>The assessment for the current range of services included within this recommissioning programme was decided upon based on their suitability as part of the system redesign and then the current delivery or commissioning arrangements in place for that service.</p> <p>Where current services have been identified as being potentially beneficial to the overall service design and delivery in the future but are not included in this programme due to current contracting, financial or strategic reasons – they will be identified and considered for inclusion as opportunities arise during the life course of this contract.</p>
<p>4.</p>	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>The proposal supports the corporate plan as it seeks to realise the ambitions of a Prosperous and Healthy Torbay</p> <p>The core principles underlying this programme include:</p> <ul style="list-style-type: none"> • Using reducing resources to best effect • Reducing demand through prevention and innovation • An Integrated and joined up approach (in both commissioning and delivery) <p>It works towards the targeted actions within the corporate plan of:</p> <ul style="list-style-type: none"> • Protecting all children and giving them the best start in life • Promoting healthy lifestyles across Torbay
<p>5.</p>	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>All children, young people and families in Torbay will be affected by this proposal and a full public consultation and stakeholder consultation will need to be undertaken as part of the recommissioning programme.</p> <p>The key stakeholders include:</p> <ul style="list-style-type: none"> • Torbay Safeguarding Children's Board • Torbay & South Devon Clinical Commissioning Group

	<ul style="list-style-type: none"> • Torbay & South Devon NHS Foundation trust • GP's • Education – Early years, Primary schools, Secondary Schools, FE's and Independent schools. • Community and Voluntary Sector <p>The commissioning programme board has a strong ambition and intention to include children, young people and families in the whole process of this programme through consultation and through active participation at all levels.</p> <p>The commissioning programme board has an equally strong ambition and intention to work closely with all strategic partners across Torbay and with neighbouring partners to develop a service that will improve the outcomes for children, young people and families.</p>
6.	<p>How will you propose to consult?</p> <p>As part of the initial piece of work a significant amount of stakeholder and public consultation was undertaken that has informed and shaped the developments of this proposal. This can be found in the background document - . Consultation summary report 2015-2016 – Public Health Nursing & Children's Centres</p> <p>Our plan for consultation includes briefings, stakeholder workshops, and service user focus groups, online and face to face surveys.</p>

Section 2: Implications and Impact Assessment

7. What are the financial and legal implications?

Our knowledge of the market indicates that in order to achieve the range and scale of change required to support these ambitions, a contract period of sufficient length and stability is required to enable any provider to do this.

There is a significant risk that if this cannot be afforded (both in terms of time and budget allocation) that we will fail to find suitable provision within the market to meet our current and future needs. The project requires an identified budget allocation in order to undertake a thorough and robust procurement process within legal guidelines.

The legal implications of going out to procurement for this range of services have been considered. The summary of these considerations includes:

i. A direct award to current providers

A direct award was ruled out on the basis it would be in direct contravention of the Public Contracts Regulations, leaving the Council open to sanction from the UK Government and European Parliament and also at risk of legal challenge from the incumbent suppliers and other potential suppliers.

ii. Bringing services in house

Bringing external contracts back in-house falls outside of the Public Contracts Regulations, although any decision to bring a contract in-house should give due consideration to the Council's best value duty. Timescales for bringing the service in-house would need to take into account the requirement to transfer staff and any assets (including property) into the Council. It should also be remembered that if the services were to be outsourced again at a later date then staff would be transferred out with membership of the LGPS and potentially on Council terms and conditions. It should also be remembered that if the services were to be outsourced again at a later date then staff would be transferred out on Council terms and conditions, including membership of the LGPS.

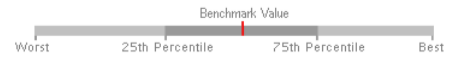
iii. Competitive tender

Undertaking some form of competitive tender process, in accordance with the Public Contracts Regulations, offers less risk in terms of supplier challenge or government/EU sanction. It also provides a greater opportunity to ensure best value, as the contract can be awarded by comparing quality and price across a number of suppliers. The number of authorities' undertaking formal tender processes in relation to Public Health services has significantly increased and there may well be expectation within the supplier market that this is becoming the norm.

On the basis of this analysis it is recommended as part of this recommissioning process that all services currently within scope go out to full competitive tender and procurement process.

	<p>This means that the range of services currently provided by local health, social care and community organisations could be awarded to any suitable bidder within the competitive market – all current providers would need to enter into the procurement process in order to be considered to deliver these services post 2019 if they wanted to.</p>
<p>8.</p>	<p>What are the risks?</p> <p>There are many associated risks of not implementing this proposal and within the recommissioning programme. There are also risks associated with the proposed budget reduction to these services (as either part of this recommissioning programme or not). These include:</p> <ul style="list-style-type: none"> • Budgets reductions will make some non-mandated services potentially unviable within current arrangements– the impact of this will be felt throughout the wider system including Schools, GP’s, Hospitals and Children’s Social Care. This will have a knock on impact within the whole local provision of early help support services within our community. • Remaining with existing arrangements is likely to lead to continued duplication and gaps within service delivery models – these are likely to increase as further budget reductions are sought. This will impact on the communities engaging with these services and therefore their effectiveness to meet the needs of our local population. • If we continue to do things as we have always done then we will continue to see similar outcomes which we know are not always reaching the right families or providing every child with the best start in life and that they then need to access higher cost, more intensive support services. We could anticipate that outcomes will worsen as budgets reduce across the system with current arrangements. • If approval is not granted for the duration of the proposed contract and a financial envelope to support this identified then there is a risk that the market is unlikely to have scope or ability to implement the large scale changes required and realise benefits in terms of improved outcomes and effective budget savings. • If approval for this decision is not granted or there is any delay in the allocation of a funding envelope for this programme then there is a significant risk that the future procurement timescales will not be met. The impact of this is that we may end up with major gaps in service provision from April 2019 and / or a system that is not cost effective and unviable. • Future options to extend many of the current service contracts in place have been exhausted within legal requirements of procurement. This leaves the council open to legal challenge. It means that decision is required promptly to ensure that arrangements are in place for the services that the Local Authority has a duty to provide.
<p>9.</p>	<p>Public Services Value (Social Value) Act 2012</p> <p>In accordance with the requirements of the Public Services (Social Value) Act 2012, part of this recommissioning programme we will consider whether the service we are commissioning might improve the economic, social and</p>

	<p>environmental well-being of the area, taking into account the Council's priorities, the needs of the area and any relevant corporate plans and community strategies.</p> <p>We will include requirements aimed at securing any identified improvements within the tender process.</p>
<p>10 .</p>	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>The local child health profile (fig 1 below) provides an overview of the current picture of our local community. As part of this recommissioning programme a full needs assessment and exploration of the research of what works best will be undertaken and will form the basis on which service design work is undertaken with stakeholders and the market. Any future procured service needs to meet the needs identified within this range of evidence (data, research and local knowledge of professionals and users of services).</p> <p>Fig 1.</p>



Indicator	Period	Torbay		Region England			England			
		Recent Trend	Count	Value	Value	Value	Worst	Range	Best	
Infant mortality	2013 - 15	–	20	4.7	3.6	3.9	7.9		2.0	
Child mortality rate (1-17 years)	2013 - 15	–	10	14.1	10.5	11.9	20.7		5.3	
MMR vaccination for one dose (2 years)	2015/16	↑	1,445	95.2%	92.9%	91.9%	69.3%		97.7%	
Dtap / IPV / Hib vaccination (2 years)	2015/16	→	1,480	97.5%	96.5%	95.2%	73.0%		99.2%	
Children in care immunisations	2016	→	185	84.1%*	82.9%*	87.2%*	26.7%		100%	
Children achieving a good level of development at the end of reception	2015/16	–	1,027	70.6%	69.5%	69.3%	59.7%		78.7%	
GCSEs achieved (5A*-C including English & Maths)	2015/16	–	763	56.6%	58.4%	57.8%	44.8%		74.6%	
GCSEs achieved (5 A*-C inc. English and maths) for children in care	2015	–	-	*	14.3%	13.8%	6.4%		34.6%	
16-18 year olds not in education, employment or training	2015	↓	180	3.8%	4.1%	4.2%	7.9%		1.5%	
First time entrants to the youth justice system	2016	↓	47	428.9	327.3	327.1	739.6		97.5	
Children in low income families (under 16s)	2014	↓	5,325	23.6%	16.1%	20.1%	39.2%		7.0%	
Family homelessness	2015/16	→	20	0.3	1.2*	1.9	10.0		0.1	
Children in care	2016	↑	280	111*	53*	60*	164		21	
Children killed and seriously injured (KSI) on England's roads	2013 - 15	–	11	16.6	13.7	17.0	49.3		1.4	
Low birth weight of term babies	2015	→	40	3.1%	2.7%	2.8%	4.8%		1.3%	
Obese children (4-5 years)	2015/16	→	133	9.5%	8.5%	9.3%	14.7%		5.1%	
Obese children (10-11 years)	2015/16	→	235	18.0%	16.3%	19.8%	28.5%		11.0%	
Children with one or more decayed, missing or filled teeth	2014/15	–	-	26.8%	21.5%	24.8%	56.1%		14.1%	
Hospital admissions for dental caries (0-4 years)	2013/14 - 15/16	–	149	687.4	223.0	241.4	1,143.2		9.2	
Under 18 conceptions	2015	↓	50	22.9	16.8	20.8	43.8		5.7	
Teenage mothers	2015/16	→	16	1.2%	0.7%	0.9%	2.2%		0.2%	
Persons under 18 admitted to hospital for alcohol-specific conditions	2012/13 - 14/15	–	46	61.5	44.8	36.6	92.9		10.9	
Hospital admissions due to substance misuse (15-24 years)	2013/14 - 15/16	–	67	160.4	97.7	95.4	345.3		34.1	
Smoking status at time of delivery	2015/16	↓	174	15.0%	11.2%	10.6%*	26.0%		1.8%	
Breastfeeding initiation	2014/15	–	779	*	79.0%	74.3%	47.2%		92.9%	
Breastfeeding prevalence at 6-8 weeks after birth - current method	2015/16	–	528	*	*	43.2%*	18.0%		76.5%	
A&E attendances (0-4 years)	2015/16	↑	3,983	542.3	469.3	587.9	1,836.1		335.0	
Hospital admissions caused by injuries in children (0-14 years)	2015/16	→	263	126.6	105.0	104.2	207.4		53.5	
Hospital admissions caused by injuries in young people (15-24 years)	2015/16	↑	360	259.8	153.2	134.1	280.2		72.0	
Hospital admissions for asthma (under 19 years)	2015/16	→	46	172.0	168.0	202.4	591.6		84.3	
Hospital admissions for mental health conditions	2015/16	↑	43	170.4	95.1	85.9	179.8		33.8	
Hospital admissions as a result of self-harm (10-24 years)	2015/16	–	237	1,167.9	597.8	430.5	1,444.7		102.5	

A Children and Young People’s Needs Assessment was undertaken in 2016 and can be found in full within the background documents. This needs assessment reinforced the following priorities for Torbay:

- Children have the best start in life
- Children and young people lead a happy and healthy life
- Children and young people will be safe from harm, living in families and communities
- Opportunities to participate and engage in community and public life.

Consultation and research undertaken so far, in relation to Public Health Nursing and Children’s Centres, has established that there was a consistency of findings between face-to-face conversations and the online responses in our surveys that whilst parents were generally happy with the services received from Health Visiting and Children’s Centres there were areas that they felt could be improved. These consultations were not undertaken with the knowledge of the potential impacts of the future large scale budget savings that would need to be achieved (particularly

in Public Health Nursing since 2016). This will need to form part of the consultation programme for the recommissioning project.

Many Local Authorities around the country have and continue to consider how to deliver a more integrated service for children with some already undertaking joint procurement or aligned contracts between Children's Centres and Public Health Nursing and a range of other health and social care services.

Many areas are now redesigning services based on outcomes rather than outputs.

The research identified that integration was seen as beneficial but is complex around information governance, clarity of roles and responsibilities and terms and conditions.

Preparatory work has identified that when undertaking a remodelling of services, especially one involving integration, then several elements need to be in place to make this a success:

- Strong system wide leadership is critical
- Time and resources required to make a success – Essex County Council has started on a ten year transformational programme
- A phased approach to remodelling
- Robust management and supervision needed to meet the needs of professionals and aid integration
- Evaluation built into remodelling from the start
- Use of a framework such as the Early Intervention Foundation Maturity Matrix to measure starting point and progress
- Co-production with providers, service users and communities should be the base of designing a new model of delivery
- Good relationships with the providers is essential

Other aspects that need to be taken into consideration which are key to success are:

- Joint commissioning posts
- Shared outcomes framework
- Use of evidence based programmes
- Use of a recognised workforce planning tool
- An integrated service specification
- Clear offer of service should be available to service users
- Age should not be the deciding point of a service but the skills required for the intervention
- Parents need good advice and support from trained practitioners whatever their professional background and organisational boundaries

Due to similarities in ambitions we have taken a closer look and worked in partnership with Essex County Council who has undertaken a full service remodelling, integrating several services based on an outcome approach. Their framework is appropriate for Torbay and key points are:

- System vision co-produced with parents and practitioners
- System vision is used to change culture and needs to be simply portrayed in a way that is meaningful to both service users and practitioners

	<ul style="list-style-type: none"> • Focus on outcomes that are driven by the vision • Resources should be used to support those further from successful outcomes • Transformational plans take time – 10 year timescale and contract • Transformation of workforce underpins ambition • There needs to be the right leadership and environment for transformation • Focus on measurable quality outcomes rather than activity
<p>11</p> <p>.</p>	<p>What are key findings from the consultation you have carried out?</p> <p>Our consultation to date has included a range of activities including:</p> <ul style="list-style-type: none"> • Face to face interviews with parents • Face to face group interviews with young people • Online survey of parents • Face to face workshops with stakeholders • An evidence review (in relation to Public Health Nursing and Children’s Centres) • Engagement with a range of services as part of the redevelopment of the Early Help strategy for Torbay. <p>The key findings from these activities to date include:</p> <ul style="list-style-type: none"> • Families and children and young people dislike telling their story more than once – especially if in relation to the same issue. • People want a consistency in the professionals they engage with • People want the right help at the right time – they make no distinction of preference about who it is that provides this help. • We know that for certain groups that current services are not meeting their needs – despite all the services currently in place we are seeing increasing numbers of children requiring child protection and statutory level services. • Services need to be accessible at times families and young people need and want to access them.
<p>12</p> <p>.</p>	<p>Amendments to Proposal / Mitigating Actions</p> <p>The scope of the work to date means that as part of the recommissioning programme further work needs to be done with groups not yet consulted with and to engage all identified parties (families, children, young people and stakeholders) in the process of the development of this project. There needs to be a particular focus on the following groups:</p> <ul style="list-style-type: none"> • Families that do not currently engage with any services on offer • Young people (13-19yrs) • Families that have experience of the Early Help Support process.

Equality Impacts

13	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people	<p>The 0-19 fully integrated service will be designed in partnership with stakeholders to support children and young people and their families to receive the right support at the right time. It will work to reduce unnecessary duplication of work and allow for the development of effective individual relationships to ensure timely and appropriate interventions that improve their wellbeing and reduce inequalities.</p> <p>The most vulnerable young people, including teenage parents, will continue to be targeted under the principal of proportionate universalism – where everyone will receive a service but will receive a slightly different service dependent on individual need</p>	<p>The culture and environments of the 13-19 services will require consideration to ensure they are designed to encourage access and are age appropriate. This will be built into the design, contract and monitoring arrangements.</p> <p>The budget reduction could impact on the level or type of service that young people receive – particularly in relation to non-mandated services. The budget reduction occurring at the same time as the service and system redesign provides us with the opportunity to work as far as is possible within the financial allocation to minimise the impact – particularly amongst vulnerable groups of young people.</p> <p>The outcome of the service redesign and budget reduction means that services will not be run as they currently are, in the future contract. To mitigate this stakeholder may be directed to</p>	

		<p>alternative resources for supporting them. E.g. There will be reduced resource availability for supporting schools with health managements and PSHE delivery – to mitigate this they could be directed to local and national online resources.</p>	
<p>People with caring Responsibilities</p>	<p>The introduction of fully integrated working will mitigate the impact of reduction in capacity, with certain service areas, for identification and support for young people and adults with caring responsibilities.</p>	<p>Some vulnerable groups such as Young Carers may not be so easily identified as often they do not recognise this role within themselves. To mitigate this, the new service will need to be visible and actively promote themselves so that young carers know how to access them.</p>	
<p>People with a disability</p>	<p>Integrated working will develop the ability of the service to identify possible early indicators of or risk factors for disability, resulting in timely referral to specialist help.</p> <p>Children and young people with an Education Health Plan will continue to be targeted.</p>	<p>There may be a delay in input to Educational Health Care Plans due to reduced capacity as a result of the budget reduction.. This may delay needs and interventions being implemented. This will need to be considered as part of the service redesign – with acknowledgement that school nursing is a non-mandated provision.</p> <p>Health plans for children and young people with health conditions such as asthma may be delayed due to capacity issues.</p>	

		<p>To mitigate this, the new service will need to prioritise children with special needs.</p> <p>Schools may not have up-to-date health information on children and young people due to potential reduction in non-mandated provision – this needs to be considered as part of service redesign.</p> <p>Training for school staff on conditions and treatment e.g. EpiPen pen training for allergies may no longer be available due to reduced budget allocation.</p> <p>To mitigate this, schools will need to negotiate and access required support from other health professionals e.g. practice nurses. There may be a cost to this alternative provision.</p> <p>Parents whose disability is not easily identifiable or becomes apparent in-between mandatory reviews may not be targeted in the most appropriate way to meet their needs</p> <p>To mitigate this new service will need to actively promote their services to all parents and children .</p>	
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<p>Women or men</p>	<p>The new service will continue to work with both mothers and fathers on a targeted basis.</p>	<p>There could be a perception that the majority of services being re-commissioned are targeted primarily at women and children. However integrated working will provide the opportunity to create family hubs which will be supportive of the whole family, providing equal access, advice and support to both women and men.</p> <p>Research shows that men are least likely to be actively engaged in accessing health services. The reduction of capacity in the new service could mean a reduced ability by the services to seek out and engage men.</p> <p>In mitigation the services should actively promote means for men to source health and parenting information.</p> <p>There may be fewer opportunities through universal visiting and groups to identify mothers and fathers that are socially isolated.</p> <p>In mitigation the services should actively promote opportunities for parents to become engaged but may not have the capacity to ensure that this happens.</p>	
<p>People who are black or from a minority ethnic background (BME) <i>(Please</i></p>	<p>The new service will continue to work with people who are black</p>	<p>Language and cultural barriers and lack of knowledge of an unknown system can inhibit</p>	

<i>note Gypsies / Roma are within this community)</i>	and from a minority ethnic background (BME). Health professionals will continue to target work on identifying health needs with Gypsy/Roma populations as appropriate.	people who are black and from a minority ethnic background (BME) from accessing health services. This needs to be considered as part of the service redesign.	
Religion or belief (including lack of belief)			There is no differential impact
People who are lesbian, gay or bisexual			There is no differential impact
People who are transgendered			There is no differential impact
People who are in a marriage or civil partnership			There is no differential impact
Women who are pregnant / on maternity leave	Pregnant women will continue to receive the mandated health review at 28 weeks. This includes support around maternal mental health and wellbeing, breastfeeding and early attachment. All of which impact upon the short and longer term health and wellbeing outcomes of children and their parents.	The delivery of the 28 week review may be delivered differently, for example in a clinic rather than home, to women who have not been identified as requiring to be targeted. In mitigation pregnant women already identified by the midwife as having extra needs will be targeted by the health visiting service.	
Socio-economic impacts (Including impact on child poverty issues and deprivation)	Families, children and young people will continue to be targeted based on socio-economic needs e.g. deprivation, child poverty etc. This will mean that those most in	The ability for the new service to identify need based on social economic needs could be reduced due to capacity issues and mandated reviews being	

	<p>need will receive a greater part of the service.</p>	<p>undertaken in a clinic situation rather than a home environment.</p> <p>Research shows that people from deprived communities are less likely to access support due to a number of reasons including costs to do so and other issues taking priority.</p> <p>In mitigation new service will target services based on a robust Family Health Needs Assessment that should be able to identify socio-economic issues, though these are only undertaken at the start of the service engagement and if it is known that circumstances have changed. Therefore for some families who do not seek out the service their needs might not be identified. This needs to be addressed and considered as part of the service redesign.</p>	
<p>Public Health impacts (How will your proposal impact on the general health of the population of Torbay)</p>	<p>The integrated contract will ensure that the Public Health impacts underpin the whole service delivery model. Families, children and young people will continue to have their health needs met in a targeted approach meaning that those most in need will receive a greater part of the service.</p>	<p>The general health of the population of parents, children and young people could be affected by the reduced capacity of the new service. This needs to be considered as part of the service redesign.</p> <p>In mitigation families, children and young people will be signposted to online support and advice.</p>	

14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	Torbay & South Devon Clinical Commissioning Group are currently in the process of reviewing a range of children’s community health services. Ongoing work with the CCG will ensure that universal, targeted and specialist pathways are aligned and that outcomes for children and families are shared and understood.

Economic Strategy

Report to the Council

October 2017

1. The Overview and Scrutiny Board met on 11 October 2017 and considered the Mayor's proposed Economic Strategy.
2. The Boards views are:

The Board recognises the importance of achieving the objectives set out in the Economic Strategy in meeting the ambition of the Corporate Plan to support and improve the economy in Torbay. As such the Board supports the broad direction and the objectives of the proposed Strategy.

The Board has heard that, whilst there is currently adequate economic development funding available to pump-prime the strategy, overall delivery will be reliant upon many other funding streams. It is imperative, therefore, that economic development resources continue to be available and the Board will take this into account in considering the Mayor's budget proposals for 2018/19 and future years.