

Tuesday, 8 August 2023

**ADULT SOCIAL CARE AND HEALTH OVERVIEW AND SCRUTINY
SUB-BOARD**

A meeting of **Adult Social Care and Health Overview and Scrutiny Sub-Board**
will be held on

Thursday, 17 August 2023

commencing at **3.30 pm**

The meeting will be held in the Meadfoot Room - Town Hall

Members of the Committee

Councillor Joyce (Chairman)

Councillor Billings
Councillor Johns (Vice-Chair)

Councillor Long
Councillor Twelves

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ADULT SOCIAL CARE AND HEALTH OVERVIEW AND SCRUTINY SUB-BOARD AGENDA

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Committee.
2. **Minutes** (Pages 4 - 7)
To confirm as a correct record the minutes of the meeting of the Adult Social Care and Health Overview and Scrutiny Sub-Board held on 13 July 2023.
3. **Declarations of Interest**
 - a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
 - b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(**Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)
4. **Urgent Items**
To consider any other items that the Chairman decides are urgent.
5. **Thriving Communities Where People Can Prosper - Draft Strategy for Adult Social Care in Torbay** (Pages 8 - 72)
To consider the draft strategy for Adult Social Care in Torbay.

(Note: Jo Williams, Director of Adult and Community Services will present this item).
6. **Draft Learning Disability Strategy** (Pages 73 - 145)
To consider the draft Learning Disability Strategy and how it can support residents of Torbay who have a learning disability.

(Note: Jo Williams, Director of Adult and Community Services and Judith Pinder Strategic Commissioning Manager, Adult Social Care Commissioning Team will present this item).

Appendix 2: Adult Social Care Strategy is not attached to avoid repetition, since it features separately at Item 5 of the Agenda).

7. Adult Social Care Procurement and Contracting Review and Action Plan (Pages 146 - 160)

To receive an update on the Adult Social Care Procurement and Contracting Review and Action Plan.

(Note: Deborah Gidman, Head of Strategic Delivery – Independent Sector, Torbay and South Devon NHS Foundation Trust will present this item).

8. Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker (Pages 161 - 164)

To receive an update on the implementation of the actions of the Sub-Board and consider any further actions required (as set out in the submitted action tracker).

Minutes of the Adult Social Care and Health Overview and Scrutiny Sub-Board

13 July 2023

-: Present :-

Councillor Joyce (Chairman)

Councillors Johns (Vice-Chair), Billings and Harvey

(Also in attendance: Councillor Tranter)

26. Apologies

Apologies for absence were received from Councillor Bryant and Pat Harris, Healthwatch.

It was reported that, in accordance with the wishes of the Liberal Democrat Group, the membership of the Sub-Board had been amended to include Councillor Harvey in place of Councillor Long.

27. Minutes

The minutes of the meeting of the Sub-Board held on 23 February 2023 were confirmed as a correct record and signed by the Chairman.

28. Terms of Reference and Membership of the Adult Social Care and Health Overview and Scrutiny Sub-Board

Members noted the Terms of Reference and Membership of the Adult Social Care and Health Overview and Scrutiny Sub-Board. New Members of the Sub Board were welcomed and existing Members thanked for their ongoing contribution.

29. Adult Social Care and Health Overview and Scrutiny Sub-Board Work Programme 2023/24

Members were informed that the Adult Social Care and Health Overview and Scrutiny Sub-Board Work Programme for the municipal year 2023/24 had been devised with input from Overview and Scrutiny Members. The work programme was designed to help shape how the Overview and Scrutiny meetings would operate and the work programme would remain fluid to accommodate topics that may require scrutinising throughout the year.

Resolved (unanimously):

1. That the Initial Adult Health and Social Care Work Programme for 2023/2024 as presented is approved.
2. The work programme will be kept under regular review by the Overview and Scrutiny Co-ordinator and the Chairman of the Adult Social Care and Health Overview and Scrutiny Sub-Board and the Scrutiny Officer.
3. The item on the Adult Social Care and Health Overview and Scrutiny Sub-Board on Homeless Support and Providers is expanded to 'Homeless and Insecure Housing Support and Providers – to consider a review on homeless and insecure housing support and providers' and moved to 14 September 2023 meeting of the Sub-Board.

30. Torbay and South Devon NHS Foundation Trust Quality Account 2022/23

Ms Shelly Machin, System Care Group Director and Ms Nicola McMinn, Deputy Chief Nurse for the Torbay and South Devon NHS Foundation Trust, presented the Torbay and South Devon NHS Foundation Trust Quality Account 2022/23. A Quality Account sets out the quality of services and improvements offered by an NHS healthcare provider.

Members were informed that the Quality Account for 2022/23 reflected on the strategic changes taking place to address systemic issues and challenges that impacted the quality and safety of care. In addition, the Quality Account shared the improvements being made against the clinical improvement priorities agreed and against quality goals relating to sepsis; deteriorating patient; falls; nutrition and hydration and experience of patients upon discharge. It was recognised that the impact of Covid on waiting times had been significant and reducing delays were also a focus for the year ahead.

Ms Machin and Ms McMinn responded to the following questions:

- How is the process for managing mental capacity working across all areas within the Hospital?
- How quickly are the SARS reports and care packages being done for adult social care when people are being discharged into the community?
- Is there a guided timeframe and what are the statistics?
- What are the key measures in place to reduce emergency care waiting times and delays in ambulance patient handover?
- Is there data to show the amount of days when Torbay Hospital Emergency Department is full to capacity and how do these figures compare against its peer group?
- Does Torbay Hospital Emergency Department have more or less reserve capacity than its peer group?
- Does an elderly population contribute to longer hospital stays which affect benchmarking particularly over the winter months where infection and respiratory conditions may be more prevalent?
- Is the acute unit always fully staffed?

- Is there a delay in discharge time for patients with mobility issues?
- How will the Nightingale Hospital be staffed when it re-opens?
- Where can information and statistics be found in relation to social discharge from Torbay Hospital?
- Is reducing waiting times to 65 weeks for planned care realistically achievable?
- In relation to stroke care, time spent on stroke wards has fallen from 90.2% in 2019/20 to 57.5% in 2022/23 – what is the reason for this?
- How many agency staff in the clinical row of nursing are currently employed by the Trust within Torbay?

Resolved (unanimously):

1. Members noted the Torbay and South Devon NHS Foundation Trust Quality Account 2022/23 report.
2. A representative from the Devon Partnership Trust and the Integrated Care Board, Social Services team to be invited to attend the meeting of the Sub-Board on the 12 October 2023 to address how the change of mental health medication is being monitored and information being transferred to GP surgeries.
3. Torbay and South Devon NHS Foundation Trust to share their report detailing performance data and measures implemented to reduce waiting times in the Emergency Department and in respect of ambulance handover delays for patients awaiting emergency care.
4. Torbay and South Devon NHS Foundation Trust to provide a data dashboard to show the number of days where Torbay Hospital Emergency Department is full to capacity; how long it takes to recover to business as usual and how these figures compare against its peer groups. This will allow understanding of whether at times of maximum demand Torbay has more or less reserve capacity than its peer group.
5. Torbay and South Devon NHS Foundation Trust to provide information in respect of the level of emergency referrals from other Hospital Emergency Departments to Torbay Hospital Emergency Department and from Torbay Hospital Emergency Department to other Hospital Emergency Departments and in particular highlighting average and worst day data.
6. Torbay and South Devon NHS Foundation Trust to share their report in relation to Hospital Standardised Mortality Ratio (HSMR).
7. Torbay and South Devon NHS Foundation Trust to provide details of the number of agency staff that are currently employed by the Trust within Torbay and are in the clinical row of nursing.

31. Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker

The Sub-Board noted the submitted action tracker. The Clerk provided the following updates:

- Update on Minute 25 - a written response and proposed member briefing in relation to the Care Quality Commission Regulation of local authority functions relating to adult social care would be provided once full details were available and the outcome of enquiries were known as this work was still in progress.

Chairman

Meeting: Adult Social Care and Health Overview and Scrutiny Sub Board/Cabinet/Council

Date: 17 August 2023/19 September 2023/20 September 2023

Wards affected: All

Report Title: Adult Social Care Strategy

When does the decision need to be implemented? Quarter 3 2023

Cabinet Member Contact Details: Councillor Hayley Tranter Cabinet member for Adult and Community Services and Public Health. Hayley.Tranter@torbay.gov.uk

Director/Divisional Director Contact Details: Joanna Williams Director of Adult and Community Services. joanna.williams@torbay.gov.uk

1. Purpose of Report

- 1.1 This report seeks approval of the Adult Social Care Strategy which includes the priorities and approach for Adult Social Care going forward.
- 1.2 It also provides information with regards to the process undertaken and outcomes of the consultation on the Strategy.
- 1.2 It describes the feedback received, the changes that have been made to the strategy and the completed final strategy.

2. Reason for Proposal and its benefits

- 2.1 This Strategy outlines how we can work together to deliver improved adult social care services for residents in Torbay. The Strategy seeks to achieve the best for people in Torbay, their friends and family. The key principle is that we always work with people who may need care and support in Torbay, and those who care for them, and prioritise their voice above everything else.
- 2.2 We want our residents to have a place to call home, in a community they can be part of, while being empowered to achieve what matters most to them through the best care and support available. The vision states that we want thriving communities where people can prosper. The strategy builds upon the longstanding integrated health and social care provision and joint working with the voluntary and community sector.
- 2.12 The reason for the decision is to ensure that the Council has an Adult Social Care Strategy which sets out the best approach to meet the challenges faced. This position has been supported by the people who have responded to the consultation.

3. Recommendation(s) / Proposed Decision

3.1 **Adult Social Care and Health Overview and Scrutiny Sub-Board:**

To consider the draft Adult Social Care Strategy document and make recommendations to the Cabinet.

3.2 **Cabinet:**

To consider any recommendations from the Adult Social Care and Health Overview and Scrutiny Sub-Board and;

That Cabinet recommends to Council:

1. That the list of Policy Framework documents set out in Torbay Council's Constitution be updated to include the Adult Social Care Strategy; and
2. Subject to 1. above, the Adult Social Care Strategy as set out in Appendix 1 to the submitted report be approved.

Appendices

Appendix 1 Adult Social Care Strategy

Appendix 2 Easy Read Adult Social Care Strategy

Appendix 3: Adult Social Care Strategy Consultation Report August 2023.

Appendix 4 Healthwatch Report Torbay Adult Social Care Strategy Consultation Feedback Report July 2023.

Background Documents

1. Introduction

- 1.1 The Adult Social Care Strategy (Appendix 1 and easy read version Appendix 2) sets out the vision for thriving communities where people can prosper.
- 1.2 The Adult Social Care Strategy outlines how we can work together to deliver improved adult social care services for residents in Torbay. It builds upon the pioneering integrated journey for social care which started in 2005. More recently we have focussed on developing an integrated care model that puts a strengths-based approach at its heart focussing on what matters most to people. This model provides joined up services, a fully integrated health and social care system, delivering a person-centred approach and building on wider community support around people.
- 1.3 The key principle is that we always work with people who may need care and support in Torbay, and those who care for them, and prioritise their voice above everything else.
- 1.4 It sets out the challenges within social care and the demographic changes that will impact on social care now and in the future.
- 1.5 It identifies 3 key priorities.
 - Helping people to live well and independently.
 - Helping people to regain their independence.
 - Helping people with care and support needs to live as independently as possible, keeping safe and with choice and control.
- 1.6 Our system of care and support will be.
 - Focused on outcomes and wellbeing.
 - Personalised, co-created and flexible.
 - Proactive and preventative
 - Integrated and coordinated.
 - Local, community based and relational.
- 1.7 Our voluntary, community and social enterprise (VCSE) partners have delivered a new 'front door' to adult social care with an emphasis on making the most of individual and community resources as part of our strengths-based approach. We also have asked VCSE

partners to address the issues they themselves have said are the most important, via a Voluntary Sector Alliance

- 1.8 The strategy also recognises several challenges in Torbay which include a higher proportion of older people than the England average, lots of people with mental health problems, many people with learning disabilities, too many people in long term care and financial and workforce challenges.

2. Options under consideration

- 2.1 The options are to approve the strategy as is, amend it, or decide not to approve and therefore to not have a strategy in this respect.
- 2.2 There is an option to decide whether to include the strategy as a Policy Framework document. It is recommended to include it as such to recognise the importance of the same to the Council and its residents.

3. Financial Opportunities and Implications

- 3.1 There are no financial implications.

4. Legal Implications

- 4.1 There are no legal implications as the strategy covers the Council's duties under the Care Act 2014.

5. Engagement and Consultation

- 5.1 A public consultation was held between 6th June 2023 and 30th July 2023.
- 5.2 The Consultation sought the public's views on the draft Adult Social Care Strategy. It was hosted on the Council's website.
- 5.3 Between June 2023 and July 2023 the Council worked with Healthwatch to run several engagement and consultation sessions. A session was held by Torbay Council at Paignton library open day to promote the live consultation. The consultation was also heavily promoted across Torbay Council and Healthwatch networks and social media and local newsletters. Engagement and consultation sessions were also held with social care staff at Torbay and South Devon NHS Foundation trust and Torbay council Commissioning team and Public Health. The consultation report is set out in Appendix 3, however in summary, there were 99 responses received by the online survey and a further 70 people took part in joint focus groups with Healthwatch and the Council. Several other engagement and feedback meetings have also been held with key people in Torbay and South Devon NHS Foundation Trust.

- 5.4 As can be seen from the Torbay Council website results, there is good support from those people who have responded to the survey for the Adult Social Care Strategy. Most people (62.5 %) think that that the overall priorities in the strategy are the right ones to help meet the Adult Social Care vision. In addition, people strongly agreed or agreed with each of the three priorities within the strategy.
- Helping people to live well and independently (84.5%)
 - Helping people to regain their independence (84.3%)
 - Helping people with care and support needs to live independently, safely and with choice and control. (84.3%)
- 5.6 Most people (58.9%) also felt that the strategy effectively describes the next steps for Torbay's Adult Social Care story. 66% of people thought that the strategy makes sense and is easy to understand.
- 5.7 The Healthwatch report set out in Appendix 4 also describes broad support for the strategy with the overall response being positive, with participants feeling it was a good approach, particularly with the focus on listening to those who are at the centre of service provision.
- 5.9 Several changes have been made to the Strategy reflecting the feedback the Council has received. This includes changes to the descriptions used for people with Learning Disabilities and making sure this is inclusive. A recognition that not everyone will be able to be fully independent because of the complexity of their needs. Ensuring that transitions between children and adult services are included as well as making sure the language used is as clear as possible. People were also very keen to understand how the strategy would be achieved.
- 5.10 The strategy now more clearly articulates the nature of the joint arrangements for adult social care with the partnership approach between the Council and Torbay and South Devon NHS Foundation Trust. The strategy has been refreshed to articulate high level priorities, including those of the Integrated Care Board and therefore enables the development of a transformation and delivery plan as part of the next steps. In addition, a number of responses from the online Council survey asked about an action plan.
- 5.11 Feedback received suggested that some more simple explanations for some of the terms in the document would be useful and so this has been added for Direct Payments, Supported Living and Extra Care.
- 5.12 The descriptions for people with Learning Disabilities have been made more inclusive. Whilst the priority of independence remains supported it has been broadened to include people being supported to be as independent as possible, recognising that not everyone can be fully independent due to the complexity of their needs.
- 5.13 Feedback received from the Deaf community focused on the importance of access to BSL interpreting services and this has been reflected in the system of care and support section which has been updated.

- 5.14 Feedback from our community partners has indicated that our strategy needs to more broadly apply to the whole community sector, so the narrative has been changed to reflect that.
- 5.15 Feedback indicated that the transitions work from children to adult services needed to be more clearly referenced, that has been added to the system of care and support.
- 5.16 Overall there was good support for the strategy and the priorities within it.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 No impact

7. Tackling Climate Change

- 7.1 No impact

8. Associated Risks

- 8.1 There would be reputational risks for the council if the Adult Social Care Strategy is not approved given the support it has received from members of the public as well as staff in the Council and Torbay and South Devon NHS Foundation Trust.

9. Equality Impacts - Identify the potential positive and negative impacts on specific groups

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	The priorities in the strategy are promoting independence, regaining independence and being supported to be as independent as possible		
People with caring Responsibilities	The strategy sets out a commitment to carers and recognises their importance		

People with a disability	The priorities in the strategy are promoting independence, regaining independence and being supported to be as independent as possible		
Women or men			There is no differential impact
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			There is no differential impact
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			There is no differential impact
Socio-economic impacts (Including impact on child poverty issues and deprivation)			There is no differential impact
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The strategy sets out the importance of health and wellbeing as a principle		

10. Cumulative Council Impact

10.1 none

11. Cumulative Community Impacts

11.1 None

Thriving Communities Where People Can Prosper

NHS
Torbay and South Devon
NHS Foundation Trust

thriving communities where people can prosper

our vision for Adult Social Care in Torbay

We will work in partnership



By building strong, open and trusting relationships with everyone



By connecting people, groups and organisations together



By being part of the community, not separate



PART OF



HELP

This vision is part of our improvement plan for Adult Social Care across Torbay. If you would like more information or to share your ideas, please email us: ipmo@torbay.gov.uk

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August 2023

Introduction

This strategy outlines our values, our ambitions and how we're going to achieve the best outcomes for everyone.

Social Care Futures say that we all want to live in a place we call home with the people and things that we love, doing what matters to us in communities where we look out for one another (from Social Care futures) and that sums up what we're trying to achieve, working with people who are in the best place to tell us if we are achieving it!

There are so many great things about Torbay, and we've achieved a lot already – this strategy outlines how we're going to move forwards together.

Joanna Williams, Director of Adult and Community Services

Foreword

I want to thank everyone that has taken the time to complete the survey or has taken part in the consultation meetings we have held over the Summer. We have heard how important it is for people who use services to be heard and to work collaboratively together in our communities to improve services.

This strategy sets out our aspirations in relation to working together for everyone who has social care needs ensuring that people can remain independent, regain independence and for those that have care needs to be supported in the best way for them and their carers and families. We will continue to build on our integrated care model that puts a strengths-based approach at its heart, focussing on what matters most to people.

Cllr Hayley Tranter

Cabinet Member for Adult and Community Services and Public Health

Who is this Strategy for?

This Strategy outlines how we can work together to deliver improved adult social care services for residents in Torbay. The Strategy seeks to achieve the best for people in Torbay, their friends and family. The key principle is that we always work with people who may need care and support in Torbay, and those who care for them, and prioritise their voice above everything else.

We all want good outcomes, that we choose ourselves and to have control over how we live in our community. A vital part of adult social care is ensuring that people have the resources, and environment to keep them well in their own home.

Adult social care provides 'care and support', which covers a range of activities to promote people's wellbeing and support them to live independently, staying well and safe. It can include 'personal care' such as support for washing, dressing, and getting out of bed in the morning, as well as wider personalised support to enable people to stay engaged in their communities and live

their lives in the way they want. Adult social care supports adults of all ages and covers a diverse range of needs, including autistic people, people with a learning disability or physical disability, people with mental health conditions, people with sensory impairments, people who experience substance misuse, people with dementia, and other people with long-term conditions.

This strategy is designed for those who may need care and support and their carers, paid or unpaid. It is also for care staff, care providers, the voluntary and community sector and our partners in the NHS.

Context

Overview of Torbay

Torbay can offer an unrivalled quality of life for individuals and families. The beautiful Torbay and its stunning natural environment provide a wide range of outdoor activities. We have excellent schools and a growing arts and cultural sector. But in common with other coastal communities, Torbay has its challenges. Our Joint Strategic Needs Assessment shows us where our major challenges lie there is a six-year gap in life expectancy between different areas of the Bay.

Torbay has the highest levels of deprivation in the South West. We have an ageing population who may experience ill-health, loneliness, and frailty. The number of people aged over 85 is expected to increase by over 50% within the next decade or so. As the population ages it is expected that we will see more people become frail and require support from health and social care services. We have high levels of children living in poverty, child and adult obesity, and suicide. Poorer environmental conditions are inevitably associated with poorer physical and mental wellbeing.

The level of need and inequality within the Bay has widened over the last 10 years and younger people and working age adults have higher levels of poor mental health and higher levels of drug and alcohol problems within the Bay. There is a higher incidence of younger people (under 18) with mental health problems and self-harm.

The Joint Health and Wellbeing Strategy lays out the plan to address these challenges and improve the health and wellbeing of the population in Torbay between 2022 – 2026. Five focus areas and six cross cutting areas identify priorities for collective system action over the next four years.

National social work context

We must be honest about where we are. The Care Quality Commission State of Care Report in 2022 highlighted that the health and social care system is gridlocked and unable to operate effectively. People from deprived areas, people with disabilities and people from ethnic minority groups are less likely to access good care in a timely manner.

People can't always leave hospital when they are ready to, and providers are finding it extremely challenging to recruit.

Recognising the challenges facing the sector, the Government has embarked on a programme of reform. Its adult social care reform white paper, “People at the Heart of Care”, sets out a 10-year vision to transform care and support in England based around three objectives:

1. People have choice, control, and support to live independent lives.
2. People can access outstanding quality and tailored care and support.
3. People find adult social care fair and accessible

Integrating Care in Torbay – Our Journey So Far

Torbay has long been at the forefront of pioneering integrated care. In 2005 the Torbay Care Trust was established to provide integrated community health and social care services. These services were based around an integrated management structure, pooled budgets, and integrated multi-disciplinary teams.

Integrated care was further developed with the creation of the Integrated Care Organisation in October 2015 - Torbay and South Devon NHS Foundation Trust. This was strongly supported and encouraged by both the Clinical Commissioning Group and Torbay Council. It has resulted in a more effective patient journey where fewer people in Torbay experience delays in moving between hospital and home and waits for care at home remain short. This is in stark comparison to many other areas across the country.

The Integrated Care System for Devon which brings together, for the first time, all the county’s local authorities, NHS organisations and the voluntary sector to create the One Devon Partnership. Together a single vision has been developed to ensure our communities have “Equal chances for everyone in Devon to lead long, happy healthy lives”.

More recently the Government has established Integrated Care Boards. NHS Devon is one of 42 Integrated Care Boards across the country and took over the statutory functions of Clinical Commissioning Groups (CCGs) on 1 July 2022. NHS Devon is responsible for the majority of county’s NHS budget, and for developing a plan to improve people’s health, deliver high-quality care and better value for money. The aim is to improve people’s lives in Devon – wherever they live – to reduce health inequalities and make sure we can deliver these services for the long term. Within the One Devon Partnership there is a representative from each of the five Local Care Partnerships. The Local Care Partnership (LCP) for Torbay is the South LCP. This is where most of the planning for integrated care and service transformation and change will happen.

Work started with the National Development Team for Inclusion (NDTi) in 2018 which set out a new approach to social care.

- Coproduction brings people and organisations together around a shared vision.
- There must be a culture based on trust and empowerment.
- There is a focus on communities, and each will be different.
- People are treated as equals, their strengths and gifts built on.
- Bureaucracy is the absolute minimum it must be.
- People get good advice and information that helps avoid crises.
- The system is responsive, proportionate and delivers good outcomes.

Building on this work, we have focussed on developing an integrated care model that puts a strengths-based approach at its heart, focussing on what matters most to people. This model provides joined up services, a fully integrated health and social care system, delivering a person-centred approach and building on the wider support around people. This means working with people, as equal partners, and making the best use of what is already available at home and in the community. We will routinely seek feedback from people of their experience and outcomes which will be used to bring about improvements.

Our voluntary, community and social enterprise (VCSE) partners has delivered a new 'front door' to adult social care with an emphasis on making the most of individual and community resources as part of our strengths-based approach. We also have asked VCSE partners to address the issues they themselves have said are the most important, via a Voluntary Sector Alliance.

What We Do



8,420

requests for support were received compared to 5,407 in 2020/21



1,092

people started to receive an ongoing support service including community activities compared to 544 in 2020/21



771

people received one-off support compared to 443 in 2020/21



2,128

people did not go on to receive a service for a variety of reasons (pay themselves, not eligible etc) compared to 2,136 in 2020/21



2,226

people received Short Term Reablement services to help them gain independence compared to 1,275 in 2020/21



100%

of service users received community based social care services through self-directed support



4,747

carers are on Torbay's carers register - we assessed and reviewed 1,355 carers in 2020/21 and provided 678 carers with Direct Payments



949

people were in permanent residential placements during 2021/22 compared to 930 in 2020/21



386

people with mental health issues were supported by services compared to 343 in 2020/21



1,871

people were directed to other types of help and support including community activities compared to 1,921 in 2020/21



92

people aged 18-64 with learning disabilities are living in residential or nursing accommodation compared to 93 in 2020/21



423

service users received direct payments compared to 482 in 2020/21



3,152

adults received long term support services last year – 37% are aged between 18-64 and 63% are aged 65+



998

safeguarding concerns were raised. This represents a 9.1% decrease in the 1,098 safeguarding concerns raised in 2010/21



1,775

people received home care support to enable them to stay in their own home compared to 1,729 in 2020/21

The Challenges We Face

There is much to be proud of in Torbay and we have long been at the forefront of integrating health and care. However, we know that the demand on the adult care system in Torbay is high and it will only continue to increase due to our ageing population and areas of social deprivation. 27% of Torbay's population are aged 65 or over, compared to just 18% of population across England. By 2040, this is expected to rise to one in three (34%) of Torbay's population. As our population ages, we expect the number of frail people, people with physical restricted mobility, slowness, low physical activity, and people with dementia to increase and that they will require support from health and social care services. Frailty estimates for Torbay show that over the next 10 years frailty rates will increase by 25% to over 5000 people. Prevalence data estimates for Torbay show that over the next 10 years, the number of people living with dementia will increase by over 30% to 3300 people.

People with poor physical health are at higher risk of experiencing common mental health problems, and those people with mental health problems are more likely to experience poor physical health. One-in-four adults will experience mental illness during their lifetime. Measures such as depression rates in primary care, and hospital admissions for self-harm and suicides, are higher in Torbay compared to wider England average.

Other issues affecting levels of need are the relatively high numbers of people with a learning disability. A learning disability can be mild, moderate, severe, or profound and affects the way a person understands information and how they communicate. The percentage of GP patients known to have a learning disability is higher across Torbay compared to England, which is also reflected in the high numbers of working age adults accessing adult social care.

As well as facing increased demand, need and acuity we know that our model of care needs further development. Presently we have too many people in long term residential care and not enough people living independently. We also want more people to exercise choice and control over their care and support and yet we know the numbers accessing Direct Payments are below national average. Direct Payments allow people to receive cash payments from the Local Authority instead of care services. Like other areas we are experiencing unprecedented financial pressures which mean our current system is not sustainable. These challenges are recognised in our Blueprint for Market Transformation (2020-2030) which sets down a radical shift away from the existing provision of care through the growth of extra care, supported living, short term care provision and specialist nursing homes. Extra care housing is used to describe developments that comprise of self-contained homes with design features and support services available to enable self-care and independent living. Supported living is housing where support and /or care services are provided to help people live as independently as possible. Within Torbay there is vibrant and diverse adult social care market, and the quality of our regulated provision is above national averages. But like everywhere following the pandemic it is increasingly challenged and will need support from commissioners to change to meet the requirements of this Strategy.

As well as having a healthy care market, we recognise that to deliver safe, effective, high-quality care, they we need a workforce of sufficient scale and quality. Again, in line with the national picture, we know our workforce is incredibly strained. It estimates that the staff turnover rate in Torbay was 33.8%, which was like the region average of 36.0% and higher than England, at 30.0%. Not all turnover results in workers leaving the sector, around half (55%) of starters were recruited from within the adult social care sector, therefore although employers need to recruit to these posts, the sector retains their skills and experience.

Our Vision for Adult Social Care in Torbay

We have co-produced our vision with our community, voluntary and care sectors working in partnership with Torbay Council and Torbay and South Devon NHS Foundation Trust staff as we work to deliver improved adult social care services for residents in Torbay.

Our shared vision is:

Thriving communities where people can prosper.

We want our residents to have a place to call home, in a community they can be part of, while being empowered to achieve what matters most to them through the best care and support available.

Our mission statement is:

We will work with our local community to support residents in Torbay to maximise their own wellbeing and independence, advising and guiding them around the best health and social care systems for them. Those who offer and provide support services will feel empowered to enable people to engage fully in their own decision making on choices of care. By working with our community this way, we will create a new way of supporting each other to achieve wellbeing for everyone - those receiving support and personal assistance and those giving it.

Our system of care and support will be:

1. Focused on outcomes and wellbeing

Care and support is focused on promoting our wellbeing in all its facets – physical, mental, emotional and spiritual – and the outcomes we decide are important to us.

It also promotes equity and inclusion by ensuring different groups in the population experience similar outcomes.

2. Personalised, co-created and flexible

We have a say and shape care and support both individually and at community/ local level.

Care and support adapts to our needs as they change, and recognises our diversity and individual preferences, beliefs and circumstances. When we lack capacity there are

advocates to represent our prior wishes and best interests. When needed people will be supported by appropriate interpreting services and advocacy.

3. Proactive and preventative

We can access support to enhance our health and wellbeing and reduce inequalities across communities. Care and support is easily available at an early stage to help slow or prevent escalation into crisis, or before we have acute care needs.

4. Integrated and coordinated

The care and support we receive is better joined up around our needs and those of our carers. Care and support links to and/or includes support around health, housing and employment. We will build upon the partnership working with Childrens services to ensure seamless transitions from Childrens to Adults services.

5. Local, community-based and relational

We can access care and support near to where we live, or where our close family and friends are.

Care is relational rather than transactional, recognising our interdependence and mutuality. We feel at home and are part of our local community.

Our Values, Behaviours and Approach

We will co-create personalised and flexible care which is easily accessible and high quality.

Our strengths-based approaches focus on individuals' strengths (including personal strengths and social and community networks) and not on their deficits. Strengths-based practice is holistic and multidisciplinary and works with the individual to promote their wellbeing. It is outcomes led and not services led. It focusses on "What is Strong", not "What is Wrong".

This model will centre around creating the safe community infrastructure to have real conversations, based in the community, about what people need - such as help with housing, debt and wellbeing; continuing our integrated multidisciplinary working, focussing on personalising our approach to care and support and continuing to invest in community assets and the voluntary and community sector.

We are committed to working and delivering in partnership with the NHS, providers and communities. This means co-producing and co-delivering the approach to everything we do.

Our Priorities

To achieve these outcomes, we have co-produced the following priorities and the activities which we will carry out to meet those priorities.

Priority 1: Helping people to live well and independently.

We will:

- Have strengths-based conversations.
- Provide accessible information, advice and guidance.
- Use our community front door and community sectors.
- Provide more support for carers.

Priority 2: Helping people to regain their independence

We will:

- Provide a rapid/crisis response
- Increase community reablement
- Develop a short-term care centre

Priority 3: Helping people with care and support needs to live independently, safely and with choice and control

We will:

- Encourage an increase in the use of Direct Payments
- Enable the provision of extra care and supported living housing options
- Have good and outstanding care homes
- Provide specialist dementia care

Underpinning these priorities, we will:

- Develop and grow our workforce
- Engage and consult with service users, their families and carers and our partners

Delivery, Leadership and Oversight

We have a long-standing partnership with Adult Social Care and Torbay and South Devon NHS Foundation Trust and we will deliver our plans together, alongside other key partners outlined below.

The ambitions set out in this Strategy will be delivered alongside related strategies and plans, including the Coproduction Framework in Adult Social Care, the Adult Social Care Transformation and Sustainability Plan, Torbay and Devon Safeguarding Adults Partnerships Strategic Business Plan and our joint Carers Strategy. We will work in collaboration with our partners including users and carers, Healthwatch, partnership forums, care and support providers, the Community and

Voluntary Sector, Devon Partnership NHS Trust, and other key statutory partners. Partners routinely measure the impact of their work to tackle risk and drive improvements in adult social care.

As we take forward the strategy, successful delivery will be dependent on further engagement and co-production with people with lived experiences and the wider public. We will work with them as equal partners both in the planning and delivery of services so that we learn from their experiences to build a more accessible, responsive, resilient and personalised system.

Torbay has a long and strong history of integrating health and care. To deliver seamless care, Torbay Council has chosen, via a Section 75 agreement, to deliver much of adult social care with Torbay and South Devon NHS Foundation Trust. Within these arrangements the Council remains accountable for adult social care, retaining the lead for strategic commissioning and employing the Director of Adult Social Services (DASS).

The Council will lead the delivery and oversight of this Strategy, but in close collaboration with Torbay and South Devon NHS Foundation Trust. Both organisations will retain leadership and oversight of the implementation and delivery. The Council's Cabinet and Overview and Scrutiny Board and the Trust's Board are supported in their leadership roles by the Adult Social Care Continuous Improvement Board (ASCCIB). It provides an independently chaired forum for the partners to oversee their joint work on adult social care, providing support and challenge and escalating any risks and concerns through each organisation's governance arrangements. The ASCCIB will provide key oversight of the Strategy going forward.

This document can be made available in other languages and formats.
For more information please contact commissioning@torbay.gov.uk



Torbay and South Devon
NHS Foundation Trust

Thriving communities where people can prosper

our vision for Adult Social Care in Torbay

We will work in partnership

By building strong, open and trusting relationships with everyone

By connecting people, groups and organisations together

By being part of the community, not separate

This vision is part of our improvement plan for Adult Social Care across Torbay. If you would like more information or to share your ideas, please email us: ipmo@torbay.gov.uk

TORBAY COUNCIL

healthwatch
Torbay

torbay COMMUNITY
development trust

What do you think?

Do you think the idea is a good one?

Yes

Not sure

No





This plan is about how we will work together to get the best for people in Torbay.



The plan is about working with people who may need care and support, to help other people who care for them and to make sure we listen to people and hear their voice.



We all want to make our own choices and to have control about how we live.



This plan explains how Adult Social Care services will make sure people have the things they need to stay healthy and well in their home, and to have the life they choose.



Lots of people need help and support from Adult Social Care services. The plan is about helping people and also those who care for them, community and voluntary services and partners in the NHS.



Torbay is a beautiful place with lots of good things going on, but there are some difficult things too.



Torbay has to find out what the people of Torbay need and this is written in a report called the Joint Strategic Needs Assessment (JSNA).



There are things that are difficult in Torbay.
In some places in Torbay, people die 6 years younger than in other places.



Torbay has some of the poorest areas in the South West.



There are a lot of older people in Torbay who are poorly, lonely and vulnerable.



There are children who do not have a good life because their families are poor.



There are a lot of people who are very overweight.



There are a lot of people who end their life by suicide.



Many people, including young people, have problems with their mental health.



There are a lot of people who use drugs and alcohol.



There is a plan about how to help with some of the problems. The plan is called the Joint Health and Wellbeing strategy.



In 2022 the Care Quality Commission said that Health and Social Care is broken and does not work well.



People from poor areas, people from ethnic minority groups and disabled people are not getting good care at the right time.



People can't always leave hospital when they need to.



Care and support services are finding it hard to get staff to do the work.





The Government have set up a programme called “People at the heart of care” which is a plan to make changes.



They want people to have choice, control and support to live their own lives.



They want people to have good quality care and support.



They want adult social care to be fair and easy to access.



Joining up care (Integrating Care)

The Government has set up Integrated Care Boards (ICB).



The Integrated Care Board must make a plan to make people's health better, make care services better and make sure money is used well.

The Integrated Care Board is called 'One Devon'.



Torbay is using a plan which looks at the things that work well and are good (strengths based) for local people.



The plan looks at people as individuals and at the people who are there to support and help them.



We want to work with people as equal partners and using the good things we already have.

We will keep talking to people to find out what is working well and what needs to change.



Problems in Torbay

There are a lot of people in Torbay who need care and support.



27% of people in Torbay are over 65 years old.

By 2040 there will be 34% of the population over 65 years old.

This means that more people will need care and support over time.



Over the next 10 years, there will be more people living with dementia.



There are more people living with mental health issues in Torbay than the wider average in England.



There are more people with learning disabilities in Torbay than the wider average in England.



There are not as many people using Direct Payments in Torbay. This means they may have less choice and control over their lives.



There is less money now and more people needing help so changes have to be made.



The staff working in Social Care change quickly but about half of social care staff stay in this type of work.

What we want



“Thriving communities where people can prosper”. This means that the community is a great place to be with everything you need to live a good life.

Mission statement (What we will do)



We will work with local people to make sure they can stay well and healthy with the right advice and support.



Services will be able to work in the best way for the person.

We want care and support to



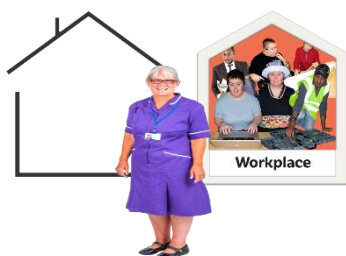
Think about what people want and how they stay well.



Listen to what people want, treating them as individuals and with respect as well as making changes when its needed.



Be easy to get help quickly to stop things getting worse.



Be joined up so that health can work with housing and employment too.



Be close to where people live and where people have family and friends.



The things we think are important and how we will behave and act.



We will work together with people to make sure care and support is right for them, flexible and good quality.



We will be fair with what we ask people to do.



We will share our power, skills, knowledge and resources (the things we have) to help people in Torbay.



We will try and get rid of the things that make it difficult for people to get the care and support they need.



We will support people by working in a flexible way to help people get the things they need to stay healthy and well.





We will help people to live independently by using technology.



We will respect people as individuals and support them to make changes which make them happy and healthier.



We will look at ways to work better and help people to have choices about how their needs are being met.



We will trust each other to do the right thing for people so that people are treated equally.



We will help staff to be creative and we will give staff the training they need to work in a different way.

Strong not wrong



We want to look at the good things that work well for people and to focus on our strengths.

We want -



More people to live independently with healthier lives so they do not need long term services.



Not as many people living in residential or nursing care homes.



When people leave hospital, they can live at home independently.



Young people who leave children's services are more ready for being an adult.



Torbay and South Devon
NHS Foundation Trust



This plan will be part of other plans and we will be working with our main partner Torbay and South Devon NHS Foundation Trust and other partners including people who use services, carers, Healthwatch, voluntary services and Devon Partnership NHS Trust.



To make the plan work, we will work together with people who use services and the wider community.

We will work together equally so that we can learn and make services better for people in Torbay.

Torbay Adult Social Care Strategy Consultation Report August 2023

This report outlines the results of the public consultation on the Draft Adult Social Care Strategy. This public consultation was undertaken between the dates 6th June 2023 and 30th July 2023.

The Consultation sought the public's views on the draft Adult Social Care Strategy. It was hosted on the Council's website and in person engagement events were hosted by Healthwatch Torbay.

It was a pleasure to speak to people about their experiences and the Council sincerely thanks everyone who has taken their time to feedback through the focus groups, meetings or the online survey.

1. Executive Summary

1. 99 responses were received via the online survey on the Council's website.
2. A further 70 people took part in the joint focus groups with Healthwatch and the Council.
3. Several other engagement and feedback meetings have also been held with key people in Torbay and South Devon NHS Foundation Trust.
4. As can be seen from the Torbay Council website results, there is good support from those people who have responded to the survey for the Adult Social Care Strategy. Most people (62.5 %) think that that the overall priorities in the strategy are the right ones to help meet the Adult Social Care vision. In addition, people strongly agreed or agreed with each of the three priorities within the strategy;
 - Helping people to live well and independently (84.5%)
 - Helping people to regain their independence (84.3%)
 - Helping people with care and support needs to live independently, safely and with choice and control. (84.3%)
5. Most people (58.9%) also felt that the strategy effectively describes the next steps for Torbay's Adult Social Care story. 66% of people thought that the strategy makes sense and is easy to understand.
6. The Healthwatch report also describes broad support for the strategy with the overall response being positive, with participants feeling it was a good approach, particularly with the focus on listening to those who are at the centre of service provision.
7. In summary there is good support for the strategy and the priorities within it.
8. A number of changes have been made to the Adult Social Care Strategy which reflect the feedback received.

2. Background

- 2.1 The Draft Adult Social Care Strategy outlines how we can work together to deliver improved adult social care services for residents in Torbay. It builds upon the pioneering integrated care journey for health and social care, which started in Torbay in 2005. More recently we have focussed on developing an integrated care model that puts a strengths-based approach at its heart; focussing on what matters most to people. This model provides joined up services, a fully integrated health and social care system, delivering a person-centred approach and building on wider community support around people.
- 2.2 The Strategy builds upon the work that was started with the National Development Team for Inclusion in 2018 and our voluntary and community sector partners, who have delivered a 'new front door' to adult social care with an emphasis on making the most of individual and community resources.
- 2.3 The Council sought the public's view on the draft Adult Social Care Strategy on its public website.
- 2.4 In addition, the Council worked with Healthwatch to run several engagement and consultation sessions. A session was held by Torbay Council at Paignton library open day to promote the live consultation. The consultation was also heavily promoted across Torbay Council and Healthwatch networks and social media and local newsletters. Engagement and consultation sessions were also held with social care staff at Torbay and South Devon NHS Foundation trust and Torbay council Commissioning team and Public Health and Torbay and South Devon NHS Foundation Trust.
- 2.5 The public consultation included a survey and a report from Healthwatch covering feedback from the consultation events.

3.0 Results

- 3.1 This section summaries the results of the Council survey, feedback from Torbay and South Devon NHS Foundation Trust and the joint public consultation sessions held by Torbay Council and Healthwatch.
- 3.2 The Council survey received 99 responses.
- 3.3 This section of the report focuses on the responses to each of the 10 questions asked in the survey.
- 3.4 Question 1 asked why the adult Social Care Strategy is of interest to you. The results showed that most responses were from someone that works in Health or Adult Social Care (32), closely followed by other (24) which includes parents, residents, social enterprise and then Carers (20).

1. Please tell us why the Adult Social Care Strategy is of interest to you. Are you (please tick one):

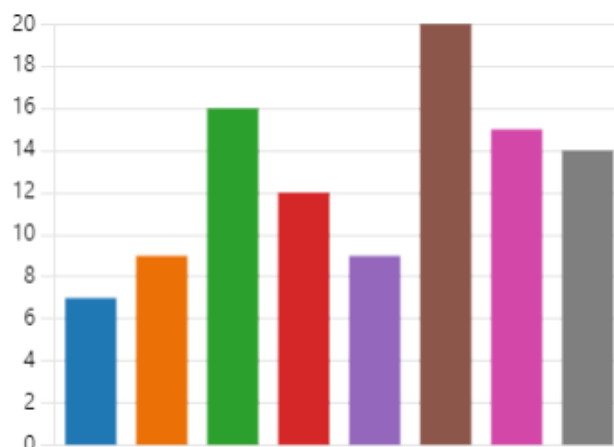
- Someone who uses Adult Social... 11
- Someone who works in Health ... 32
- A Carer for someone who uses ... 20
- Other 24



Question 2 asked about if you use or had used Adult social Care services. There was a spread of responses across adult social care services which included 20 receiving carers services, 16 receiving Domiciliary Care/Personal Assistants, 15 receiving Equipment or Tech. other 14 which included Mental Health services, 12 from people who received Day Care, 9 in Supported Living or Extra Care and 9 receiving Respite Care and 7 in Care Homes.

2. If you use or have used Adult Social Care Services, please can you specify which ones (tick all that apply).

- Care Home 7
- Supported Living/ Extra Care 9
- Domiciliary Care/ Personal Assis... 16
- Day Care 12
- Respite Care 9
- Carers Services 20
- Equipment/ Tech 15
- Other 14



Question 3 asked if people agreed that the overall priorities in the in the strategy would help us meet our vision 'Thriving communities where people can prosper'. Most people agreed that the priorities would meet the vision (62.5%) with only 15.6% of people disagreeing.

3. Do you agree that the overall priorities we have identified in the Strategy will help us meet our vision? We ask how you feel about the individual priorities in the following three questions. Tick one option.

● Strongly agree	18
● Agree	42
● Don't know	21
● Disagree	12
● Strongly disagree	3



3.5 The next set of questions ask about the three priorities in the strategy and the extent to which they agree with them.

Question 4 asks about priority one: Helping people to live well and independently. 89.6% of people strongly agreed or agreed that this priority would help meet our vision. Only 8.3% disagreed or strongly disagreed.

4. Our first priority in the Strategy is: Helping people to live well and independently. Do you (please tick one).

● Strongly agree	54
● Agree	32
● Don't know	2
● Disagree	7
● Strongly disagree	1



Question 5 asks about the second priority in the strategy: Helping people to regain their independence. 84.5% of people strongly agreed or agreed with this priority and only 9.3% of people disagreed.

5. Our second priority in the Strategy is Helping people to regain their independence. Do you (please tick one)

● Strongly agree	55
● Agree	27
● Don't know	6
● Disagree	9
● Strongly disagree	0



Question 6 asks about the third priority which is helping people with care and support needs to live independently, safely and with choice and control. 84.3% of people said that they strongly agreed or agreed with this priority and 9.5% of people disagreed or strongly disagreed.

6. Our third priority in the Strategy is Helping people with care and support needs to live independently, safely and with choice and control. Do you (please tick one)

● Strongly agree	52
● Agree	28
● Don't know	6
● Disagree	8
● Strongly disagree	1



Question 7 asks if the strategy effectively describes the next steps on Torbay's Adult Social Care story? 58.9% of people strongly agreed or agreed that it did, 26.3% of people didn't know and 14.7% disagreed or strongly disagreed.

7. Do you agree that the Strategy effectively describes the next steps on Torbay's Adult Social Care story? Tick one option.

● Strongly agree	16
● Agree	40
● Don't know	25
● Disagree	9
● Strongly disagree	5



Question 8 asks if the strategy makes sense and is easy to understand? 66% of people thought it was, 10.6% didn't know and 23.4% disagreed or strongly disagreed.

8. Do you agree that the Strategy makes sense and is easy to understand? Tick one option.

● Strongly agree	9
● Agree	53
● Don't know	10
● Disagree	19
● Strongly disagree	3



Question 9 asked if the strategy focuses on the right things. 65.3% of people said that they agreed that it did focus on the right things, 16.8% of people didn't know and 16.8% of people disagreed or strongly disagreed.

9. Do you agree that the Strategy focuses on the right things? Tick one option.

● Strongly agree	12
● Agree	51
● Don't know	16
● Disagree	12
● Strongly disagree	4



Question 10 asked is there anything missing from the strategy that you would like us to consider? There were 64 responses to this and the wordle below summarises these.

17 respondents (29%) answered **strategy** for this question.



Some of the more specific comments relate to the descriptions used for people with Learning Disabilities and making sure this is inclusive. A recognition that not everyone will be able to be fully independent because of the complexity of their needs. Ensuring that transitions between children and adult services are included as well as making sure the language used is as clear as possible. People were also very keen to understand how the strategy would be achieved.

3.5 This next section describes the gender identify, age, ethnicity, employment status and disability status of the people who have responded to the survey.

Question 11 asks about the gender identity with most respondents identifying as female (73%) and 22% identifying as male and 5.2% preferring not to say.

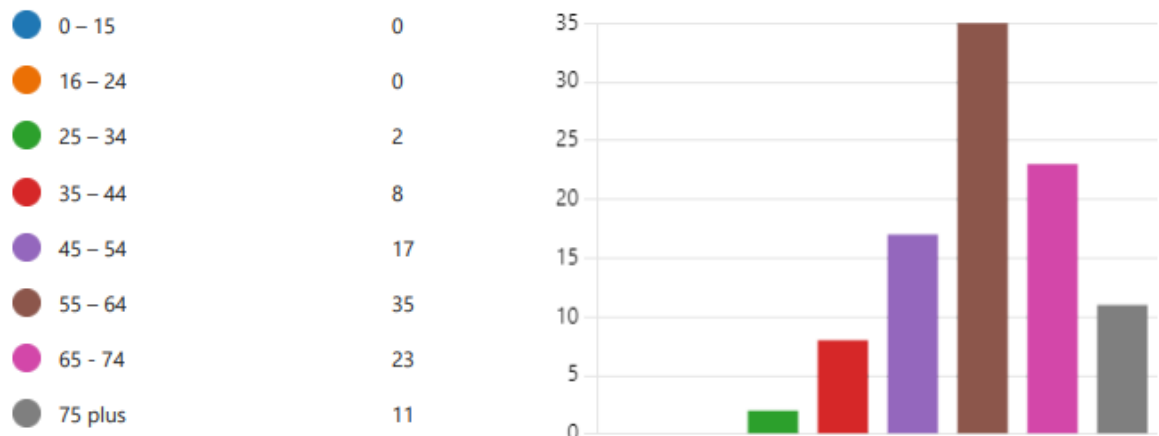
11. Which of the following options best describes how you think of your gender identity? Tick one only

Female	70
Male	21
In another way	0
Prefer not to say	5



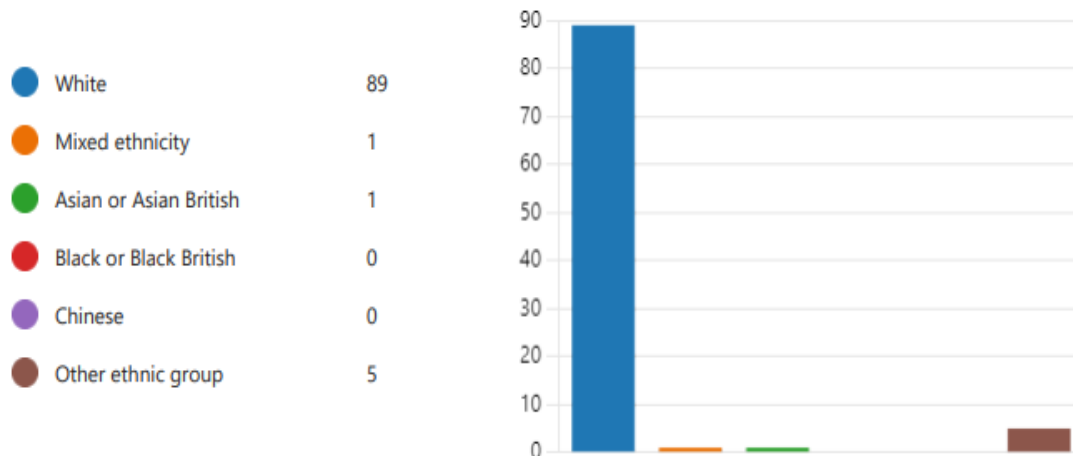
Question 12 asks which age groups apply to you? No one aged 24 and under responded to the survey. 36.5% were aged 55- 64, 24% were aged 65- 74 and 11.5% were aged 75 years or older.

12. Which of the following age groups applies to you? Tick one only



Question 13 asked about the respondent's ethnic background. The majority of people said that they were white (89 people) with 1 person of mixed ethnicity, 1 person of Asian or Asian British identity and 5 of other ethnic group.

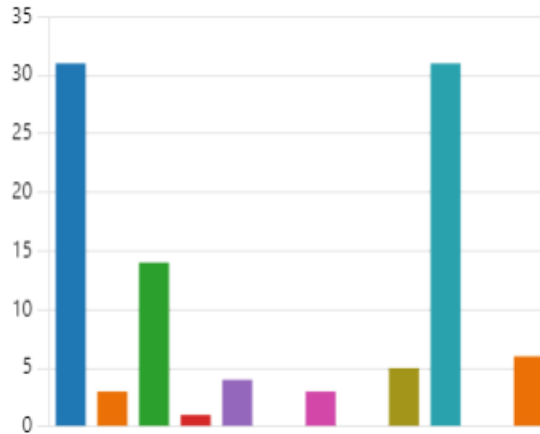
13. Which of the following best describes your ethnic background? Tick one only



Question 14 asked about the respondent's employment status and the largest groups were those working full time in Torbay (n 31) and those retired (n 31).

14. Employment Status - Tick one only

● Working full-time in Torbay	31
● Working full-time elsewhere in ...	3
● Working part-time in Torbay	14
● Working part-time elsewhere in ...	1
● Self-employed – full - or part-ti...	4
● Student	0
● Looking after Family/Home	3
● Temporary Sick	0
● Long-Term Sick	5
● Retired	31
● Unemployed	0
● Other	6



Question 15 asked if the respondents considered themselves to be disabled in any way. 56 (58%) people did not consider themselves to have a disability and 40 (42%) people did consider themselves to be disabled.

15. Do you consider yourself to be disabled in any way? Tick one only

● Yes	40
● No	56



Question 16 asked for those people that considered themselves disabled in any way, how it affects them. 21 (53%) people said it affected their mobility, 12 (30%) reported other, which included mental health issues and neurodiversity and 6 (15%) reported it affected their hearing and 1 (3%) said it affected their vision.

16. If you answered "Yes", please tell us how it affects you. Tick as many as apply

● It affects my mobility	21
● It affects my vision	1
● It affects my hearing	6
● Other	12



4. Feedback from Torbay and South Devon NHS Foundation Trust

There was support for the strategy and agreement in relation to the context and integrated nature of our journey and provision along with the vision and priorities. TSDFT focussed on strengthening the recognition of our integrated approach and codesign to delivery. Also, agreement to develop a joint delivery and transformation plan as one of the next steps.

5 Consultation and engagement events with Torbay Council and Healthwatch

5.1 There were 6 focus groups with 70 people across Torbay held jointly with Torbay Council and Healthwatch over 11th July to 2023 and 26th July 2023. This was with the aim to hear views form across Torbay on the Strategy. The groups participating included four Carers groups, the Torbay Deaf Club, and the Be Well Group run by Step One Charity. The detailed report is attached in appendix 1.

5.2 In addition the Council survey was promoted via the Healthwatch Torbay website, social media accounts and biweekly Email bulletin and in paper format.

5.3 The overall response to the strategy was positive with participants feeling it was a good approach, particularly with the focus on listening to those who are at the centre of service provision.

5.4 In addition the open discussion in each focus group also elicited a greater depth of information which has been collated under 4 headings:

- Information
- Communication
- Access to services
- Financial

The details contained in the report will be discussed and reviewed within the Quality Subgroup as part of the joint governance and partnership arrangements between the

Council and Torbay and South Devon NHS Foundation Trust to help shape and develop the transformation and delivery plan.

6. Analysis

6.1 The consultation received 99 responses on the website and the public consultation events reached 70 people. There were responses from people who were receiving a broad range of social care services. In terms of demographics three quarters of the respondents were female. Respondents did not come from people under 24 or from broad ethnic diverse groups. Equal amounts of respondents were working full time in Torbay (n 31) and retired (n 31). In terms of disability, 58% of the respondents did not consider themselves to be disabled in any way and 42% did consider themselves to be disabled. For those that considered themselves to be disabled most reported in affected their mobility (n 21).

As can be seen from the Torbay Council website results, there is good support from those people who have responded to the survey for the Adult Social Care Strategy. Most people (62.5 %) think that that the overall priorities in the strategy are the right ones to help meet the Adult Social Care vision. In addition, people strongly agreed or agreed with each of the three priorities within the strategy:

- Helping people to live well and independently (84.5%)
- Helping people to regain their independence (84.3%)
- Helping people with care and support needs to live independently, safely and with choice and control. (84.3%)

Most people (58.9%) also felt that the strategy effectively describes the next steps for Torbay's Adult Social Care story. 66% of people thought that the strategy makes sense and is easy to understand.

The Healthwatch report also describes broad support for the strategy with the overall response being positive, with participants feeling it was a good approach, particularly with the focus on listening to those who are at the centre of service provision.

In summary there is good support for the strategy and the priorities within it.

7 What has been changed in the strategy because of the consultation?

7.1 The strategy now more clearly articulates the nature of the joint arrangements for adult social care with the partnership approach between the Council and Torbay and South Devon NHS Foundation Trust. The strategy has been refreshed to articulate high level priorities, including those of the Integrated Care Board and therefore enables the development of a transformation and delivery plan as part of the next

steps. In addition, a number of responses from the online Council survey asked about an action plan.

- 7.2 Feedback received suggested that some more simple explanations for some of the terms in the document would be useful and so this has been added for Direct Payments, Supported Living and Extra Care.
- 7.3 The descriptions for people with Learning Disabilities have been made more inclusive. Whilst the priority of independence remains supported it has been broadened to include people being supported to be as independent as possible, recognising that not everyone can be fully independent due to the complexity of their needs.
- 7.4 Feedback received from the Deaf community focused on the importance of access to BSL interpreting services and this has been reflected in the system of care and support section which has been updated.
- 7.5 Feedback from our community partners has indicated that our strategy needs to more broadly apply to the whole community sector, so the narrative has been changed to reflect that.
- 7.6 Feedback indicated that the transitions work from children to adult services needed to be more clearly referenced, that has been added to the system of care and support.

Torbay Adult Social Care

Strategy Consultation

Feedback Report:

***'Thriving Communities Where
People Can Prosper'***

July 2023

Report requested by

**TORBAY
COUNCIL**

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About Us

Healthwatch in Devon, Plymouth, and Torbay (HWDPT) are the three local independent consumer champions for people using health and social care services across Devon.

The scope of HWDPT is to listen to what people say about their local health and social care services, to identify what works well and what could be improved, and to make those views known to those involved in the commissioning and scrutiny of health and social care services; ensuring the voice of the community is used to influence and improve services for local people.

Introduction

A draft Adult Social Care Strategy has been produced by Torbay Council and Torbay & South Devon NHS Foundation Trust, setting out priorities to improve adult social care services for residents in Torbay.

Torbay Council approached HWDPT with an aim to hear real views from across Torbay on whether the priorities they identified will help meet their vision and whether the strategy effectively describes the next steps for adult social care in Torbay.

As a real opportunity for people to influence the strategy, HWDPT organised six focus groups across the Torbay locality between 11th July 2023 and 26th July 2023 to engage local residents into providing feedback and experiences on the local Adult Social Care landscape.

70 people from across Torbay joined the focus groups and gave their feedback based on the presentation and information given.

Background

The draft Adult Social Care Strategy – entitled *'Thriving Communities Where People Can Prosper'* – sets out how Torbay Council and Torbay and South Devon NHS Foundation Trust will work towards that vision, setting out key priorities to improving adult social care services for residents in Torbay.

The priorities identified in the Strategy include:

- Helping people to live well and independently
- Helping people to regain their independence
- Helping people with care and support needs to live independently, safely and with choice and control.

To gain feedback on these priorities Torbay Council produced a publicly distributed survey which was promoted via the Healthwatch Torbay website, social media accounts and bi-weekly Email Bulletin, and also in paper format. The results from this survey will be used in combination with the feedback gained from the forums to create an overarching consultation report produced by Torbay Council's Strategic Lead for Adult Social Care Quality and Assurance.

This consultation report will go through the Torbay Council's governance process to assess whether any adjustments to the draft strategy are required.

The strategy aims to be published by Torbay Council on their website by Autumn 2023.

Our Methodology

Healthwatch was approached by Torbay Council to assist with the promotion of the survey and to provide an independent presence at forums held across the Torbay locality.

To ensure maximum participation, the Torbay Council survey in relation to the strategy was circulated via Healthwatch Torbay's website, social media platforms and the bi-weekly Email Bulletin. A link to the survey was also sent out to all the local members of the Healthwatch Assist Network and the wider Voluntary Sector network in Torbay.

Healthwatch Torbay arranged a series of forums in liaison with local groups and services where people had an interest in adult social care and wanted to participate. An online virtual forum was also advertised for anyone who wished to participate but could not attend in person.



One of the forums held at a Christian Community Centre in Brixham

The survey was also made available as a hard copy during the forums for participants to complete in combination to the verbal feedback they provided during the sessions.



Another forum held with the Be Well group at St Pauls Church in Preston, Paignton

Engagement Forums

The forums were led by Cathy Williams, Torbay Council's Strategic Lead for Adult Social Care Quality and Assurance, with participant feedback independently recorded by Healthwatch Torbay.

In total six forums were conducted with local groups who have an awareness, understanding and experience of adult social care and who wanted to participate in the engagement being undertaken. The groups participating included four Carers groups, the Torbay Deaf Club and the Be Well group, which is run by Step One Charity.

The sessions were run in a participatory manner with an initial presentation about the strategy followed by an open feedback session. A series of six questions were posed following the presentation, however, the feedback was presented in an experiential way rather than in response to the specific questions.

The initial questions proposed by Torbay Council were:

- How well do you think the priorities we've identified will help us meet our vision?
- Does the strategy effectively describe the next steps in Torbay's adult social care story?
- Is it understandable and does it resonate with you?
- Does it make sense?
- Does it focus on the right things?
- Is there anything missing?

Healthwatch Torbay independently captured over 230 comments in relation to the feedback given and this has been summarised for sharing with Torbay Council to form part of the final report.

In addition, Healthwatch identified various concerns from participants which will be considered for further examination as part of the ongoing work of Healthwatch Torbay as the independent consumer champion for health and social care. These identified themes included:

- Difficulties of accessing services due to the reliance on online provision and reduction of face-to-face contact,
- Access and availability of replacement (respite) care,
- Access to reasonable adjustments in service provision.

As part of the engagement process, additional specific questions were raised by participants which were addressed through collaborative working with Torbay Council and associated services. For example, Carers who requested information about other Carers' services were introduced to a Carer Support Worker who was able to share information and give advice.

Key Findings

This section summarises the feedback independently gathered by Healthwatch during the engagement forums. Where possible, verbatim comments have been included as examples. As such, these comments are the view of forum participants and not the view of Healthwatch.

It is important to note that during the sessions people referred to their own experiences and issues that they had encountered when navigating their local health and social care services, for example, when requesting a social care assessment or arranging a care and support plan review.

Healthwatch offered to follow up any individual concerns that were raised during the session afterwards, outside of the session, so that they could be signposted to the correct point of contact who would be able to help them to resolve the concern that they raised.

General View of the Strategy

The overall response to the strategy was positive, with participants feeling it was a good approach, particularly with the focus on listening to those who are at the centre of service provision. There was no disagreement about the focus of the strategy. Verbatim comments from participants noted by Healthwatch included:

"I agree that it is important that the strategy prioritised that people are listened to".

"You have recognised the system is fractured and are trying to do something about it".

"It's a good thing you are doing – you have to start somewhere."

Overall Feedback

The importance of the flexibility of Torbay Council in enabling the facilitation of open discussion elicited a greater depth of information, which we were able to categorise into the four main areas below for ease of reporting:

Information, Communication, Access to Services and Finance.

Each of the four areas relate directly to the strategy and the potential delivery of services, providing examples of the positive behaviours which will support and benefit people who access health and care services.

Information

23% of comments referenced access to information

Participants highlighted the difficulties of finding the right service or someone who can help them with the information they need.

Some participants felt that they had to constantly retell their story, which was highlighted in most of the forums with people having to repeat information time and again. Information sharing presents a constant problem for individuals trying to access and use services.

Participants expressed difficulties of the reliance on online and phone-based services which exclude many people and can be difficult to use. Participants reported using the assistance of other people who can provide access to face-to-face information and support and groups such as the Deaf Club provide a valuable resource, as do Carer Support Workers.

Peer-led support groups are valued highly, and they form an essential role in information and advice sharing, as well as providing support for people's wellbeing, when other services are difficult to contact.

Verbatim comments from participants noted by Healthwatch included:

"You don't know where to go for help... I don't know what to do".

"Everything is online, but some people are not online and don't understand it – people need people they can talk to".

"There is a high turnover of staff, so you have to tell your story over and over again".

Communication

20% of comments referenced communication.

Communication was highlighted is a key issue and a barrier for people who are in receipt of services and for those seeking support.

For the communities of people who need reasonable adjustments there is a clear requirement for services to be aware of an individual's communication requirements and to make suitable arrangements accordingly.

Older Deaf people in residential care may be at risk of isolation and poor health outcomes due to a reported lack of access to BSL users.

"I received a letter from the hospital ... I had to phone to contact them, but I can't use the phone, so I had to actually go there, and they told me to use my son to interpret for me". (Verbatim comment from a BSL language user)

"We need people who can sign properly and where are they? We are stuck. We have things that need sorting out- we can't just email in."

"We have difficulties reading, it goes over our heads- lots of deaf people can't read or can't write. It is the utmost important we have BSL."

Concerns were expressed about trying to contact services who either did not respond or moved people onto another service, who then moved them on again until they seemed to be in a continual loop without achieving an outcome. This impacts negatively on their health and wellbeing.

"We got signed off (Mental Health Support) when more urgent cases came up. We contacted the doctor who put forward a referral again and the team said no. I don't know where to go now, help with medications etc. She is a lot worse now. I am lost in a vacuum."

In several cases, people expressed the need for flexibility in the involvement of other people in communication about an individual. Carers and members of the Deaf community stated their frustration when services do not accept involvement from someone such as an interpreter or family Carer, because it restricts the information which is given and can deny people the services they need.

"More listening to families- there need to be mechanisms to assure the family are recognised as experts on the person's life. Not everyone has someone to fight in their corner but those who do need to be listened to."

As previously mentioned, people-based services were consistently highlighted as an effective source of information and communication which was highly valued. A verbatim comment related to this was:

“Building a relationship with a person who you can communicate with is essential, human contact is so important”.

Access to services

35% of comments referenced access to services

The discussions covered many topic areas related to access to services, including housing, health and care services, replacement care and preventative support, which promotes health and wellbeing.

The delays and waiting lists for services was evident in the discussions. Regular reviews of care and support packages were an issue and being able to get help was reported to be a problem. The ability to challenge a service or make complaints was also raised because people lacked information and did not know where to go to get resolution.

In social care situations, participants highlighted experiencing problems with constant staff changes and in particular, the lack of consistency and continuity of care.

Participants highlighted the frustration of the current system where an individual is assessed, and the case is then ‘closed on the system’. If subsequent changes are needed or a reassessment is required, a new referral must be made which is then placed back on the waiting list where it could take many months to be addressed. At this point there is often a new worker allocated who is unaware of the background of the situation, leading to the repetition of individual stories. Verbatim comments from participants noted by Healthwatch in relation to housing included:

“There are not enough places for people to live, there are people who need to move for their wellbeing but there is nowhere, Devon Home Choice doesn’t work for people”.

“The lady is trying to care for her husband who keeps falling because they need ground floor accommodation but there isn’t any”.

Verbatim comments from participants noted by Healthwatch in relation to access to replacement care included:

“Trying to get a week’s holiday as a carer, when you know what week you want, we are told to contact 1 week before to see if they may or may not have a vacancy. As a carer being able to review a register of availability would be really helpful so we don't have to go around searching. This is very stressful as a carer.”

“We can't access respite care locally- she's not getting away from us and we are not getting away from her. We paid privately but places are closing and it is more expensive, so she is not getting a break from us and doing what she wants to do.”

Financial

22% of comments referenced finances / budgets.

Participants recognised the difficulty of the current economic climate and the financial requirements placed on Torbay Council.

However, aligning to the strategy, they also raised the need to have preventative services in place which can reduce longer term costs caused by individuals going into crisis.

Families want support for planning long term, yet some people felt like this isn't always happening. Verbatim comments from participants noted by Healthwatch included:

“It's frustrating that all the money goes in to dealing with crisis and we have nothing for preventative work which would help cut costs in the long run”.

“Stop cutting costs and services because we need help to stay well and independent”.

“When Carers ask for a break they need it – they can't wait but there are limited places and you have to book, but you can't book in advance – it's very stressful”.

“My passions (frustrations) are that because of the lack of money we put everything we have into crisis support rather than preventative. If we could aim it at preventative in the first place there would be less crisis and people’s lives would be so much better.”

The impact of finance was mentioned in relation to thresholds and the balance between being just over the financial threshold, then going below it, also being unable to get relevant support in time to prevent financial difficulties. Verbatim comments from participants noted by Healthwatch included:

Financial threshold- When you are getting near the allowance, (...) it starts to get financially difficult and we get low on money - you think what the hell do we do? Backdating does not pay the bills.

“The financial side is important. If you’re working and you don’t receive any carers allowance it is very hard.”

Other comments mentioned the additional pressure placed on family when an assessment is undertaken but the actual support and care hours provided fall below what is required, and the family are required to fill the gaps.

Healthwatch Observations

The opportunity to be involved in this important work with Torbay Council has provided valuable insight about people's experiences and knowledge.

The flexibility in approach taken by Torbay Council has also enabled participants to engage in a meaningful way, ensure that they have felt listened to.

The Adult Social Care Strategy identifies the following key aims-

- Helping people to live well and independently
- Helping people to regain their independence
- Helping people with care and support needs to live independently, safely and with choice and control

The Strategy, as presented, has been well received at all focus groups.

On consideration of implementation of The Strategy moving forward, the following suggestions have been drawn from the feedback recorded during the focus groups, which relate to the key aims of the Adult Social Care Strategy.

To help people live well and independently:

- Effective person-centred communication, which is essential for people to be able to access information in a way that they can understand, when they need it.
- Information made available to people in a variety of accessible formats including face-to face and paper -based.
- Preventative services which form an equally important part of service delivery.
- A wide range of suitable accommodation options are to be made available.
- Replacement care services that can be accessed in a timely and more responsive manner, including at short notice or as a planned break in advance.

To help people regain their independence:

- Access to services is timely and proactive.

- Financial support and assessments are up to date.
- A wide range of suitable accommodation and support needs are available.
- The voice of those providing care and support or additional support such as Interpreters, should be accepted and valued.

To help people with care and support needs to live independently, safely and with choice and control:

- Regular checks are undertaken about the quality of services used in providing care and support.
- Access to complaints and routes for feedback are easy to find and include all methods of communication.
- Services are developed to be responsive to the needs of the individual, providing preventative care and support as required.
- The needs of those providing care and support, advice and information are recognised, valued and promoted.
- Access to regular breaks and replacement care services are available to ensure health and wellbeing is maintained and to avoid crisis.

As a result of some of the issues raised at the focus groups in relation to people's experiences of health and social care services, Healthwatch Torbay will consider looking further into these in the development of its workplan, to ensure that the voices of local people are heard.

Statement from Torbay Council

"I would like to thank Healthwatch for their support during the Torbay Councils consultation in relation to the Adult Social Care Strategy. Healthwatch were a great organisation to work with and pulled the consultation events together in a very professional way and they added an element of independence to the process which the Council greatly appreciated.

By working together in partnership, we were able to maximise the benefits of the client feedback we received for both health and social care.

The work will be used to further develop the Councils Adult Social Care strategy ensuring it is reflective of what people think is important, in readiness to be approved by the Council in the Autumn."

Catherine Williams, Strategic Lead for Adult Social Care Quality and Assurance

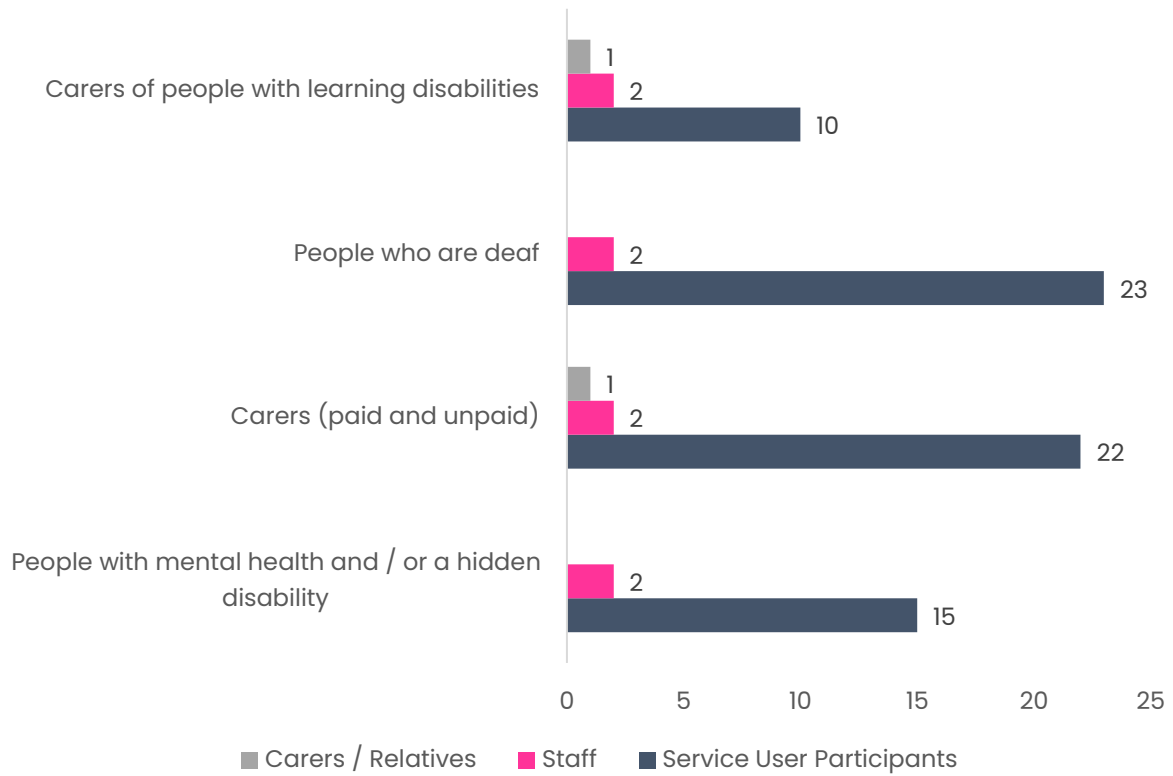


Recognition

Healthwatch in Devon, Plymouth, and Torbay express their gratitude to Cathy Williams from Torbay Council for asking Healthwatch to organise this consultation. They would also like to extend their heartfelt thanks to all the groups, Carers, and individuals receiving adult social care in Torbay. Their valuable participation and willingness to share thoughts, experiences, and feedback has been greatly appreciated.

Appendix

Breakdown of participants by client group



Healthwatch Devon

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Meeting: Cabinet **Date:** 19th September 2023

Overview & Scrutiny 17th August 2023

Wards affected: All

Report Title: The Big Plan – Working together to make Torbay a better place to live for people with learning disabilities 2023-2028

When does the decision need to be implemented? Immediately

Cabinet Member Contact Details: Hayley Tranter, Cabinet Member for Adult Social Care, Public Health & Inequalities, Hayley.tranter@torbay.gov.uk

Director/Divisional Director Contact Details: Jo Williams, Director of Adult and Community Services, Joanna.williams@torbay.gov.uk

1. Purpose of Report

- 1.1 The purpose of this report is to seek approval of “The Big Plan- Working together to make Torbay a better place to live for people with learning disabilities 2023-2038”.
- 1.2 This strategic plan has been developed to support Torbay Council and local partners in delivering better outcomes and better lives for those residents in Torbay who have a learning disability.
- 1.3 The intended outcomes of the Big Plan are to see measurable positive impact for people with a learning disability, including:
 - More people with a learning disability in work, education and/or training.
 - Improved quality of life.
 - Greater representation of people with a learning disability in community groups and organisations.
 - Improved access to information.
 - More choice and control about care and support.
 - Better quality housing and choice on where to live.
 - Improved health outcomes meaning people with learning disabilities will feel well, happy and healthy.
 - More people with learning disabilities feeling confident and safe at home and in the community.
 - Improved quality of life and access to advice and information for carers, family and friends of people with a learning disability.

2. Reason for Proposal and its benefits

- 2.1 Torbay Council want Torbay and its residents to thrive. The proposals in this report help us to deliver this ambition by providing a clear, co-produced strategic vision for our whole community about the lives people with a learning disability in Torbay want to live and what action is needed to support them to have better lives.
- 2.2 The reasons for the decision are to ensure the rights and needs of people with a learning disability in Torbay are met.

3. Recommendation(s) / Proposed Decision

3.1 **Adult Social Care and Health Overview and Scrutiny Sub-Board:**

To consider the draft Learning Disability Strategy Consultation document and make recommendations to the Cabinet.

3.2 **Cabinet:**

To consider any recommendations from the Adult Social Care and Health Overview and Scrutiny Sub-Board and to approve the draft Learning Disability Strategy.

Appendices

Appendix 1: The Big Plan – Working Together to make Torbay a better place to live for people with learning disabilities 2023-2028

Appendix 2: Adult Social Care Strategy – Draft

Appendix 3: One Devon – Learning Disabilities & Autism Partnership. Strategic Approach 2023-2028 – Draft

Appendix 4: Presentation for Adult Social Care Improvement Board – Torbay Learning Disability Ambassadors – July 2023

Appendix 5: Learning Disability Strategy Survey Report

Background Documents

None

Supporting Information

1. Introduction

- 1.1 There are approximately 2,576 adults with a learning disability in Torbay. Approximately 20% of those have a moderate or severe learning disability and are in receipt of social care services¹. In 2022 – 2023 there were 613 adults accessing long term support during the year from Adult Social Care. Whilst learning disability support accounts for 21.9% of our overall client base within Adult Social Care in Torbay the gross weekly planned spend for people with a primary support reason of learning disability accounts for 29.4%.
- 1.2 People with a learning disability are living longer and there is estimated to be an 8.4% increase in adults aged 65+ with a learning disability by 2038. Whilst there is no increase anticipated in the number of adults aged 18-65 with a learning disability we are seeing evidence of increasing demand and complexity for those children, young people and adults requiring support.
- 1.3 In Torbay there has been a 42% rise in the number of children and young people aged 0-25 who are in receipt of an Education, Health & Care Plan (EHCP) compared to just 5 years ago. Over the period 2019 – 2022 the primary need for a plan related to some form of learning disability accounted for 27.4% of all EHCP's. This figure rises to 49.5 % if you include Autism Spectrum Disorder².
- 1.4 There is also a future estimated 48.9% increase anticipated in demand for social care support for people with a learning disability between 2018-2038 (National Audit Office 2021)³. In Torbay we have already seen an 10.6% increase in demand since 2019.
- 1.5 The prevalence rate of people with a learning disability registered on the GP Learning Disability register and the rate for those needing long term support are both significantly higher than both the Southwest and England rates.
- 1.6 People with disabilities experience poorer life outcomes across all domains (Education, Health, Employment, Social engagement, Housing, Wellbeing) than the general population (ONS, Outcomes for Disabled People in the UK:2021)⁴.
- 1.7 Despite previous national and local policies and strategies, adults with a learning disability in Torbay and their friends', families and carers are clear in stating that not enough progress is being made, quickly enough to support them being able to live better lives (See

¹ [Projecting Older People Population Information System \(poppi.org.uk\)](http://poppi.org.uk), [Projecting Adult Needs and Service Information System \(pansi.org.uk\)](http://pansi.org.uk)

² Torbay Special Educational Needs JSNA 2023

³ National Audit Office: The adult social care market in England, Department of Health & Social Care, 2021([The adult social care market in England \(nao.org.uk\)](http://nao.org.uk))

⁴ [Outcomes for disabled people in the UK - Office for National Statistics \(ons.gov.uk\)](http://ons.gov.uk)

Appendix 4- Presentation for Adult Social Care Improvement Board – Torbay Learning Disability Ambassadors – July 2023).

- 1.8 The Big Plan is part of our overall improvement plan for adult social care across Torbay. The Big Plan sits beneath two overarching strategies:
- Torbay Adult Social Care Strategy (Draft awaiting approval) (Appendix 2)
 - One Devon – Learning Disabilities & Autism Partnership. Strategic Approach 2023-2028 (Appendix 3)
- 1.9 These overarching strategies outline our priorities and approaches for Health & Social Care in Torbay and the whole Devon integrated partnership.
- 1.10 The Torbay Learning Disability Partnership Board felt it was important that a specific Torbay vision was developed to ensure that people work together to make things better for people with learning disabilities in Torbay. There are links through to the Torbay 'Big Plan' from both of the two overarching strategies.
- 1.11 The plan has been co-produced with the Learning Disability Ambassadors and Carer Ambassadors (members of the Torbay Learning Disability Partnership Board with lived experience) and other representatives from the partnership board. The ambassadors outlined that it was important to have their own words and local voices included within the plan. It is essential (and included within the plan) that co-production is embedded into all activities undertaken in its delivery.
- 1.12 There was collective agreement that a local learning disability strategy for Torbay would help unify local individuals, groups and organisations around a shared vision that will help further develop and enhance positive, collaborative relationships and action.
- 1.13 The Torbay vision should be used to inform both strategic and operational service and community developments about the specific issues people with learning disabilities and their friends, families and carers, want addressing in Torbay so they can live better lives.
- 1.14 The Big Plan will support:
- Adult Social Care
 - Torbay Council
 - Service providers
 - Statutory services such as the Police, Health Services & Education providers
 - Voluntary & community groups
 - Local businesses and employers

in working together to make things better for people with learning disabilities in Torbay. The Big Plan needs to be fully integrated into decision making, commissioning, service design, contracting and delivery of all services aimed at supporting those with a learning disability in Torbay.

1.15 The Big Plan is split into 6 areas:

- Community & Independence
- Home
- Health
- Care & Support
- Safety
- Family, friends and carers

1.16 Each core area has the following sections:

- “In our words” – This is what the ambassadors said.
- “We need you to” – This is what needs to be done.
- “So people with learning disabilities can...” – This is how people with learning disabilities will be able to live their lives
- “You will know it is working” – This is what people will see when it is working.

1.17 Running throughout the whole plan is a call to ensure reasonable adjustments as outlined under legislation⁵ will be included in everything that happens. Reasonable adjustments are small changes which the law says must be made so that disabled people can use services as easily as everyone else. These may be small changes, but they make a big difference to the lives of people with a learning disability by enabling them to take part in their community, increasing independence and improving access. Statutory services should be leading the way in making reasonable adjustments and showing other organisations how important they are and what a difference they make.

2. Options under consideration

2.1 In determining the type, format and duration of the strategy, different options were considered about how to use this opportunity to:

- Provide a clear outline to the commissioners of services, providers of services and wider community about what people with a learning disability in Torbay want and need to live better, equal lives (the Vision and Goals).
- Drive measurable change that people can see, experience and know it is making a positive difference (The Actions, Activities and Outcomes).

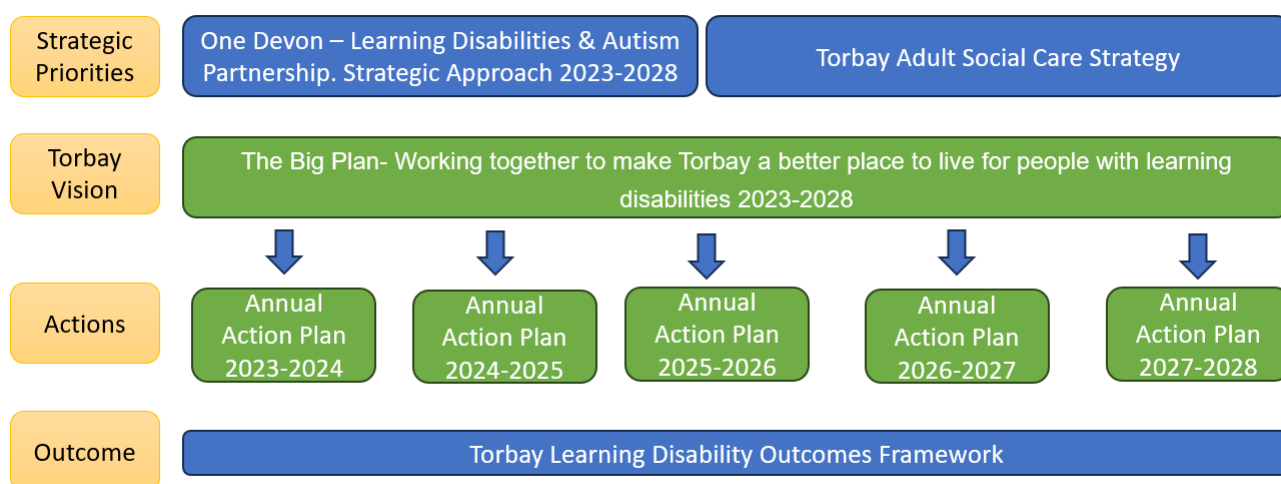
Whilst there is an absolute priority need to improve systems, services and our community offer for those with a learning disability there was also a collective understanding and agreement that to fully achieve some of the goals outlined in the strategy could take some time.

⁵ The Equality Act 2010

Equally people engaged in the co-design were concerned about previous poor experiences of having a plan but not really feeling or knowing about the direct impact of any change or work undertaken following their contribution.

- 2.2 To address this issue it was agreed that the strategy should be longer term and outline the ‘vision’ and ‘goals’ as this is not likely to change in the short term. Underpinning (and included within the strategy) the Learning Disability Partnership Board will oversee an annual action plan of activity to ensure that there is progress in delivering each of the core theme areas.

The action plan will be co-produced by members of the Learning Disability Partnership Board and will also include an ‘outcomes’ framework to monitor impact as well as activity. Partners will produce an annual report on delivery to the Partnership Board which will be overseen by the Adult Social Care Improvement Board.



The Learning Disability Ambassador have a clear question they want answering – What have you done and what difference has it made?

3. Financial Opportunities and Implications

- 3.1 Adoption of the strategy itself has no direct finance or resource implications. However effective implementation of the strategy (especially within the scope of commissioning and designing services) will improve both the effectiveness, efficiency and outcomes of services provided to support people with a learning disability and their carers in Torbay.
- 3.2 Improved collaborative working between partner organisations and local community & voluntary groups to deliver the strategy will also have positive resource implications.
- 3.3 Any elements of the strategy that require funding to implement will need to be developed through existing resource allocation and will require accompanying commissioning and business case development and approval.

4. Legal Implications

- 4.1 The strategy includes work outlined within relevant national policy and legislation for people with a learning disability and is referenced within the document on page 23.

5. Engagement and Consultation

- 5.1 The draft strategy has been co-produced through the Torbay Learning Disability Partnership Board including involvement from:

- Torbay Learning Disability Ambassadors
- Torbay Learning Disability Carer Reps
- Torbay Council Adult Social Care Team
- Torbay & South Devon NHS Foundation Trust
- Devon & Cornwall Police
- South Devon College
- NHS Devon / One Devon ICB Learning Disability & Autism Programme

- 5.2 The development of the draft strategy has also been closely informed by:

- engagement and feedback work being undertaken with local stakeholders in reviewing community day services for people with a learning disability.
- development & consultation work undertaken on the Adult Social Care draft strategy.
- development and consultation on the One Devon strategic approach to learning disabilities and autism.
- Consultation and feedback sessions with Mencap Carer groups.

- 5.3 The Policy, Performance and Engagement Team have been involved in the engagement & consultation process on the draft strategy. Consultation activities have included:

- Online survey – this has been shared widely through Council communication channels including, social media, newsletters and press releases. The online survey has also been targeted to specific groups impacted through partner networks (including VCSE groups) and social care provider networks.
- Presentation & feedback booth at stakeholder listening & feedback event on 5th July – attended by over 70 people including adults with a learning disability, family and carers, commissioners, social workers, service providers and voluntary & community groups.
- Hard copies of both the draft strategy and consultation forms delivered on request to local care providers and community groups.
- Presentation and review by both the Torbay Learning Disability Partnership Board and Adult Social Care Improvement Board.

- 5.4 A copy of the Learning Disability Strategy Survey results can be found in Appendix 5. In summary we had 69 responses to the online survey. In terms of interest in the subject 10 responses were from a person with a learning disability, 9 from someone who works in

Health or Adult social care, 28 were a carer for someone who uses Adult Social Care services and 8 had another interest (the remainder did not respond to this question).

5.5 Whilst the majority of respondents were aged over 30 years old, the average age of respondents who have a learning disability was 29.4 years (Range 16-66 years). 30.4% of respondents classed themselves as having a disability.

5.6 Overall respondents were in the majority in agreement with the priorities outlined in the Big Plan:

Question	Agree	Disagree	Don't know
Your Information: As part of the Big Plan we want to make sure you know about things that affect you and that you know where to get help and support.	54	3	7
Your Home: As part of the Big Plan we want to make sure that you can live in a home where you can be as independent as possible and also get the care that you need.	55	4	7
Your Health: As part of the Big Plan we want to support you to make choices to help you be healthy and make sure you know the reason why if you need to change any of your medicines.	55	4	6
Your Care: As part of the Big Plan we want to make sure you have as much say as possible on who gives you care and support, and when and where you get your care and support.	56	5	4
Your safety: As part of the Big Plan we want to make sure that you are safe and that you know who to tell if you do not feel safe. We also want you to feel safe in your local community.	59	4	2
Your family, friends and carers: As part of the Big Plan we want to make sure that family, friends and carers of people with Learning Disabilities have the information and support they need to manage their own wellbeing and can take part in activities in their community.	55	4	6

5.7 Themes from consultation:

Direct feedback has been positive and has reinforced that the strategy provides a clear articulation of the goals we want to achieve. There is also positive feedback that the strategy will be useful in terms of providing a tool to collaborate and progress on a shared understanding of the priority areas of work. There is also agreement that the strategy is reflective of the needs of people with a learning disability, their family, friends and carers.

We have received feedback from the learning disability community that a new strategy (alongside a review of services for people with a learning disability) is beginning to demonstrate a renewed and required focus on people with a learning disability in Torbay. We have received strong reassurance that people feel listened to, however confidence that people feel that it will make a positive difference is much lower.

The most common areas for disagreement with the strategy are around its lack of detail about how the goals outlined within it will be achieved. This reflects the dilemmas faced during the development of the plan.

The low levels of confidence that change will be achieved and the lack of specific activities and actions that will deliver measurable improvements, re-enforces the essential need for there to be a co-produced action plan that details, on annual basis, the specific actions that will be taken to deliver the plan. Further to this the annual update report and outcomes report needs to be shared with all stakeholders and be subject to scrutiny and challenge from stakeholders.

Oversight of the action plan by the Adult Social Care Improvement Board is essential to ensure there is accountability and escalation routes through our integrated health & social care system.

The consultation also clearly outlined the need for these plans to be delivered in partnership with Children Social Care and SEND improvement plans and the need to improve transition experiences for young people and young adults. This joint delivery requirement will need to be reflected in the accompanying action plan (both in its development and monitoring and reporting).

Feedback from the consultation re-enforced the need for the priority areas outlined in the plan:

- Clearer and easier access to information, advice, guidance and support
- More choice and control about where people live.
- Better employment opportunities and wages.
- Flexible care packages.
- Support with finances.
- A broader choice of day opportunities.
- The need for better implementation of reasonable adjustments throughout Health & Social Care and broader public services.

- Joint communication between professionals and carers/family members.

6. Purchasing or Hiring of Goods and/or Services

6.1 Not applicable.

7. Tackling Climate Change

7.1 This strategy has a neutral impact on tackling climate change.

7.2 Any action plan developed to deliver the strategy will need to undertake Carbon Neutral Impact Assessments as part of their development.

8. Associated Risks

8.1 If the proposal to approve this strategy is not implemented there is a risk of reputational damage amongst stakeholders who have contributed to its development. Having a clear co-produced vision of the lives people with a learning disability in Torbay want to live is an important driver for delivering real change for people. It will facilitate and support more collaborative working, prioritising of resources, improved service delivery and design and ultimately improved outcomes for our local population.

9. Equality Impacts - Identify the potential positive and negative impacts on specific groups

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	The underlying needs assessment to this strategy informs the need for a future market of service provision that will meet the needs of both younger and older adults with a learning disability in Torbay		
People with caring Responsibilities	The strategy includes specific focus on activity to support family, friends & carers		
People with a disability	Primary focus of the strategy is to improve		

	the lives of people with a learning disability in Torbay. Improvements made within this sphere will also have benefits across a wider range of disabilities.		
Women or men			No initial indication that the strategy will have a specific negative or positive impact in relation to gender. Unable to fully identify – need identified to improve data analysis on gender profiling as part of outcome monitoring of the strategy.
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			No initial indication that the strategy will have a specific negative or positive impact in relation to BME groups. Unable to fully identify – need identified to improve data analysis on ethnicity profiling as part of outcome monitoring of the strategy.
Religion or belief (including lack of belief)	The strategy should have a positive impact on people with a learning disability having access to, and support to engage with their community and activities associated with religion or beliefs.		
People who are lesbian, gay or bisexual			No initial indication that the strategy will have a specific negative or positive impact in relation to people who are lesbian, gay or bisexual. Unable to fully identify – need

			identified to improve data analysis on ethnicity profiling as part of outcome monitoring of the strategy.
People who are transgendered			No initial indication that the strategy will have a specific negative or positive impact in relation to people who are transgendered. Unable to fully identify – need identified to improve data analysis on ethnicity profiling as part of outcome monitoring of the strategy.
People who are in a marriage or civil partnership			No initial indication that the strategy will have a specific negative or positive impact in relation to people who are married or in a civil partnership.
Women who are pregnant / on maternity leave			No initial indication that the strategy will have a specific negative or positive impact in relation to women who are pregnant/on maternity leave.
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The strategy should have a positive socio-economic impact as it addresses some of the barriers people with learning disabilities experience in relation to access to housing, employment and equal access to community.		
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The strategy should have appositive impact on the general health of the population – both those people who have a learning		

	disability and their friends, family and carers.		
--	--	--	--

10. Cumulative Council Impact

10.1 There is a positive cumulative impact of this strategy when it is viewed alongside work being undertaken within the local SEND developments and written statement of action, the approval and implementation of the Adult Social Care strategy and the Joint Health & Wellbeing Strategy 2022-2026.

11. Cumulative Community Impacts

11.1 None

Appendices

Appendix 1	The Big Plan – Working together to make Torbay a better place to live for people with learning disabilities 2023-2028
Appendix 2	Torbay Adult Social Care Strategy (Draft)
Appendix 3	One Devon – Learning Disabilities & Autism Partnership. Strategic Approach 2023-2028 – Draft
Appendix 4	Presentation for Adult Social Care Improvement Board – Torbay Learning Disability Ambassadors – July 2023
Appendix 5	Learning Disability Strategy Survey Report

The Big Plan



Working together to make Torbay a better place
to live for people with learning disabilities

2023 – 2028

TORBAY COUNCIL

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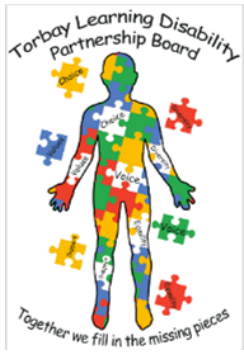
Policy and legislation

23

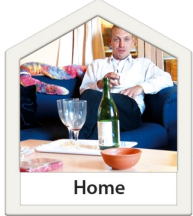
What we are going to check

23





The Torbay Learning Disability Partnership Board Ambassadors have told Torbay Council about the things that are important to the lives of people in Torbay. They include -



Home

⇒ Having a home for life which is good quality and where families can grow together.

⇒ Work and volunteering.

⇒ Being safe at home and in the community.

⇒ Having good Doctors' and good health care.

⇒ Relationships.

⇒ Hobbies and activities.

⇒ Having enough money and not worrying about money.

⇒ Being independent.

⇒ Care and support in the way it is needed, at a reasonable cost and to have people around to help.

⇒ Family and friends— "money isn't everything, it's about family and friends".

⇒ Feeling part of the community and having people around.

⇒ Help when it is needed for self and others and not having to wait for ages.



2023

2028

We know it takes time, but it is important that things happen and changes are made.

Introduction



“The Big Plan” has been written to make sure that people work together to make things better for people with learning disabilities in Torbay.

“The Big Plan” tells everyone what changes need to be made.

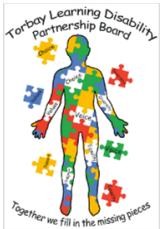
It is part of the Adult Social Care Strategy which plans to have “**Thriving Communities where people can prosper**”



Working together

- ◆ We will treat people with respect
- ◆ We will make sure people have as much choice as possible.
- ◆ We will make sure people have control over their life and their decisions.
- ◆ We will make sure that people with learning disabilities, their family and carers are included in activities, services and policies.
- ◆ We will make sure people are given their Rights.
- ◆ We will make sure that people can say what they want to (have a voice) and that they understand the community they live in.





The Learning Disability Partnership Board.

The Learning Disability Partnership Board has to make sure that Torbay follows the information in **Valuing People (2001)** and **Valuing People Now (2009)**.



Valuing People was written by the Government. It says what should happen to make life better for people with learning disabilities.



The Partnership Board is made up of Ambassadors, carers reps and people who make decisions in important local statutory, community and voluntary services.



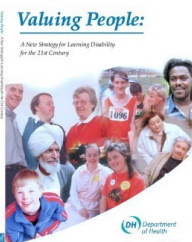
The Board has to make sure that everyone is working together to help people with learning disabilities

- ◆ Stay safe
- ◆ Stay healthy
- ◆ Live well.



The Partnership Board aims to

- Promote the Rights, Independence, Choice and inclusion for people in Torbay to be equal members of the community.
- Work with partners and people who have to make decisions, to make sure that Valuing People Now happens.
- Make sure that the local community understands that people with learning disabilities have the same rights as every one else.

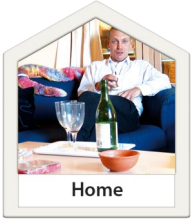


What is in The Big Plan?

The Big Plan has been split into 6 areas -



Community and Independence



Home



Health



Care and support



Safety



Family, friends and carers



Each of the 6 areas in **The Big Plan** has the following sections



“In our words”

This is what the Ambassadors said.



“We need you to”

This is what needs to be done.



“So people with learning disabilities can...”

This is how people will be able to live their lives.



“You will know it is working”

This is what people will see when the plan is working.



The Partnership Board will be responsible for making sure **The Big Plan** is working in Torbay.

Community and Independence



In our words

“Make information accessible for everyone, about everything”



“Help people with monthly budgets and make sure they have enough money and are financially ok”



“Services do not have places where people can ask questions face to face. For example, the bus station used to have an enquiry office but now there is nobody to ask for help with anything”



“Provide more work opportunities and help for people to do voluntary work”.



We want you to..

Make sure that people with learning disabilities -

- ◇ Can get information in the way they want it so they can be part of their communities.
- ◇ Are supported to understand their rights and responsibilities in all areas of their lives.
- ◇ Have reasonable adjustments when they apply for work so that they are not discriminated against.
- ◇ Put support in place to make sure people with learning disabilities have the same opportunities.



Community and Independence



So people with a learning disability can..



- ◇ Make choices about being part of the community.
- ◇ Have the same rights, responsibilities and opportunities as everyone else.
- ◇ Feel valued as members of the community
- ◇ Do things they choose using their skills, interests and abilities.
- ◇ Have contact with the people who are important



You will know it is working because



- * More people with learning disabilities will be in work, education and/ or training.
- * People's quality of life can be measured and has got better.
- * There are more people with learning disabilities included in community groups and organisations.
- * There will be more people with learning disabilities in public organisations in Torbay.



Home



In our words

“ Housing needs to be easier to get and there should be choice. The bidding system means people can’t get houses and as it is online, it is not accessible. People need help and support to bid and they need to know what they are bidding for. If you can’t look at houses or are just leaving home, it is hard to know”.

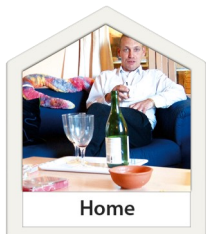


We want you to..

- ◆ Help people with learning disabilities understand their rights and responsibilities about their home.
- ◆ Make sure there are good quality, affordable places for people to choose.
- ◆ Make sure that people have information about their tenancy or ownership in ways they need.
- ◆ Make sure landlords do not have control over the care and support service people need.
- ◆ Make sure care and support services do not have control over the place where people live.
- ◆ Let people decide how their home looks and is decorated.



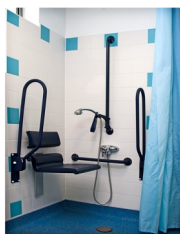
Home (continued)



So that people with learning disabilities can..



- Choose where they live.
- Choose who they want to live with.
- Have their own home with a tenancy or ownership.
- Change their care and support without having to move home.
- Live in a home which meets their needs and helps them be as independent as possible.
- Include the people who are important to them if



You will know this is working because



- ◆ There will be better information and more help for people to find out about homes.
- ◆ There will be more choice about care and support at home.
- ◆ There will be better quality housing and more choice.





Health

In our words



“Torbay needs more toilets because if you have a health issue, the toilets are a long way apart and people can't manage”



“ We need to have good GP surgeries and health care”

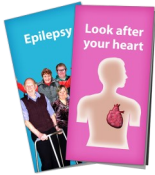


We want you to..

- Help people understand how to manage their rights and responsibilities about their health.
- Make health care equal for people with learning disabilities.
- Stop people dying early from treatable illness.
- Stop people with learning disabilities being given too much medication.
- Make sure that everyone knows about reasonable adjustments so people with learning disabilities get the help, care and support that they need.



Health



So that people with learning disabilities can..

- Make choices about their health.
- Get help and information to look after their physical, emotional and mental health.
- Find out about their medical records and decide who else it can be shared with.
- Understand about any changes needed to health care or medication and be involved in decisions.

You will know this is working because



- More people with learning disabilities will have an annual health check.
- The Oliver McGowan training will be completed by more health and social care staff.
- People with learning disabilities will be taking less medication.
- People with learning disabilities will feel well, happy and healthier.

Care and support



In our words

“24/7 care and support at a reasonable cost and the right support around to help”



“Help when needed for self and others and not having to wait ages”



“People need to do as they say and come and help when asked, not leave it too late or never show up”



“Offer help when people are given money but they don't know how to get it....like the heating money which hasn't been claimed because people don't know how to do it”



We want you to..



- Help people plan their support in the right way for their lives.
- Make sure people can choose the people they want to support them and how the support is given.
- Find skilled and trained staff who are creative, know what to do, are specialists, caring and want to help people.



Care and support (continued)



So that people with a learning disability can..

- * Choose who cares for and supports them and how, when and where the care and support is provided.
- * Be in as much control as possible in planning their care and support and get help with this if they need it.
- * Include the people they want to in any planning.
- * Understand how much money there is for their care and support and can decide how it is used.
- * Get skilled advice and support about how to manage working with personal assistants.
- * Be supported to plan for any important changes in life.
- * Be supported by people who listen, understand and know how to help in the best way.



You will know this is working because

- People with learning disabilities who use care and support services will be happier and feel more in control.
- People with learning disabilities will report having a better quality of life.



Safety



In our words

“People feel unsafe and like seeing PCSO’s around so they can talk. People feel intimidated and this is frightening so they need somewhere they can go and talk about things”.

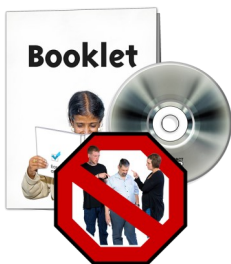


“improve the messages about Torbay because there is a lot of scary and negative information being put on social media”



We want you to

- ◆ Provide accessible information and advice so that people with learning disabilities know about different types of abuse and neglect and what to do if they are worried.
- ◆ Support people with learning disabilities to stay safe in the best way to protect their freedom.
- ◆ Make sure people with learning disabilities can learn about risk and take risks.
- ◆ Give support to people with learning disabilities who have suffered abuse or neglect and help them to report it.
- ◆ Help people with learning disabilities to feel safe at home and to learn about what to do if they do not feel safe.



Human Rights
The right to liberty



Human Rights
The right to be safe from serious harm



Safety



So that people with learning disabilities can...

- Be safe and be treated with respect.
- Feel safe and supported to understand and manage risks.
- Feel welcome and safe in the community
- Join in with the activities they want
- Understand what to do if they feel unsafe.
- Know who they need to tell if they are treated badly.



You will know this is working because

- More people with learning disabilities will feel confident and safe at home and in the community.
- More people with learning disabilities will report when they are not treated well.
- There will be more accessible information about keeping safe and reporting.
- There will be regular times in the year when organisations which have a duty to keep people safe will focus on people with learning disabilities.
- Organisations which have a duty to keep people safe will be at the Partnership Board meetings so that information can be shared easily.





Family, friends and carers

In our words

“Money isn’t everything, we want to be able to spend time with our friends and family”



“ We want the right people around us with the right support”



“ We want more opportunities to be with our friends and to do the things we want to—not being told what we have to do”



“Some people still can’t stay out late because of staff changing so they can’t go out with their friends”

We want you to



- Make sure that when decisions are made, everyone who is important to the person with learning disabilities are also listened to, supported and included.
- Make sure information and advice is easy to find, is right and up to date and is given in ways to meet people’s needs.
- Help family, friends and carers understand their own rights as well as the rights of people with learning disabilities.



Family, friends and carers (continued)



So that family, friends and carers of a person with learning disabilities can..



- Have the information they need when they need it.
- Look after their physical and mental health and stay well.
- Take part in activities, work, volunteering and learning like everyone else.
- Feel they are respected and have a valuable role supporting people with learning disabilities.



You will know it is working because..

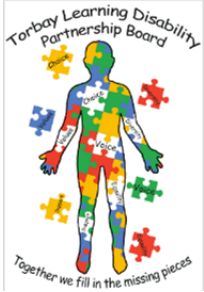
- Carers, friends and family will feel they have a better quality of life.
- Information and advice will be easier to find and more accessible.



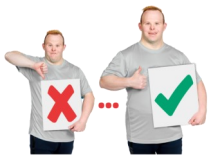


Making The Big Plan happen in Torbay

Making **The Big Plan** happen will take time. It could take 5 years.



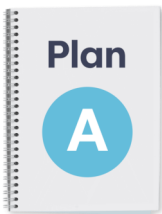
The Torbay Learning Disability Partnership Board will agree the actions to be completed each year. This means that everyone can really help to make change happen.



The Partnership Board will write an annual report about the work that has been done and the progress that has been made.



The Adult Social Care Strategic Commissioning Team will write the actions and report on behalf of the Partnership Board.



Other plans and strategies

There will be actions which other groups need to take to make sure **The Big Plan** happens.

It is important for everyone to work together to make change happen.



The annual report will need to include information from other plans too.

The other plans include the plan for **'One Devon, Learning Disability and Autism Partnership Strategic Approach 2023 –2028.'**





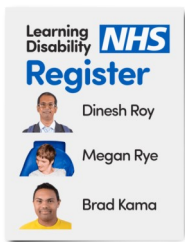
Reasonable Adjustments.

Small changes—Big differences

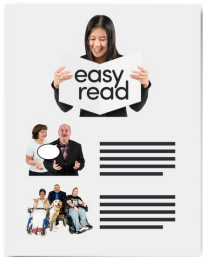
Reasonable adjustments are small changes which the law says must be made so that disabled people can use services as easily as everyone else.



They may be small changes but they make a big difference to the lives of people with learning disabilities.



Having reasonable adjustments can help people to take part in their community, give them more independence, get better health care and live longer.



Services which must be provided (statutory) should be showing other organisations how to make reasonable adjustments so everyone can see how important they are and what a difference they make.



The work on **The Big Plan** will include reasonable adjustments in everything that happens.



Co-production

Co-production is when people work together to make something happen.

The Big Plan is based on co-production because it is very important for everyone to work together.



Co-production includes

Consultation this is when people are asked about their ideas.



Co-design this is when everyone is included in the design and planning of services.

Co-delivery being employed or volunteering in providing a service.



Co-evaluation everyone reviewing a service together.

Co-production should include



- ⇒ People who make decisions
- ⇒ People who use services
- ⇒ Families and carers
- ⇒ People who provide services.



Each part of **The Big Plan** will include information about how actions will be co-produced.



Policy and legislation (Laws)

The **Big Plan** includes work which the Government has written about and made laws about.

These include-



- Valuing People (2001)
- Valuing People Now (2009)
- The Human Rights Act (1998)
- The Equality Act (2010)



- The Social Care Act (2014)
- The Health and Care Act (2022)
- The Mental Capacity Act (2005) and Amendment (2019).



- The Accessible Information Standard (2017)
- The United Nations Convention on the Rights of Persons with disabilities.



- Learning from lives and deaths—people with a Learning Disability and Autism (LeDeR).



What will be checked in The Big Plan?

The Learning Disability Partnership Board will check that the actions that have been agreed have been done.



The Adult Social Care Strategic Commissioning Team will work with the Partnership Board to check everything is being done. The checks and reports will be given to the Board so that everyone knows how it is working



For more information please contact



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01803 201201

TORBAY COUNCIL

Appendix 2:

Adult Social Care Strategy is not attached to avoid repetition, since it features separately at Item 5 of the Agenda).

Learning Disabilities and Autism Partnership

Strategic Approach 2023 – 2028



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- [How we work](#)

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- [NHS Long Term Plan](#)
- [Operational Priorities \(What We Will Do\)](#)
- [Joint Forward Plan](#)

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- [Development of the Pledges](#)
- The Five Pledges:
 - [1\) Health Inequalities](#)
 - [2\) Housing](#)
 - [3\) Autism](#)
 - [4\) Co-Production](#)
 - [5\) Employment](#)

Glossary of Terms [12](#)

Acknowledgements Inside back cover

Learning Disability and Autism Partnership

Who We Are

The creation of the Devon Learning Disability and Autism Partnership (LDAP) Group has provided an opportunity for organisations from across the Devon system to work more closely together on behalf of local people.

Who Are Our Partners

We recognise no one single organisation can make a difference for people with learning disabilities and autistic people. Our partner organisations include local authorities, providers, NHS Trusts, NHS England, Primary Care, Local Care Partnerships, and representatives from the Independent, Voluntary and Community Sectors.



Learning Disability and Autism Partnership

What We Do

The Devon Learning Disability and Autism Partnership Group oversees and assures the delivery of our agreed programme of work for Devon’s population of people with a learning disability and autistic individuals.

This includes the Integrated Care System (ICS) objectives, which ensure the priorities for learning disabilities and autism are delivered as outlined in the NHS Long Term Plan ([page 3](#)), the NHS Operating Plan ([page 4](#)) and NHS Devon’s Joint Forward Plan ([page 5](#)).

How We Work

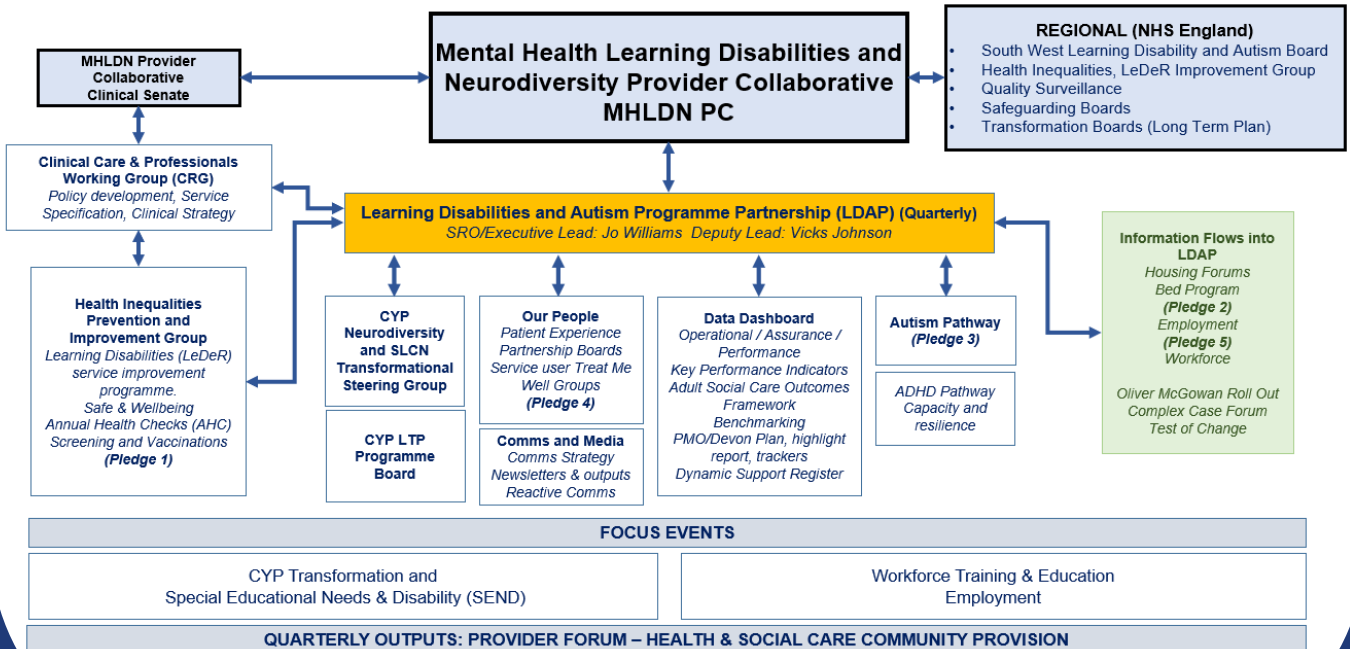
Running through LDAP’s approach are the “Golden Threads” of Co-Production and Reasonable Adjustments. These threads ensure LDAP’s governance involves the people who use our services, and that these services are delivered in the most accessible way.

Below is the LDAP Governance Framework which highlights how we manage accountability and decision making within the Integrated Care System in Devon.

LDAP Governance Framework v12



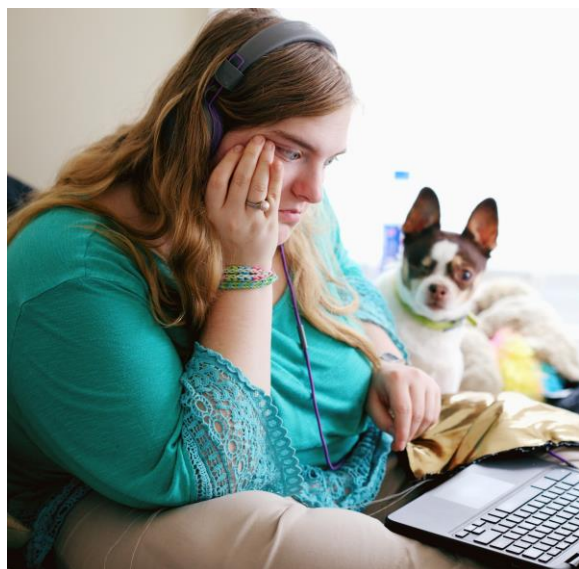
An integrated, collaborative governance framework for people with Learning Disability and/or Autism.



National Programme of Work

NHS Long Term Plan

In its current long term plan, the national programme of work recognises the need for people to have more options, better support and properly joined-up care, at the right time, in the optimal care setting.



© Alexander Grey courtesy of Unsplash.com

Children, young people and adults with a learning disability, autism or both, have the same rights to live fulfilling lives, so the NHS Long Term Plan extended its focus to ensure the needs of people with a learning disability and autistic people are listened to and actioned.

This focus included the development of national Learning Disability Improvement Standards to drive rapid improvement of experience and equity of care.

These standards were co-designed with people with a learning disability, carers, family members and healthcare professionals. They require Trusts to:

- **Respect and protect rights** - as defined in law by the Equality Act (2010) and Human Rights Act (1998).
- **Ensure inclusion and engagement** - empower people with learning disabilities, autistic people or both, and their families and carers to be partners in the care they receive.
- **Workforce skills and capacity** - to meet the needs of people with a learning disability, autistic people, or both by providing safe and sustainable staffing and effective leadership at all levels.
- Those Trusts that provide specialist learning disabilities services commissioned solely for the use of people with a learning disability, autistic people or both **must fulfil the objectives of national policy and strategy**.

These standards form the basis of all services provided by the NHS to people with learning disabilities and autistic people.

National Programme of Work

What we will do

The following outlines the key elements of the NHS' national operational priorities. This provides background information for the Learning Disability and Autism Partnership's (LDAP) 5 Year Joint Forward Plan (outlined in the next section):

- **Improve community-based support** so people with learning disabilities and autistic people can lead lives of their choosing in homes, not hospitals. This means we can reduce the reliance on specialist hospitals, and strengthen our focus on children and young people.
- Develop a **clearer and more widespread focus on the needs of autistic people and their families**, starting with autistic children with the most complex needs.
- Make sure all NHS commissioned services are providing **good quality health, care and treatment** to people with a learning disability and autistic people and their families.

*STOMP & *STAMP - See Glossary for full description.

What we will do (continued)

- **Reduce health inequalities** by:
 - Improving the uptake of Annual Health Checks (AHCs)
 - Reducing over-medication through the STOMP* and STAMP* programmes, and
 - Taking action to prevent avoidable deaths through learning from deaths reviews (LeDeR)
- Continue to **champion the insight and strengths of people with lived experience and their families** in all of our work and become a model employer of people with a learning disability and of autistic people. For example, NHS staff will be supported to make the changes needed (reasonable adjustments) so that people with a learning disability and autistic people get equal access to, experience of and outcomes from care and treatment.
- Ensure the whole NHS has an **awareness of the needs of people with a learning disability and autistic people**, working together to improve the way it cares, supports, listens to, works with and improves the health and wellbeing of them and their families.

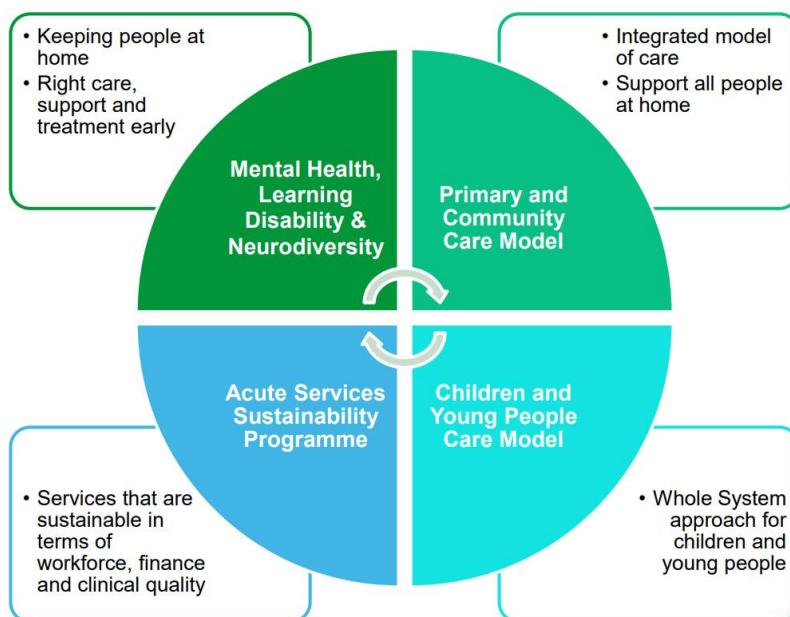
National Programme of Work

Joint Forward Plan

NHS Devon’s response to the NHS’s national Long Term Plan (LTP) is the 5 Year Joint Forward Plan. This sets out the actions that will be taken over the next five years (2023-2028) to deliver the strategic goals, set operational targets and define how funding will be allocated. This will involve all partners to take account of the strategy in their planning in a way that will ensure alignment between housing, education, care and health that has not been seen before.

Objectives:

- Ensure 75% of people aged over 14 on GP Learning Disability registers receive an Annual Health Check and health action plan by March 2024 as well as continue to improve the accuracy and increase size of GP Learning Disability registers.
- Reduce reliance on, and improve quality of inpatient care, through Care (Education) Treatment Reviews (CETRs) so by March 2024 no more than 30 adults with a learning disability and/or who are autistic per million population, and no more than 15 under 18s with a learning disability and/or who are autistic per million population are cared for in an inpatient unit.
- Test and implement improvement in autism diagnostic assessment pathways to include actions to reduce waiting times.
- Develop integrated workforce plans for the learning disability and autism workforce to support delivery of the objectives set out in the guidance.



Devon's LDAP Strategic Approach

Development of the Pledges

Through the LDAP Partnership our agreed strategic approach was to work as an integrated system to create measurable commitments to the population we serve. These are described and defined in Five Pledges. These pledges are informed by the following national, regional and local strategies, white papers and charters:

Legislation:

- [Down Syndrome Act](#) (2022)
- [Health and Care Act](#) (2022)
- [Equalities Act](#) (2010)
- [Autism Act](#) (2009)
- [Human Rights Act](#) (1998)
- [Mental Health Act](#) (1983)

Government Policy Papers:

- Department of Health and Social Care Policy Papers "[Building the right support for people with a learning disability and autistic people](#)" (July 2022) and "[National Strategy for autistic children, young people and adults:2021 to 2026](#)" (July 2021)
- Department for Work & Pensions Policy Paper: "[The disability and health employment strategy: the discussion so far](#)" (December 2013)
- Disability Unit, Equality Hub, Department for Work and Pensions Policy Paper "[National Disability Strategy](#)" (July 2021)
- Government White Paper: "[Valuing People: A New Strategy for Learning Disability for the 21st Century](#)" (March 2001)
- gov.uk: [Disability Rights - Employment](#)

NHS England:

- "[Dynamic Support Register and Care \(Education\) and Treatment Review - Policy and Guide](#)" (January 2023)
- Action to reduce healthcare inequalities: [Core20PLUS5 - An approach to reducing health care inequalities](#)
- "[Five Year NHS autism research strategy for England](#)" (March 2022)
- "[Learning from lives and deaths - People with a learning disability and autistic people \(LeDeR\) policy 2021](#)" (March 2021)
- "[Mental Health, Learning Disability and Autism Inpatient Quality Transformation Programme](#)"
- NHS National Plan - [Building the Right Support](#) (2015)

ICS Devon:

- University Hospitals Plymouth NHS Trust Policy "[Managing the care needs of people \(all ages\) with a Learning Disability and/or who are Autistic in the acute hospital setting](#)" (July 2022)
- Devon County Council: "[Living Well with Autism Strategy for Devon, Torbay and Plymouth 2015-2020](#)" (July 2020) and "[A Joint Strategic approach to supporting People to live independently in Devon 2020 to 2025](#)" (July 2020)

Devon's LDAP Strategic Approach: The Five Pledges

Health Inequalities (Learning Disabilities)

Our commitment: To reduce health inequalities and improve health outcomes for people with a learning disability and autistic people delivered through actions and learning.

What we will do:

We will work in partnership with individuals aged 14 years and over with a learning disability and autistic people, their families, and carers to improve physical health outcomes by:

- Ensuring general practice learning disability registers are complete and accurate.
- Enabling access to a good quality Annual Health Check (AHC) with reasonable adjustments made where needed.
- Providing consistent high-quality advice and guidance on healthy lifestyles and enabling persons to access appropriate Lifestyles Services support
- Ensure other health databases have Learning Disabilities and Autistic People access to summary care records so appropriate alerts can be made.



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What we will do (continued)

We will support individuals through their life span by identifying through the LeDeR learning from action key themes for service improvement.

We will work to improve the quality and safety of acute admissions and discharges of people with learning disabilities.

Golden Thread of Reasonable Adjustments

Reasonable adjustments are the changes the law says people or services must make so disabled people can use services as easily as everybody else. Ensuring reasonable adjustments are put in place can help people with learning disabilities and autism get better healthcare and live longer. These are the 'Golden Thread' that runs through every aspect of health and care delivery.

Devon's LDAP Strategic Approach: The Five Pledges

Housing

Our commitment: We need a new model of service for people with learning disabilities and autistic people, including those with complex needs, that is:

- housing-based and provides the best living environment
- has a clear common pathway for delivery, and
- ensures better life outcomes and best use of financial resources to create sustainable housing and services in the long-term.

What we will do:

- Establish a comprehensive understanding of housing needs to inform strategic housing development plans with partners and monitor progress.
- Support the development of a range of available housing options for people with complex needs, including appropriate social housing and home ownership, along with the skilled support needed to successfully support tenure.



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What we will do (continued)

Work in partnership to provide the best possible housing environment for people with learning disabilities and autism, using standardised eligibility and assessment tools; good design principles; comprehensive and shared understanding of current best practice.

- Fully include people with complex needs and their circles of support in the planning and delivery of their housing needs, enabling them to live healthier, happier and more socially inclusive lives by having homes of their own.
- Ensure our overall housing model is sustainable and affordable in the long-term, reducing reliance on wholly debt-funded development by making the best use of available public funds, personal investment and land-assets in the public estate.

Devon's LDAP Strategic Approach: The Five Pledges

Autism

Our commitment: Our vision is for autistic people to get the support and opportunities they need to lead full and happy lives. As partners, we will work to improve services; increase awareness of autism to help remove barriers for autistic people; provide meaningful support, assessment and diagnosis, early identification and reduce reliance on inpatient care through community services.

What we will do:

Aligning to the National Autism Strategy 2021-26 (see Glossary) and working in partnership with children's and adults' providers and autistic people, we will:

- Increase professional awareness, general understanding and acceptance of autism through the promotion and delivery of co-produced autism training, including Oliver McGowan training to healthcare staff.
- Improve understanding of autism and identification of opportunities for reasonable adjustments in healthcare settings and services.
- Co-produce/commission initiatives to test and implement improvement in autism diagnostic assessment pathways, including actions to reduce waiting lists.



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What we will do: (continued)

- Ensure access, at any age, to effective support and interventions while waiting for, and following, autism diagnostic assessment.
- Enable early identification of neuro-diversity to provide support during early years of childhood including improving access to education through Special Educational Needs or Disability (SEND) framework.
- Improve support to autistic young people through transition towards adulthood.
- Build the right support in the community to reduce health inequalities and avoidable admissions through implementing the Dynamic Support Register (DSR) and Care (Education) Treatment Reviews (CETRs) policies; evaluate Annual Health Check pilot for autistic people in line with national guidelines, and implement actions from LeDeR reviews' findings

Devon's LDAP Strategic Approach: The Five Pledges

Co-Production

Our commitment: The practice of co-production evolves from conversations between people who deliver public or charitable services in a professional capacity, and people with learning disabilities and autistic people who access these services to receive care or support. We promise to empower people and families to work with us as partners to make sure people get the best care and support possible.

What we will do:

We want to find more ways to bring co-production to life in the innovations we support, so we will:

- Ensure Co-Production runs through the culture of our partnership.
- Collaborate with critical friends, for challenge and support.
- Enable the programmes of work we support to build co-production into their activities.
- Actively look for ways to support people to overcome barriers to participation.
- Make sure regular communication and feedback loops are developed to all engagement forums in a way that can be received by the appropriate audience.



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Golden Thread of Co-Production With, not to.

Co-production is about stepping outside of existing assumptions to recognise diverse perspectives - specifically those of people with lived experience - can create more appropriate and innovative ways of working. It enables an equal and reciprocal relationship to make decisions when designing and delivering services. It is built on a common-sense basis: those who are the receivers of a service are the best placed to help design it.

Co-production can also help to challenge the assumption that people with learning disabilities and autistic people cannot participate on an equal level with people in professional roles. It can be a very effective way for people with lived experience to influence change in attitudes and behaviour.

Devon's LDAP Strategic Approach: The Five Pledges

Employment

Our commitment: Increase the number of working age adults with learning disabilities and autistic people who are in employment.

What we will do:

- We will ensure for people with a learning disability and autistic people will be given the best help to get a job in Devon.
- Paid employment is everybody's business in Devon. We will gather the right facts and figures to make this happen.
- We will make the benefits of paid employment for people with a learning disability and autistic people known to everyone.
- Devon will lead by example and employ more people with a learning disability and autistic people.



Published by permission of No Limits Café

Success Stories: No Limits Cafe

No Limits Cafe are a community café (based in Newton Abbot) offering employability skills and supported employment opportunities, changing and improving the lives of those with different abilities. They also make awesome coffee, paninis and brunches!

The café provides Work Experience and Supported Employment, Internship and Apprenticeship programmes, as well as being a community hub that offers social and information sharing

Glossary

Annual Health Checks (AHCs) - People with a learning disability may have poorer health than other people, so it is important that everyone aged 14+ who are on their doctor's learning disability register has an annual health check
[NHS England - AHCs](#)

CETRs - Care, Education and Treatment Reviews.
 See [NHS England - CETRs](#)

DSR - Dynamic Support Register is a list of people with a learning disability and autistic people who need support. See [NHS England - DSRs](#)

Health and Care Act (2022) - Section 181 refers specifically to awareness training requirements for healthcare and social care professional staff to understand Learning Disability and Autism.

ICS - Integrated Care System [NHS England - Integrated Care](#)

LDAP - Learning Disability and Autism Partnership Group

LeDeR – Learning from Lives and Deaths – People with a Learning Disability and Autistic People. LeDeR is a service improvement programme for people with a learning disability and autistic people. See [NHS England LeDeR](#)

Learning Disability Register - list of people with a learning disability that the GP surgery looks after so the doctor and healthcare staff know what support is required [LD Register Mencap](#)

Local Care Partnerships (LCPs) - collaborations between organisations to help people live happier and healthier lives [ICS Devon - About LCPs](#)

NHS Long Term Plan – [NHS Long Term Plan](#)

National strategy for autistic children, young people and adults: 2021 to 2026 - [National strategy for Autistic CYP and Adults](#)

National Learning Disability Improvement Standards – [NHS England LD Improvement standards](#)

Primary Care - GP, pharmacy, dentist and optician services [NHS England Primary care](#)

Reasonable Adjustment - a legal requirement to make changes so that services are accessible to disabled people [NHS England » Reasonable adjustments](#)

STAMP - Supporting Treatment and Appropriate Medication in Paediatrics. See [NHS England STAMP](#)

STOMP - Stopping The Over-Medication of children and young People with a learning disability, autism or both. See [NHS England STOMP](#)

Section 117 aftercare - Some people who have been kept in hospital under the Mental Health Act can get free help and support after they leave hospital. The law that gives this right is section 117 of the Mental Health Act, and it is often referred to as 'section 117 aftercare'. See [Mind.org S117 Aftercare](#)

Acknowledgements

Our acknowledgement and thanks to all our partners involved in the production of this document.

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Further Reading

- Mencap website: “[Taking Care of your Health](#)”
- [Equally Well UK Charter](#)
- HF Trust Ltd: [Human Rights Act and Learning Disabilities](#)
- [Adult Social Care Vision and Strategies - Have Your Say \(devon.gov.uk\)](#)



Torbay Learning Disability Partnership Board



Together we fill in the missing pieces





Neil



Shaun



Jamie



John



Mark

Ambassadors



Tracie



Sarah



Lorraine



Mike





It has great wildlife.
It has the beaches and the sea.
Nice country walks.
Nice pubs.
There are some nice parks.
We can get out to different places.
We have friends and family.
Good coffee shops and takeaways.
We make a difference.

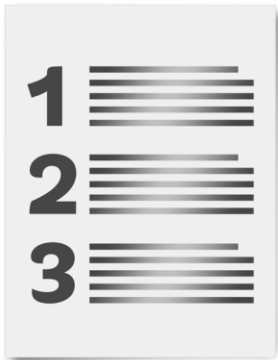


Some of us put banana on our pizza,
but we all put our cream on our
Scones first!

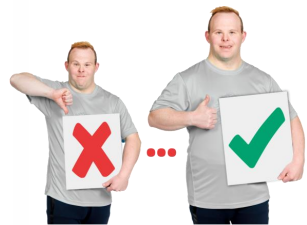




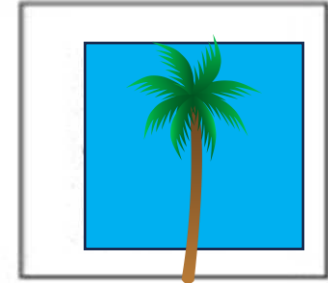
We like Torbay and we work with some good people.



We have a lot we want to do.



Will you help us to make changes?



TORBAY COUNCIL

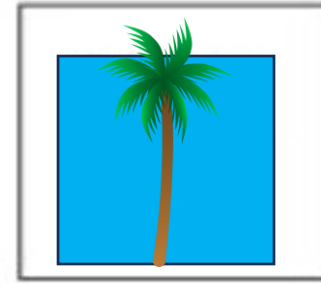
Our messages.. please



Listen to people who need your help.



People are important to us – not Just systems.
We need people we can speak to, people we trust and feel safe with and people who help us.



Understand what **we** want and need.

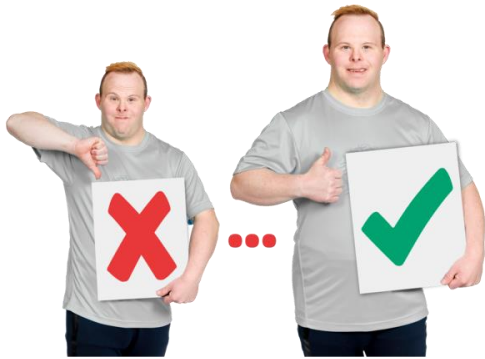
Needs



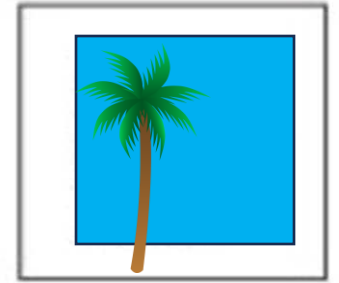
TORBAY COUNCIL



Treat us well.
We have the same
rights as everyone
else. We want equal
lives.



Help us give
feedback –
good and bad
and give us
help to
complain if we
need to.



Ask how we like to
be communicated
with.

TORBAY COUNCIL

What is important for us....



Friends and family

Page 135



Help when we need it.



Home

Our own home where we choose who we live with.



To be safe



Help to work or volunteer.



Activities we choose to do with our friends..... and to take risks.



Relationships.



Money to live.

The answer is **e**asy!



Easy access

Easy information

Easy to contact

Equal treatment

Equal rights

Education

STAY UP LATE
NoBedtimes



2010

NHS
Action from Learning
LeDeR Report



2011

Hate crime
/mate crime

Treat me well
Page 137



2007



2017

We don't need any more broken promises.



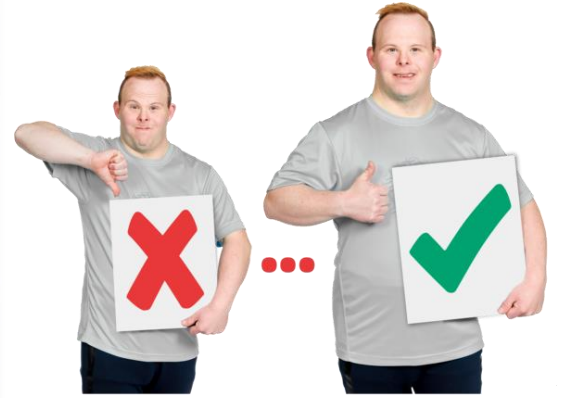
Actions speak louder than
words....

Do what you say you will do....



Page 39

We want to work with you.



Make change happen and give us real lives.

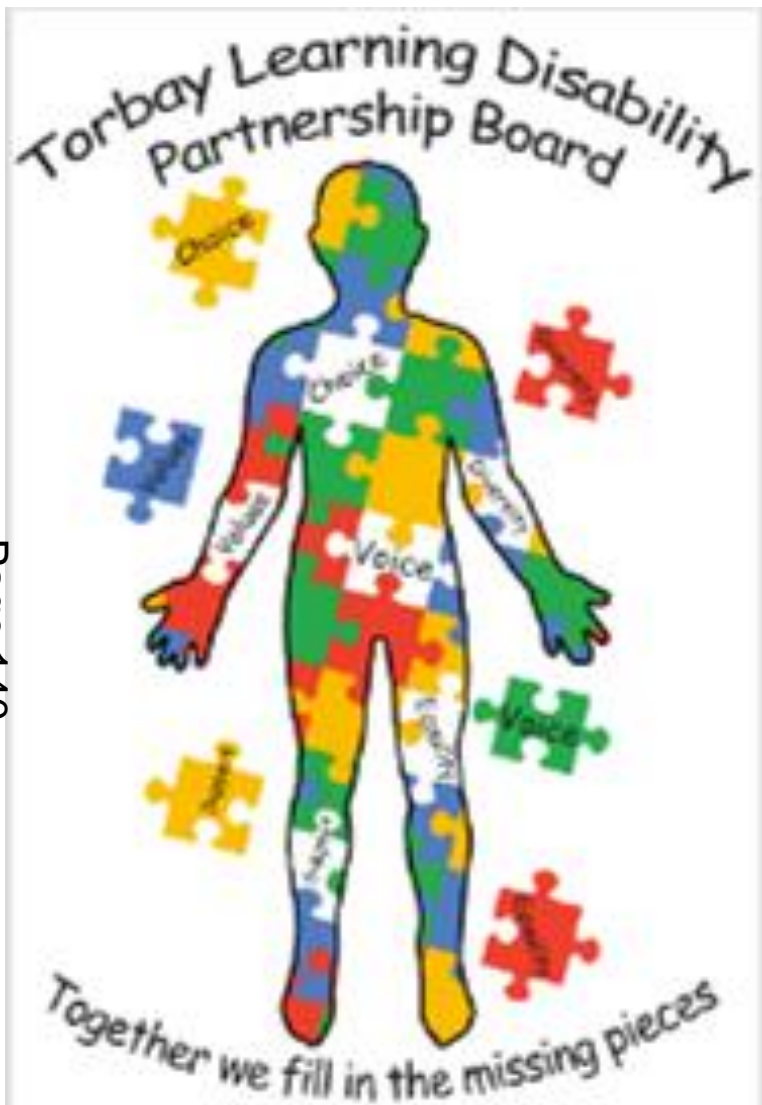
No more broken promises



Thank you for listening

The Ambassadors

**Neil
Jamie
Tracie
Shaun
Mike
Lorraine
John
Mark
Sarah**



Learning Disability Strategy Survey

69
Responses

23:13
Average time to complete

Closed
Status

1. Your Information

As part of the Big Plan we want to make sure you know about things that affect you and that you know where to get help and support.

● Agree	54
● Don't know	7
● Disagree	3



2. Your Home

As part of the Big Plan we want to make sure that you can live in a home where you can be as independent as possible and also get the care that you need.

● Agree	55
● Don't know	7
● Disagree	4



3. Your Health

As part of the Big Plan we want to support you to make choices to help you be healthy and make sure you know the reason why if you need to change any of your medicines.

● Agree	55
● Don't know	6
● Disagree	4



4. Your Care

As part of the Big Plan we want to make sure you have as much say as possible on who gives you care and support, and when and where you get your care and support.

● Agree	56
● Don't know	4
● Disagree	5



5. Your safety

As part of the Big Plan we want to make sure that you are safe and that you know who to tell if you do not feel safe. We also want you to feel safe in your local community.

● Agree	59
● Don't know	2
● Disagree	4



6. **Your family, friends and carers**

As part of the Big Plan we want to make sure that family, friends and carers of people with Learning Disabilities have the information and support they need to manage their own wellbeing and can take part in activities in their community.

● Agree	55
● Don't know	6
● Disagree	4



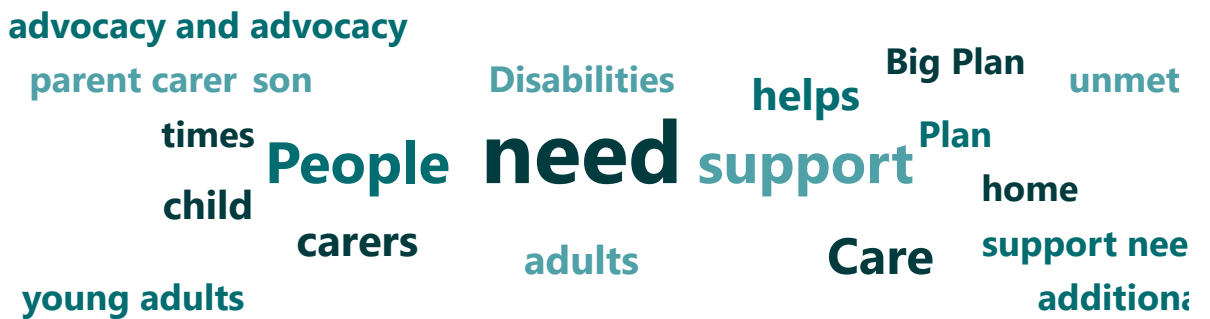
7. **Is there anything else you would like to tell us about?**

31

Responses

Latest Responses

13 respondents (42%) answered **need** for this question.



8. **Why are you interested in this subject? Please tick one box. Are you:**

● - Someone who has Le...	10
● - Someone who works i...	9
● - A Carer for someone ...	28
● Other	8



9. How old are you?

61
Responses

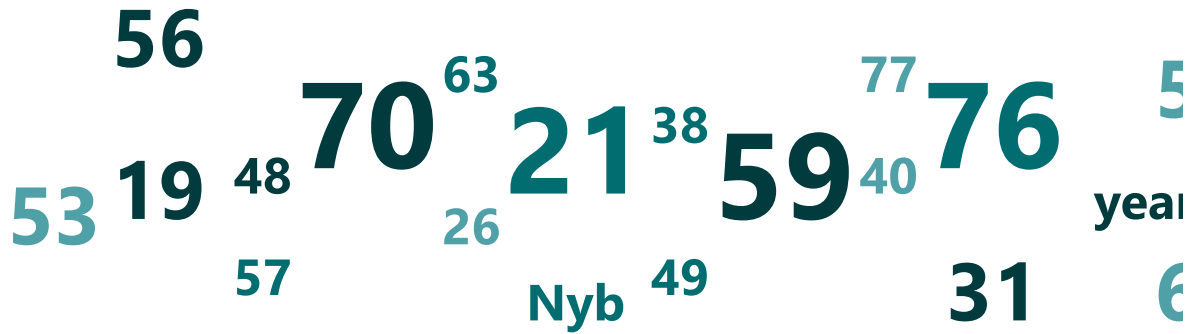
Latest Responses

"86"

"59"

"Old"

3 respondents (5%) answered 21 for this question.



10. What is your gender identity?

● - Male	17
● - Female	44
● - You identify in anoth...	0
● - Prefer not to say	1



11. Do you think of yourself as disabled?

● Yes	21
● No	40



12. If you answered yes, how does it affect you?

- - It affects my mobility 13
- - It affects my vision 3
- - It affects my hearing 2
- - It affects me another ... 18



Torbay Council Scrutiny Committee

Status Update on the LGA Review of ASC Contracting (Appended)

Prepared by Deborah Gidman, Head of Strategic Delivery - Independent Sector,
Torbay & South Devon NHS Foundation Trust

Version 1 (August.2023)

	Recommendation	Status
Page 146	Undertake a programme of work to review all contracts to ensure they are robust and set out clear expectations for providers and that the contracts are made available to all relevant teams.	In Progress. The Contracts Register details which contracts we currently have in place. TSDFT are fully aware of the necessity of robust contracts and clear expectations for Providers. Revisiting specifications and contracts is underway, with the goal contracts and specifications in place as a matter of urgency. The TSDFT Delivery, Markets, Contracts & Quality Team (DMCQ Team) required two contract management posts to support undertaking contract management in TSDFT and we have recruited to one post with the second, more senior post, still vacant. TSDFT Provider contracts fall within market segments (VCS, Supported Living, Domiciliary Care, Care Homes, Enabling, Business) within the Market Management Function of the Team. The contracts are currently being subdivided into those market segments and the respective Lead. This ensures that there is ownership across the full contracts register and a named person as lead contact in TSDFT.
2	Develop a master contract register by Autumn 2022 which can be used for forward planning of procurements. Regularly review and update the contracts register.	Completed as agreed end Q1 2023. The contracts register forms part of the regular reporting as at July 2023.

	Recommendation	Status
3	Ensure that every contract has clear ownership with a named person as the lead contact.	In progress as described in Recommendation (1).
4	Further develop, consult on and test the draft contract monitoring and quality assurance policy including the '3 tier pyramid of care' and implement this, ensuring it sets out clear roles and responsibilities for all key team member.	<p>Final draft status and completion in October 2023. The Provider Quality Support Policy (PQSP) has been developed to establish a formal and coordinated response to concerns about standards of care within regulated and unregulated care provider services in Torbay. The policy covers all adult care provider services and encompasses:</p> <p style="padding-left: 40px;">Regulated residential and nursing care homes, regulated domiciliary care services, outreach services (including unregulated domiciliary care), regulated and unregulated Supported Living services, day care services, Extra Care services, Live-in care services.</p> <p>The PQSP establishes a formal means of responding to concerns about care provider services where there is reason to believe that there are a number of people whose well-being needs, as defined within Chapter 1 of Care Act 2014 Statutory Guidance, are not being met. This applies to all persons living within a care provider service regardless of whether the host authority or other placing authorities are carrying out a care and support function. The Care Act 2014 statutory guidance defines wellbeing as a broad concept that describes:</p> <ol style="list-style-type: none"> 1. Personal dignity (including treatment of the individual with respect) 2. Physical and mental health and emotional wellbeing 3. Protection from abuse and neglect 4. Control by the individual over day-to-day life (including over care and support provided and the way it is provided) 5. Participation in work, education, training or recreation 6. Social and economic wellbeing 7. Domestic, family and personal 8. Suitability of living accommodation

Recommendation	Status
	<p>The draft Provider Quality Support Policy provides the underpinning method to dealing with concerns about providers which is routinely a matter for the Torbay Quality Assurance and Improvement Team (QAIT) with support from relevant local Health and Social Professionals Care Community Staff and Manager. In terms of Quality Support Thresholds this is represented by Business as Usual and Low Risk Tier 1, and should make up the bulk of the work done to support providers. The guiding principles for monitoring the quality of care in the local provider market are:</p> <ul style="list-style-type: none"> • The gathering of real-time provider information such as Incidents, complaints, Care Quality Commission Reports and KPI data in order to create a picture of quality. • This information is analysed to aid the understanding of the performance of care providers and assist in the determination of the care provider Quality Threshold/Tier. • Effective interventions to ensure that standards of care meet regulatory, statutory and contractual requirements. <p>Business as Usual and Tier 1 work is mainly preventative, aimed at avoiding concerns from escalating further with constructive advice and support offered. This will include regular reviews between the Provider and QAIT and including any proactive work undertaken such as a Service Improvement Plan (SIP), clinical and practical support, sign posting and /or quality audit, in addition to the support of contract management.</p> <p>If concerns should escalate to the extent as indicated by Tier 2 a PQSP Planning Meeting should be considered. Any care quality concerns that meet the Tier 3 description must be considered by QAIT Lead professionals with Community Service Management and the Safeguarding Adults Team. The purpose of this will be to review all relevant information and agree if a large-scale safeguarding initial enquiry meeting is required or otherwise.</p> <p>It should be noted that the PQSP does not replace responses to individual safeguarding adult's s.42 Care Act safeguarding enquiries. Any concern where there is reason to believe an adult with care and support needs is at risk or experiencing abuse or neglect should be reported to the Torbay</p>

	Recommendation	Status
		Safeguarding Adult Single Point of Contact. The Torbay Safeguarding Single Point of Contact will as a matter of normal business liaise with the QAIT team to support Care Act s.42 decision making.
5	Develop a Contracts Operations Manual and Policy which includes proportionate contract monitoring processes which that can be used by everyone involved in the contract management, contract monitoring and quality assurance process and dovetails with joint safeguarding processes.	<p>Completed. The policy sets out the appropriate processes and procedures for the procurement of services by Torbay and South Devon NHS Foundation Trust (TSDFT) and the contract management relating to these services. The policy aims to ensure compliance with legal and regulatory requirements, promote transparency, accountability, and efficiency and support quality services to meet the needs of our service users. The scope of the policy applies to all contracts entered into by Torbay and South Devon NHS Foundation Trust for the provision of Adult Social Care services and Community Health services provided by Independent Sector and Community and Voluntary Sector organisations, including contracts with external providers, partnerships, collaborations, charities and community interest companies. The policy covers the entire contract lifecycle from pre-contracting, contracting, implementation, monitoring, evaluation, and closure as well as variations, novation and extensions.</p> <p>Torbay and South Devon NHS Foundation Trust is committed to delivering high-quality services to meet the needs of service users. Contract management plays a crucial role in ensuring the delivery of quality services, maintaining productive relationships with providers, and mitigating legal and financial risks.</p> <p>In terms of legal considerations, as a public body, Torbay and South Devon NHS Foundation Trust is subject to the Public Contracts Regulations 2015 for our procurement activity. All TSDFT procurements should also comply with the principles of the EU Public Contracts Directive 2014 which includes equal treatment of bidders, fair competition, proportionality and transparency. Procurement should not discriminate against suppliers or bidders on the grounds of nationality. These principles shall apply to all procurements regardless of the contract value.</p> <p>We must also comply with the following:</p> <ol style="list-style-type: none"> 1. Procurement Policy Notes (PPNs) issued by the Cabinet Office’s Crown Commercial Service. 2. Managing Public Money May 2012, updated May 2023

Recommendation	Status
	<ol style="list-style-type: none"> 3. Equality Act 2010 4. Public Services (Social Value) Act 2012 5. The Local Government (Transparency Requirements) (England) Regulations 2015 6. The Local Government Transparency Code 2015 7. The NHS Act 2006 8. Care Act 2014 9. The NHS (Procurement, Patient Choice and Competition) (No.2) Regulations 2013 10. Bribery Act 2010 11. Money Laundering Regulations 2019 (Proceeds of Crime Act 2002) <p>In the event of a conflict, the legislation and controls take precedence over TSDFT internal policies.</p> <p>In order to achieve value for money, the Trust will apply the principles of Lean Methodology during the procurement cycle in order to procure the right services for our population. We need to ensure we procure the correct quantity of services which are good quality in the right location and at the right price through a process of continuous improvement and respect for people. The principles of lean management and continuous improvement should be applied at every stage of the contract management process and we will seek to ensure this is applied through assurance and governance.</p> <p>A robust Contract Management Policy and set of procedures facilitates monitoring of providers and gathering information. The intelligence from our monitoring supports our safeguarding work and dovetails with the PQSP.</p>
<p>6 Undertake work across the Procurement Team and the voluntary sector partnership development in the Market Development section of TSDFT to develop appropriate contracts for the voluntary sector.</p>	<p>Initial stages. TSDFT, through its Markets and Contracts Function of DMCQ Team, aims to establish effective and transparent processes for involving the Voluntary and Community Sector (VCS) in the planning, commissioning and delivery of public services through contracts and grants. The commissioning approach needs to be clear, transparent and accountable in its processes and which take into consideration existing and evolving partnership structures and both TSDFT and Torbay Council's governance arrangements. Furthermore, the commissioning approach needs to be compatible with the transformation agenda across Torbay.</p>

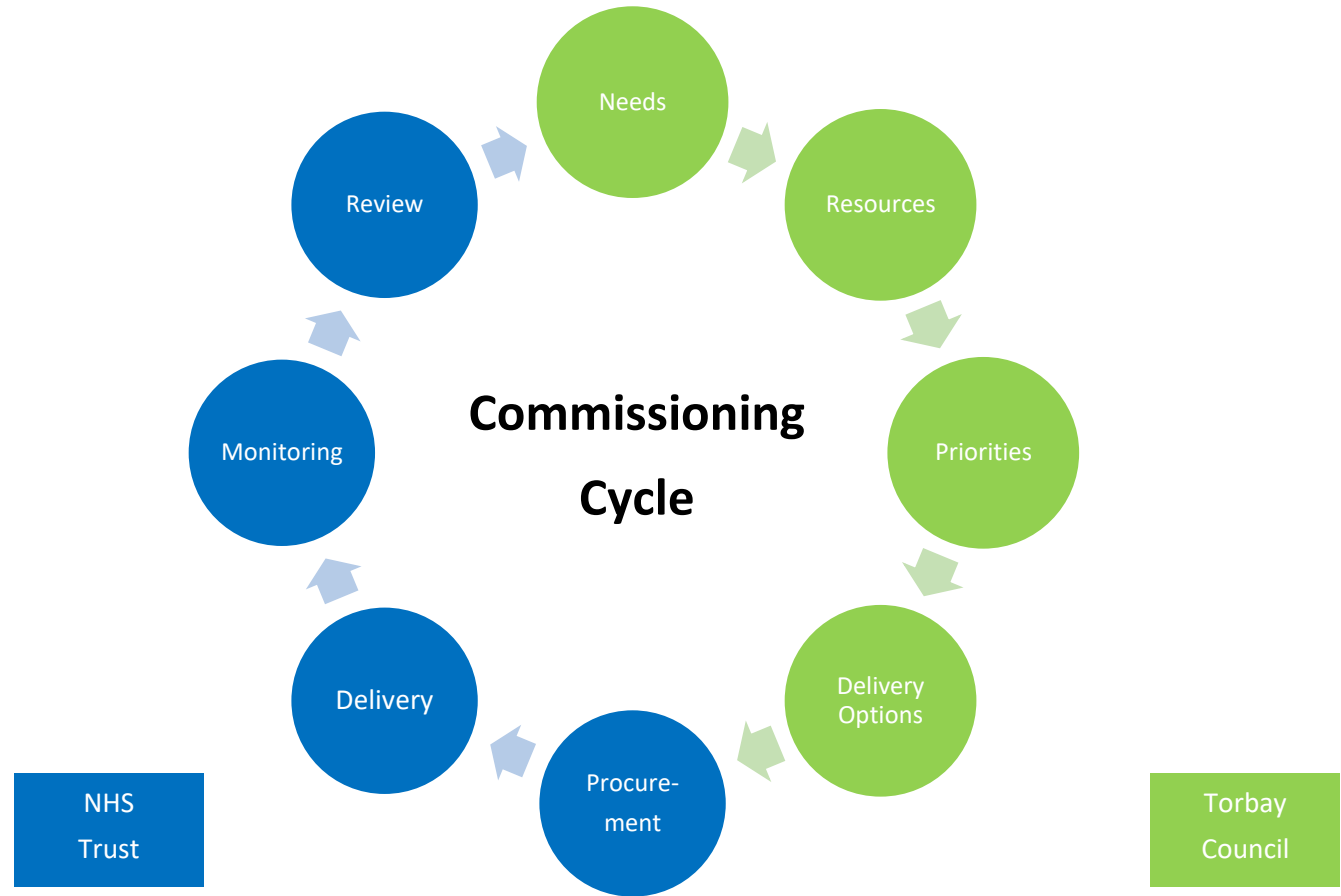
Recommendation	Status
	<p>Whilst TSDFT has contract arrangements with the VCS they are not currently aligned with the strategic and transformational aims of Torbay Adult Social Care, nor are they aligned with Torbay Council's contractual arrangements with VCS. Whilst not all VCS contracts can or should be aligned, it is necessary to ensure we understand their use and value across the Torbay system.</p> <p>VCS organisations are typically created as a result of a recognised need and are often led and further developed by people directly concerned or affected by a particular issue. It is vital that the Torbay approach taken continues to be one of inclusion of VCS.</p> <p>Going forward and working alongside TC Strategic Commissioners, the fundamental part of the initial stages of voluntary sector commissioning and partnership is to understand what most appropriately address the wishes of the individual service user, meets our adult social care service needs and makes use of market intelligence and research to plan accordingly. In doing all future procurement and contracting processes, as part of the commissioning work, will be undertaken transparently and with consideration to the specific nature and ecology of the VCS.</p>
<p>Review the capacity and demand on Procurement to ensure the right resource is in place to deliver on these in line with the new legislation and guidance that is coming out over the next 2 years.</p>	<p>In progress. By having a clear set of policies and procedures within TSDFT Adult Social Care, we have set out the expectations of Procurement for our colleagues in TSDFT and respectively of our local Authority Procurement Team too. Without such and previously, unplanned procurement activity created pressure in both TSDFT and the LA and their respective Procurement functions and staffing.</p> <p>The Contracts Policy determines what procurement activity is undertaken and by whom; the Contracts register determines when the activity should be undertaken and by which lead giving way to improvements in planning. With plenty of time before a contract is due to expire, and bearing in mind any notice periods built into the contract, due consideration is required as to whether the service is still required in its current format, whether any changes are needed or whether the contract can be ended altogether. An Options Appraisal may be used if significant changes to the service may be beneficial, undertaken by the contract lead. Procurement will be able to offer advice regarding the timeframe of any possible re-procurement and this timeframe will need to be used as an integral part of the project plan for the new contract. Procurement will offer advice regarding the appropriateness</p>

	Recommendation	Status
		of a contract extension waiver. In most cases a re-tender will be required (dependent on the contract value).
8	Consider where the Procurement function, currently located in TSDFT, would be best placed whilst continuing to strengthen the relationship between the Council's procurement and Trust Procurement.	The Procurement function within the TSDFT remains supporting ASC in TSDFT under the newly developed TSDFT Contract Management Policy, Procedures and DMCQ resourcing. As part of integration, we will continue to work on joint projects with the LA Procurement Team as is appropriate to meet the needs of an integrated system.
9	Review whether there is sufficient capacity in the QAIT to contract manage and monitor contracts with the new contract monitoring process.	<p>Currently, there is sufficient identified capacity to manage the provision in Torbay, but should be noted that at the time of writing there are two vacant posts. Capacity to manage the market is supported by a lean approach, good information systems and expert knowledge. TSDFT is enabled significantly by the expertise of its contract Quality Assurance & Improvement Team (QAIT). Further work to ensure the QAIT interfaces are support by good systems is in progress with two key deliverables: 1) Provider Assessment & Market Management System* (PAMMS), a quality management IT tool, and 2) the management of information flows between stakeholders through by Torbay Council's Torbay Finance Modules database and Standard Operating Procedures. Both systems re currently being rolled out supported by QAIT and its use will transform the way TSDFT carry out quality monitoring of services in Torbay, particularly supporting efficiencies within current resourcing.</p> <p>*PAMMS was originally developed by the Eastern Region Association of Directors of Adult Social Services (ADASS) and CM2000. PAMMS will allow broad oversight of services within Torbay, within the South West region, and across different ADASS regions. It enables a fully auditable approach to quality monitoring through its framework and infrastructure which is based on two-way communication with providers, the submission of quality information and quality returns, and responses to quality monitoring activity.</p>
10	Agree clear process indicators for the Procurement Team and QAIT team setting out the requirements for procurement, contract	The Contract Management Policy & Procedures has 12 monitoring indicators which can be linked to both TSDFT and LA strategies and our statutory duties:

Recommendation	Status
<p>monitoring and reporting as appendix to the Strategic Agreement.</p>	<p>Number of active provider contracts; Number of new contracts issued within the previous month; Number of contracts ended in the previous month; Number of procurements/ contracts currently in progress; Number of contract changes made within the previous month; Number of change requests currently in progress; Number of applications to Uplift panel within the previous month and the decisions associated with these; Number of contracts under an informal stage of review process due to quality issues; Number of Contract Performance Rectification Notices issued during the previous month; Number of Suspension of Placement Notices issued during the previous month; Number of Default Notices issued during the previous month; Additionally, the Contracts Risk Register in an active document which will be reviewed as part of the assurance cycle for Adult Social Care.</p> <p>The Three Year (Annual) Strategic Agreement will be updated with the new requirements for procurement, contract monitoring and reporting as an appendix for 2024/25.</p>

11	<p>Develop a clear schedule as an appendix to the Strategic Agreement setting out key roles and responsibilities in relation to the agreement and a more detailed working document with named officers and their respective responsibilities.</p>	<p>The current Three Year (Annual) Strategic Agreement sets out the main role of Delivery, Markets and Contracts and Quality Team which includes the QAIT function. The Team has been brought together over nine months and whilst broadly complete, still to recruit to vacant positions and complete transformation projects and various improvement tasks associated with developing robust operations to complement social work operations.</p> <p>A more detailed working document with named officers and their respective responsibilities, and the separated and joint functions between the TC Strategic Commissioners and TSDFT Delivery, Markets, Contracts & Quality Team will be prepared for the Three Year (Annual) Strategic Agreement as an appendix for 2024/25.</p> <p>In Torbay, the responsibility for Strategic Commissioning remains with Torbay Council. The other functions, Procurement, Contracting, Contract Management and Individual (client level) Commissioning are delegated to Torbay and South Devon NHS Foundation Trust. The Local Government Association (LGA) defines Commissioning as “the strategic activity of identifying need, allocating resources and procuring a provider to best meet that need, within available means.”</p> <p>The LGA also states that “It is an on-going process that applies to all services, whether they are provided by the local authority, NHS, other public agencies, or by the private sector or civil society. Most definitions of commissioning paint a picture of a cycle of activities at a strategic level.</p> <p>The logical process of commissioning is concerned with whole groups of people, including: assessing the needs of a population, now and in the future; setting priorities and developing commissioning strategies to meet those needs in line with local and national targets; securing services from providers to meet those needs and targets; monitoring and evaluating outcomes; consulting and involving a range of stakeholders, service users and communities in the whole process.</p> <p>Put simply, strategic commissioning enables councils and their partners to procure services that will deliver the priority outcomes set out in their strategic plans.”</p>
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The following diagram indicates the roles Torbay Council and TSDFT play in commissioning for adult social care:



12 Arrange cross partner workshops to develop and agree joint protocols and documents related to the commissioning and contracting of externally commissioned services.

Completed. Agreement to continue with the functions in their current organisations and locations with an improvement plan.

13	Consider whether there is any appetite and potential for more co-location of teams or joint roles.	TSDFT DMCQ Team and ASC Strategic Commissioners are currently co-located at Tor Hill House. Torbay Council and TSDFT can directly communicate through a range of mediums, for example, both have access to and use routinely, MS Teams. Currently no appetite for joint roles, but it should be noted that the Head of Strategic Delivery for TSDFT and TC Strategic Partnerships Manager work together on joint programmes as required.
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Page 156	Other considerations as a consequence of activity in Contracts and Commissioning.	<p>In terms of Supplier Sustainability/Resilience, which was not included in the original LGA Review but should be noted as a key activity of the TSDFT DMCQ Team and Torbay Council ASC Strategic Commissioners jointly:</p> <ul style="list-style-type: none"> • Enhancing our financial scrutiny of suppliers • Assessing market sustainability • Contingency planning for provider failure <p>The output of the work of Supplier Sustainability/Resilience is currently a deliverable of the ASC Transformation & Sustainability Plan which is a system wide endeavour lead jointly by Torbay Council & TSDFT.</p>
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Appendix 1

Review of Torbay's Commissioning and Contracting of Externally Commissioned Adult Social Care Services

And

Terms of Reference for the Steering Group

Context

In Autumn 2021, the Council, working jointly with TSDFT sought support from the Local Government Association (LGA) to help them:

- Fully understand the current commissioning and contracting arrangements in place for adult social care (ASC) services procured by TSDFT on behalf of the Council
- Evaluate how appropriate and effective these arrangements are
- Make recommendations about how these arrangements could be improved.

Purpose of the Group

- To review the recommendations of the LGA review report on Externally Commissioned Adult Social Care Services in Torbay
- To oversee the development of an options appraisal/action plan to a joint officer group and agree key recommendations
- To oversee delivery of the action plan via the Torbay Adult Social Care Improvement Plan and governance

Membership

- TSDFT Chief Officer for Finance
- TSDFT Chief Nurse
- Director Adult and Community Services Torbay Council (JOINT CHAIR)
- Director of Finance (S151) Torbay Council
- System Director for Torbay TSDFT
- Associate Director for Torquay TSDFT
- Head of Adult Commissioning Torbay Council

Meetings and Delivery Timeframe

Monthly meetings, administered by the Integrated Project Management Office

Delivery of an Action Plan and Options Appraisal if necessary for the August Adult Social Care Continuous Improvement Board

Context of the National Policy and Legislative Framework

Health and Care Bill 2021

The Health and Care Bill was introduced into the House of Commons in July 2021. Many of the proposals in the Bill are intended to reinforce the ambitions of the NHS Long Term Plan.

The Bill establishes a [legislative framework](#) that supports collaboration rather than competition and places integrated care systems (ICSs) on a statutory footing to make them accountable for commissioning and delivering services for residents in their footprint. It introduces two-part statutory ICSs, comprised of an integrated care board (ICB), responsible for NHS strategic planning and allocation decisions, and an integrated care partnership (ICP), responsible for bringing together a wider set of system partners to develop a plan to address the broader health, public health and social care needs of the local population. The Bill includes a new duty on NHS England and local authorities to collaborate on the delivery of care and is intended to make it simpler for health and care organisations to work together to deliver more joined-up care to people who rely on support from multiple services.

The Bill will also introduce a new ambition for the Care Quality Commission (CQC) to use its powers to improve outcomes for people receiving adult social care support, and an enhanced assurance framework for adult social care. There will be a new duty to review and make an enhanced assessment of local authorities' delivery of their Care Act 2014 adult social care functions.

The White Paper 'People at the Heart of Care 2021

The White Paper 'People at the Heart of Care' sets out a 10-year vision to improve adult social care. The reforms proposed in the White Paper build on the Mental Capacity Act 2005, the Care Act 2014, and the Health & Care Bill currently going through Parliament.

The White Paper has three objectives:

- Services should provide choice control and support to live independent lives
- People can access outstanding quality and tailored care and support
- People find adult social care fair and accessible.

The first and second objectives, in particular, are pertinent to this review. Providing quality and tailored service and choice and control can only be achieved where there is where there is a vibrant, responsive market of service providers and robust procurement, quality assurance and contract monitoring of externally commissioned service in place. This also includes the need for effective market management

- Analysis of any gaps in procurement and contract management processes and documents
- Understanding of the culture and ways of working both within individual organisations and across organisations
- Analysis of how the partnership operates in relation to best practice across the public sector.

Key Findings, Conclusions and Recommendations

Findings: Procurement and contract management processes

Contracts should be used as the cornerstone for developing positive relationships with providers and ensuring quality service provision for residents. There is an urgent need to undertake a programme of work to review and refine all contracts to ensure they are 'fit for purpose' and of high quality. All contracts should have a named contract manager with lead responsibility for managing and supporting the contract. This team member should be the first point of contact for both the provider and stakeholders in the Council and Trust.

It is critical that the Procurement Team ensures that all contracts are made available to the QAIT team, the Market Management Team, the Council's Strategic Commissioning team and that contracts are used as the basis for discussions with providers.

Contract management processes for the ASC contracts held by TSDFT are underdeveloped and not documented or shared. This needs to be urgently addressed. Work is underway on this and will be restarted following the recommendations from this Review. Contract monitoring processes that are clear and proportionate need to be developed and implemented.

The contracts register need to be updated urgently so it can be used to understand the status of individual contracts and used for forward planning of procurements.

As set out in the Care Act 2014 and other legislation, Torbay Council retains responsibility for the delivery of adult social care although in Torbay these functions are delivered through a partnership arrangement with TSDFT. It is therefore imperative that the council is able to assure itself that the external contracts that TSDFT procures and manages on behalf of the Council are providing high quality, appropriate support that allow individuals to exercise choice and control.¹

The procurement team in TSDFT is responsible for the procurement of circa 125 contracts with a value of more than £50 million whilst the QAIT is responsible for contract management and quality assurance of providers. These contracts are for the provision of care to vulnerable adults and therefore need to be procured and managed by people with appropriate levels of experience and understanding of adult social care and sufficient capacity. The findings suggest that the current Procurement team do not have the right level of adult social care expertise to enable them to fulfil their functions effectively. It also raises the question about whether the Procurement function should continue to be located in TSDFT or might be better placed in the council's procurement team, through a variation with the Section 75 partnership agreement. It has also been suggested that there may not be sufficient resource in the QAIT to ensure that providers are fulfilling the requirements of the contract and ensuring quality provision

A review of TSDFT's draft contract monitoring and quality assurance policy (put on hold until the outcome of this review), appears comprehensive and represents a robust and proportionate contract monitoring approach. It is therefore concluded that this policy should be further developed and trialled.

Recommendations

The recommendations in this report are consolidated below:

1. Undertake a programme of work to review all contracts to ensure they are robust and set out clear expectations for providers and that the contracts are made available to all relevant teams.
2. Develop a master contract register by Autumn 2022 which can be used for forward planning of procurements. Regularly review and update the contracts register.
3. Ensure that every contract has clear ownership with a named person as the lead contact.
4. Further develop, consult on and test the draft contract monitoring and quality assurance policy including the '3 tier pyramid of care' and implement this, ensuring it sets out clear roles and responsibilities for all key team member.
5. Develop a Contracts Operations Manual and Policy which includes proportionate contract monitoring processes which that can be used by everyone involved in the contract management, contract monitoring and quality assurance process and dovetails with joint safeguarding processes.
6. Undertake work across the Procurement Team and the voluntary sector partnership development in the Market Development section of TSDFT to develop appropriate contracts for the voluntary sector.
7. Review the capacity and demand on Procurement to ensure the right resource is in place to deliver on these in line with the new legislation and guidance that is coming out over the next 2 years.
8. Consider where the Procurement function, currently located in TSDFT, would be best placed whilst continuing to strengthen the relationship between the Council's procurement and Trust Procurement.
9. Review whether there is sufficient capacity in the QAIT to contract manage and monitor contracts with the new contract monitoring process.
10. Agree clear process indicators for the Procurement Team and QAIT team setting out the requirements for procurement, contract monitoring and reporting as appendix to the Strategic Agreement.
11. Develop a clear schedule as an appendix to the Strategic Agreement setting out key roles and responsibilities in relation to the agreement and a more detailed working document with named officers and their respective responsibilities.
12. Arrange cross partner workshops to develop and agree joint protocols and documents related to the commissioning and contracting of externally commissioned services.
13. Consider whether there is any appetite and potential for more co-location of teams or joint roles.

Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker

Date of meeting	Minute No.	Action	Comments
13/07/23	30	A representative from the Devon Partnership Trust and the Integrated Care Board, Social Services team to be invited to attend the meeting of the Sub-Board on the 12 October 2023 to address how the change of mental health medication is being monitored and information being transferred to GP surgeries.	Added to work programme and Anne had e-mail exchange with Sonja Manton and Shelly Machin (NHS Trust) who are to liaise with colleagues and confirm attendees – response yet to be received as at 08/08/23.
13/07/23	30	Torbay and South Devon NHS Foundation Trust to share their report detailing performance data and measures implemented to reduce waiting times in the Emergency Department and in respect of ambulance handover delays for patients awaiting emergency care.	17/07/23 Anne e-mailed Shelly Machin and Nicola McMinn requesting information/documentation.
13/07/23	30	Torbay and South Devon NHS Foundation Trust to provide a data dashboard to show the number of days where Torbay Hospital Emergency Department is full to capacity; how long it takes to recover to business as usual and how these figures compare against its peer groups. This will allow understanding of whether at times of maximum demand Torbay has more or less reserve capacity than its peer group.	17/07/23 Anne e-mailed Shelly Machin and Nicola McMinn requesting information/documentation.
13/07/23	30	Torbay and South Devon NHS Foundation Trust to provide information in respect of the level of emergency referrals from other Hospital Emergency Departments to Torbay Hospital Emergency Department and from Torbay Hospital Emergency Department to other Hospital Emergency Departments and in particular highlighting average and worst day data.	17/07/23 Anne e-mailed Shelly Machin and Nicola McMinn requesting information/documentation.
13/07/23	30	Torbay and South Devon NHS Foundation Trust to share their report in relation to Hospital Standardised Mortality Ratio (HSMR).	17/07/23 Anne e-mailed Shelly Machin and Nicola McMinn requesting information/documentation.

Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker

13/07/23	30	Torbay and South Devon NHS Foundation Trust to provide details of the number of agency staff that are currently employed by the Trust within Torbay and are in the clinical row of nursing.	17/07/23 Anne e-mailed Shelly Machin and Nicola McMinn requesting information/documentation.
23/02/23	25	The Sub Board to scrutinise and consider the CQC Assurance Improvement Plan once it is available	Added to the Work Programme.
23/02/23	25	Care Quality Commission Regulation of local authority functions relating to adult social care report. Officers to consult with the Integrated Care Partnership and look at the southern area overall to explore vacant capacity for respite beds and how the Council could work with Devon County Council and other partners in that respect.	Outstanding: Officers to provide a written response to the Sub Board once outcome of enquiries is known (Officers: Jo Williams and Cathy Williams)
23/02/23	25	*Care Quality Commission Regulation of local authority functions relating to adult social care report Officers to provide the Sub Board with more detailed and further information in respect of Table 2: Overall Assessment of the Report*	Officers to provide a written response to the Sub Board (Officers: Jo Williams and Cathy Williams) Complete
23/02/23	25	Arising from the Care Quality Commission Regulation of local authority functions relating to adult social care report. A Member Briefing is arranged for all Councillors to cover the Adult Social Care Strategy and governance with the Integrated Care Organisation.	Arranged for 3 October 2023. Complete

Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker

27/10/22	8	<p>Wait times for adult social care assessments and care.</p> <p>Members asked that following information be provided:</p> <ol style="list-style-type: none"> 1. The number of people who have been removed from the waiting list as a result of seeking private treatment; and 2. The approach taken to share the waiting list data across teams and with partners. 	Awaiting response – complete update circulated prior to the meeting - complete
24/11/22	15	That NHS England/the Integrated Care Partnership be requested to provide an annual update to the Torbay Adult Social Care and Health Overview and Scrutiny Sub-Board on improvements in dental access and planned oral health improvement initiatives, including key outputs and key performance indicators via an accessible dashboard (the content of which to be agreed with the Director of Public Health).	Report submitted to NHS England/Integrated Care Partnership and added to the 2023/2024 Work Programme - complete
24/11/22	16	That the Board notes the progress of the One Devon Partnership Integrated Care Strategy and recommends that further details around prevention, housing and workforce are included as well as ensuring the voice of the child and young person is heard.	Report submitted on 5/12/22 – complete update reported at the meeting - complete

Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker