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Dear Member

HEALTH AND WELLBEING BOARD - THURSDAY, 12 SEPTEMBER 2019

I am now able to enclose, for consideration at the Thursday, 12 September 2019 meeting of the Health and Wellbeing Board, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
6.	Review of Thriving Lives - Torbay's Joint Health and Wellbeing Strategy	(Pages 6 - 34)
7.	Better Care Plan 2019/20	(Pages 35 - 57)

Yours sincerely

Lisa Antrobus
Clerk

Title: Thriving Lives – Torbay’s Joint Health and well-being Strategy (JHWS). Annual review

Wards Affected: All

To: HWBB **On:** 12 September 2019

Contact: Dr Caroline Dimond, Director of Public Health,
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1. Purpose

- 1.1 The Health and Well-being Board (HWBB) has a legal duty to develop a strategy. This strategy, the Joint Health and Well-being Strategy (JHWS) is required to respond to the Joint Strategic Needs Assessment and other intelligence to set out priorities to address population health and well-being. HWBB members in turn commit to address these priorities within their own organizational plans. The HWBB is made up of members from across different sectors and organisations in Torbay and Chaired by Cllr Jackie Stockman. The Board agreed that the JHWS should be reviewed on an annual basis. This is the 2019 review

This paper explains how and by whom Thriving lives was developed, how we are working to deliver it and what progress has been made in the last year since it was launched. The paper then suggests 3 questions the HWBB may want to consider in their review of the strategy

A revised draft outcome framework is also presented for discussion

2. Recommendation

- 2.1 Subject to discussion at HWBB the following recommendations are made
1. It is recommended that after due consideration of the questions posed in section 3 below that the priorities within Thriving lives remain unchanged.
 2. It is also recommended that subject to further discussion at the HWBB that the areas of current focus i.e Children and complex vulnerabilities also remain unchanged for 2019/20.
 3. It is recommended that the HWBB forward plan annual agenda reflects the emphasis on areas of focus, sponsor.
 4. It is recommended that the proposed outcome framework is adopted as a Draft that will be taken discussed and amended within appropriate forums leading priority work. This should return for agreement at a future HWBB and then be subjected to annual HWBB oversight with quarterly updates.

Thriving Lives; Torbay's Joint Health and Well-being Strategy. 2019 Annual review

1.	<p>What is the proposal / issue?</p> <p>The HWBB undertake an annual review of the JSNA; Thriving Lives. This is timely also at a time when a new Sustainable Transformation Partnership plan; the Devon Long-term Plan, informed by the NHS Long-term plan is also being developed. It is essential that there is a strong link between these two strategies.</p>
2.	<p>What is the current situation?</p> <p>Torbay's current JHWS; Thriving lives, was developed with members of the HWBB. An LGA supported workshop in 2018 and follow-up meetings enabled priorities to be identified through a review of ;</p> <ul style="list-style-type: none"> - Joint Strategic Needs Assessment findings - Surveys and population views - Member experiences - Incorporating patient and population engagement findings - Council consultation programme; <p>The full Thriving lives document and explanation of priorities is attached.</p> <p>Delivery and oversight. On page 18 of the strategy, it explains how the different priorities will be taken forward with areas each year identified as areas for the Board to Focus on, to Sponsor and to Watch (definitions in strategy), recognizing that the Board cannot oversee all areas in depth and needs to consider which areas it can bring most attention to. The forward plan for the HWBB work reflects these differing areas of focus so appropriate attention is given to areas of greatest current concern. A number of measures have also been developed to track progress. A more on depth outcome framework has been recently developed and a draft refreshed set of outcomes is also presented here for consideration.</p> <p>Progress over last year The following gives a brief summary of progress against <i>Thriving lives</i> priorities over the last year;</p> <p>Priority 1: Working together, at scale, to promote good health and wellbeing and prevent illness</p>

There are active plans both locally within the Council and within the Local care Partnership to shift the focus of delivery to prevention. At Devon-wide STP level there is also an active and funded programme on Prevention Chaired by the Torbay DPH. This will form a key priority areas within the Devon Long-term Plan.

Though resources are a constant issue there has been real effort and shift to make this happen across organisations.

Priority 2 Enabling children to have the best start in life and address the inequalities in their outcomes

With the formation of the Children and Young Peoples Partnership and the start of the delivery of the 0-19 contract we are laying good foundations for this work. Complementary work includes analysis and research to understand the drivers of demand in this area and the development of a network to raise awareness of and work towards trauma – the EMBRACE (Everybody Matters in Building Resilience against Adverse Childhood Experiences) network.

This work is just beginning and it is envisaged we will be able to bring greater focus to the needs of our most vulnerable children especially in the coming year.

Priority 3. Building emotional resilience in children and young people.

By working with partners we have managed to secure additional funding from a variety of sources to address this area. Its early days but this should see a significant increase in the offer available to Young People to improve their emotional health. This includes better support within schools from mental health teams and targeted support for self-harm.

This year we have focused on securing funding for this work but programmes now need to be actively delivered.

Priority 4. Creating Places where people can live healthy and happy lives.

There continues to be an active programme of work to make Torbay a healthier place to live. Areas where active areas of work are on-going include work to promote levels of physical activity and healthier diets, and to promote health within our housing and planning sectors

There are opportunities to work more closely with communities at Town level on this work and with emerging Primary Care Networks which will be a focus in coming years.

Priority 5. Support those at risk of harm and living complex lives

This priority aims to address the underlying factors that increase vulnerability.

This year work has focused on re-design of services for those with complex needs, initially bringing together Council funded services for Domestic abuse and sexual violence (DASV), Homelessness and substance misuse but working to develop an alliance contract based on improvement in outcomes

	<p>This work is going well but has potential challenges to delivery in the current financial climate.</p> <p>Priority 6. Enabling people to Age well This priority is supported by the Older Peoples Forum within Torbay as well as the Public Sector and incorporates the Ageing well programme to tackle isolation and loneliness. Work has also been successful with the launch of “Proud to Care” and with the development of community led services through Talking Points.</p> <p>Priority 7. Promoting good mental health This year Torbay Council signed up to the Prevention Concordat for mental health which has enabled us to bring greater focus to this area of work. We have also secured STP money to support work on suicide prevention and for bereavement services. Locally work in Brixham – the Bee Well project is also going well, and we have rolled our training on mental health including to staff. This area still requires greater focus across the system. This will be supported by the national work to review community mental health teams</p>
<p>3.</p>	<p>What options have been considered?</p> <p>Are these still the right priorities within the JHWS?</p> <p>In order to answer this, It is suggested the following questions are considered</p> <ol style="list-style-type: none"> 1. <i>Have there been any significant new or emerging issues that are not addressed by the current priorities?</i> Though structures and systems have / may change the underlying population needs have not. Deprivation, poverty and public sector finances continue as considerable underlying issues. Within these circumstances, ensuring a focus on determinants of health, on prevention, on children and on resilience and mental health seems particularly important. The recommendation therefore is that these priorities do not change. 2. <i>Are there any new or emerging issues where the HWBB partnership needs to bring greater focus?</i> Each year the HWBB will consider if the current areas of focus need to change. The current areas are; best start in life and inequalities in children and complex lives. Vulnerability in children is both a considerable need and a cost pressure so it is recommended that this remains as an area of focus. The Multiple Complex Needs project in its early stages and the re-design still at risk of failure if under-resourced. Domestic abuse and sexual violence in particular is vulnerable financially.

	<p>Issues of adults with complex lives and the impact on demand also need to be further raised as a system issue. The recommendation therefore is that these areas remain as focus.</p> <p>3. <i>Does the JHWS need to be reviewed in the light of the increased collaboration across Devon's HWBBs?</i> There is a need to collaborate to raise the profile of HWBBS within the STP but we also ensure the specific needs of Torbay's residents recognised. It is recommended therefore that we should agree a set of Devon-wide priorities but should continue to ensure a focus on our own, based on our own specific needs and issues and reflecting local HWBB member commitment.</p>
<p>4</p>	<p>Recommendations</p> <p>Subject to discussion at HWBB the following recommendations are made</p> <ol style="list-style-type: none"> 1. It is recommended that after due consideration of the questions posed in section 3 below that the priorities within Thriving lives remain unchanged. 2. It is also recommended that subject to further discussion at the HWBB that the areas of current focus ie Children and complex vulnerabilities also remain unchanged for 2019/20. 3. It is recommended that the HWBB forward plan annual agenda reflects the emphasis on areas of focus, sponsor. 4. It is recommended that the proposed outcome framework is adopted as a Draft that will be taken discussed and amended within appropriate forums leading priority work. This should return for agreement at a future HWBB and then be subjected to annual HWBB oversight with quarterly updates

Appendices

Appendix 1 - Thriving lives

Appendix 2 – Draft outcome framework



2018-2022

Thriving lives

*Creating a healthy Torbay where individuals
and communities can thrive*

Torbay's Joint Health and Wellbeing Strategy

TORBAY Health & Wellbeing BOARD

Contents

Foreword	3
Context.....	4
Objectives and Priorities.....	8
Priority 1: Working together, at scale, to promote good health and wellbeing and prevent illness	10
Priority 2: Enable children to have the best start in life and address the inequalities in their outcomes ..	11
Priority 3: Build emotional resilience in children and young people	12
Priority 4: Create places where people can live healthy and happy lives	13
Priority 5: Support those who are at risk of harm and living complex lives, addressing the underlying factors that increase vulnerability.....	14
Priority 6: Enable people to age well.....	15
Priority 7: Promote good mental health.....	16
Delivery and Oversight	17

Foreword

Torbay's Strategic Partnership wants the people of Torbay to have an unrivalled quality of life, in one of the UK's most beautiful destinations. It wants to see a place where connectivity, culture and ambition are growing fast, creating opportunities for everyone who lives, works and enjoys being here.

This Joint Health and Wellbeing Strategy has been put together by partners within the health and wellbeing community in Torbay who work across the public and voluntary sectors and form the Health and Wellbeing Board. It is part of the Council's Policy Framework which is a suite of strategies and plans which cover the range of Council functions. Equally, it sits alongside the plans and strategies of NHS commissioners and providers in Torbay.



The Board wants to make a difference for the people that live and work in Torbay and its members are working together as a voice across organisations to agree the areas we all need to focus on if we are to make that real difference. Together, we need to address the wider economic, social, lifestyle and environmental factors which will improve the life chances for individuals. The Board has set its collective ambition **to create a healthy Torbay, where individuals and communities can thrive.**

We want to ensure our effort addresses what's important to people in their lives and what helps us all to enjoy life more, be that at home, at work or in our communities. We have a national and international reputation for our integrated working across health and social care but we know we need to go further if we are to meet our ambition. We need to put greater effort into tackling the inequalities we have across Torbay and into addressing the wellbeing of those who have challenging lives.

The priorities within this Strategy have been shaped and informed by listening to the people of Torbay, and by looking at our data and sharing our experiences. They reflect our common aim of shifting our effort towards prevention, early intervention and self-care and our common vision of a local health and wellbeing system where people are empowered and enabled to take greater control of their lives utilising the many assets we have in our communities. The priorities recognise that we must ensure children and young people grow up in environments where they are safe and that enable them to become healthy, happy and aspiring adults. Importantly they identify the pivotal importance of mental wellbeing to health, especially in our young people, and the importance of our environments and communities to health. Finally they acknowledge the wellbeing aspirations of adults as they age.

In Torbay, the costs of, and demands on, our many services are increasing at a time when our population is ageing and our budgets are under pressure. We need to find new and better ways of working together to address these challenges. This Strategy sets out an objective and set of priorities for a more sustainable future. It is underpinned by a commitment to partnership working by the Health and Wellbeing Board to maximise the utilisation of existing resources and to secure additional resources to improve our response to Torbay's challenges.

Only our collective efforts will turn the tide on the cycle of ever increasing demand and cost. This is the call to action for us to work together over the next five years to deliver a healthy Torbay and to send out the clear message that our people and our population matter.

Councillor Jackie Stockman
Chairman of the Torbay Health and Wellbeing Board

Context

Torbay offers a great quality of life for individuals and families. With its natural environment, clean air, climate, location, excellent schools, growing arts and cultural sector, and wide range of outdoor activities, Torbay provides everyone the opportunity to live a healthy and fulfilled life.

Torbay covers an area of over 24 square miles, located in South Devon, known as the English Riviera. It is made up of the three towns of Torquay, Paignton and Brixham and comprises over 20 beaches and secluded coves along 22 miles of coastline located around the east facing natural harbour of Tor Bay.

With a population of over 133,000, Torbay is the second largest urban area within the Heart of the South West. It is a retirement destination for many fit, active, skilled and affluent older people which is reflected in the population structure.

Like many coastal areas, Torbay has its challenges. In some areas of Torbay, there are high levels of poverty and deprivation with not enough opportunities for young people. Overall productivity levels in Torbay remain amongst some of the lowest in the country partly due to the high levels of low paid employment in elements of the tourism and independent care sector, as well as the small percentage of our local population who are economically active. Our ageing population means that a higher proportion of diminishing public resource is spent on care.

Torbay's Economic Strategy seeks to build on local strengths, including a strong entrepreneurial culture, our growing reputation in photonics and electronics cluster and our established fishing, tourism and hospitality sectors. Efforts under Torbay's Economic Strategy will deliver economic growth, help tackle inequality and create change that benefits everyone who lives here. Torbay also has a national reputation for the ground breaking work that has led to integrated health and social care and, more recently, the integration of the acute and community NHS trusts. Integration of services lays the foundation for people to more easily access the health and care services they need, and reduces unnecessary duplication of service provision. Public sector organisations have close working relationships with the Torbay's extensive community and voluntary sector and many people who live in Torbay volunteer their time with local groups and charities.

Torbay's Joint Strategic Needs Assessment (JSNA) provides a suite of documents, web tools and presentations, which help to analyse the health needs of the local population. This data informs and guides the commissioning of health, wellbeing and social care services within Torbay. The JSNA enables local leaders to work together to understand and propose how to meet the needs of the local population. The Joint Health and Wellbeing Strategy can be read in conjunction with the JSNA for more detail and analysis.

What is life like for the people of Torbay?

- The population of Torbay is ageing more than other areas of the country – the number of people over 85 is set to double over next twenty years
- Levels of deprivation are increasing with 45% of residents living in an area in the top 20% most deprived in England
- Torbay is the most deprived local authority area in the South West and inequalities have been widening as relative deprivation worsens
- There are relatively high numbers of people with few qualifications, low earnings and claiming benefits
- House prices, on average, are £40,000 less than the England average but to buy a house in Torbay costs nearly seven times the average salary
- Housing conditions are of concern, with a higher percentage of private rented housing and significantly lower numbers of residents in social rented housing than national averages
- Homelessness and insecurity of tenure is rising with 24 people street homeless at the last count
- The violent crime rate is significantly higher than the England average
- Anti-social behaviour is significantly higher than England and other similar local

What is life like for children and young people?

- There is good early years educational achievement against the national standard, but a gap is emerging between poorer and better off students especially at secondary school
- 1 in 4 children live in poverty and there are issues of debt and food insecurity
- Almost 1 in 5 mothers smoke during pregnancy, low numbers of babies are breastfed and 1 in 3 children are overweight by age 11
- The rate of Children Looked after is high
- There are significantly worse rates of specific admissions to hospital for alcohol and higher prevalence of smoking for young people
- There are significantly higher numbers of admissions to hospital for self-harm
- There are high numbers of young people claiming benefits and high rates of first time entrants to the Youth Justice System

What is life like for adults?

- Smoking rates remain higher than the national average - 17% of over 16s smoke compared to 15% nationally
- The rate of physically activity is 66%, similar to national rate of 65%
- The hospital admissions rate for alcohol specific conditions is 79% - higher than the England rate
- Those classified as overweight or obese is 61% which is the same as for England
- There is high prevalence of a range of chronic conditions such as diabetes, depression, hypertension, cardio-vascular disease and Chronic Obstructive Pulmonary Disease - this has led to high levels of preventable admissions to hospital

What is life like for older adults?

- Many people chose to retire to Torbay and most live full and happy lives
- However, the numbers with more than one health condition is expected to rise by a third in the next ten years
- Frailty and dementia are also estimated to rise
- Age-related dependency and unpaid carer levels are significantly higher than nationally
- Rates of long-term support needs are significantly higher than England averages in relation to mental health and social isolation

This data paints of picture of a community where, despite a vibrant tourism industry, an environment that attracts many to make this their home and Torbay's offer of an active and fulfilling life, there are still many areas and many of its people who lead challenging lives. High levels of deprivation, a low wage economy, poor levels of qualification and poor housing have resulted in some children growing up in relative poverty where inequalities are evident in terms of their educational achievements, aspirations and health. This in turn leads to disparities in lifestyle choices, in illness and disability and ultimately in health and care needs and costs.

The stark fact is that a female living in the most deprived area of Torbay will live, on average 8.9 years less and a male 5.2 years less than a person in the least deprived area of the Bay.

The following table summarises the strengths that Torbay has together with the issues which we still need to address. To address these issues we need a response across all agencies in Torbay to maximise the range of opportunities that are available to us.

STRENGTHS	ISSUES	OPPORTUNITIES
<ul style="list-style-type: none"> ■ Torbay has a long and successful history of partnership working especially between health and social care with an integrated organisation delivering acute and community healthcare and adult social care ■ There is a vibrant Community and Voluntary Sector in Torbay which is actively engaged in the integration and prevention agenda ■ Organisations in Torbay are committed to a common purpose to address inequalities, to work with communities and to bring a greater focus to prevention, early intervention and self-care and to the determinants of poor health. ■ People are willing to do things differently and there is a culture of learning ■ We have involved and listened to people and what they want and there are a number of forums for the local voice such as the Older People's Forum ■ There is a desire to work to address the needs of people living with multiple complex needs ■ There is a strong sense of community and some innovative community led initiatives in parts of Torbay such as the work on isolation in the over 50s ■ Torbay has led the way ensuring planning decisions consider health and wellbeing 	<ul style="list-style-type: none"> ■ Child poverty and levels of deprivation remain high in Torbay ■ There are many families living in poor housing conditions ■ There are high levels of violent crime, antisocial behaviour and domestic abuse ■ Though educational outcomes in schools are generally good there are inequalities between and within schools which need addressing ■ There are large numbers of people whose lifestyle is having an adverse effect on their health. Most important areas are smoking, obesity and physical activity ■ Emotional well-being and mental health issues are of concern particularly amongst young people, there are concerning numbers of suicides and higher than national levels of self-harm ■ Torbay has one of the highest rates of Children Looked After in the country with issues of underlying neglect linked to poverty and drivers of need ■ There are higher proportions of older people especially over 85s in Torbay. Often these people have high levels of isolation and are carers ■ There is a lack of resilience in primary care ■ Though there are emerging pockets of innovative practice and a commitment to shift the focus, currently services still focus on treatment and illness rather than the promotion of well-being 	<ul style="list-style-type: none"> ■ Expand the work around Healthy Torbay to ensure a focus on regeneration and skills development ■ Deliver our Lifestyle Service at scale and with greater reach and impact. ■ Work together to meet the needs of people with multiple complex needs ■ Build on and expand our work on promoting exercise and addressing the growing levels of obesity ■ Proactively work with partners to implement the Housing Strategy ■ Devon-wide Emotional Health and Wellbeing Strategy is in place and links to the Torbay Children and Young People's Plan ■ New Children and Young People's Plan is in place and will be delivered by the Children and Young People's Strategic Partnership ■ Build on current local work such as the work in Brixham to find local solutions to promote and address mental health ■ Support the Older People's Forum to work to enable people to age well ■ The aims of the Prevention Board should be promoted to embed prevention, early intervention and self-care at all opportunities ■ Create and deliver a training programme to "Make Every Contact Count" ■ Consider how the workforce within primary care can be strengthened

Objectives and Priorities

Objective

The objective of the Health and Wellbeing Board and of this Joint Health and Wellbeing Strategy is:

To create a healthy Torbay where individuals and communities can thrive.

The Health and Wellbeing Board wants to see a Torbay where:

- All children born and raised in Torbay have the same life chances
- Children and young people have high aspirations and good employment opportunities
- Skill levels are raised and broadened and people are supported to access employment
- Everyone has housing which meets their needs and there are a variety of tenancies and housing opportunities in Torbay
- Mental and emotional health is given an equal focus alongside physical health
- People are enabled to make healthy lifestyle choices
- Services are based on what's important to people not what is the matter with people
- There is an integrated holistic service for those who live the most challenging lives
- Older people are supported to be as independent and socially connected as they can be and, if care is needed, it is of quality and compassionate

Priorities

Torbay has a long history of partnership working with a range of partnership bodies in place with their own plans. Many of the priorities of these partnerships overlap and seek to address the issues identified in the Joint Strategic Needs Assessment. The Joint Strategic Needs Assessment indicates the priorities for Torbay Council, South Devon and Torbay Clinical Commissioning Group and its partners – as a system – to address. The priorities form the 'golden threads' which should underpin all commissioning and service activity across the partnership.

Priority 1: Working together, at scale, to promote good health and wellbeing and prevent illness

Priority 2: Enable children to have the best start in life and address the inequalities in their outcomes

Priority 3: Build emotional resilience in young people

Priority 4: Create places where people can live healthy and happy lives

Priority 5: Support those who are at risk of harm and living complex lives, addressing the underlying factors that increase vulnerability

Priority 6: Enable people to age well

Priority 7: Promote good mental health



Priority 1: Working together, at scale, to promote good health and wellbeing and prevent illness

What do we want to achieve?

We will work with all sectors and organisations in Torbay to put an emphasis on keeping people well, preventing ill health and intervening early if they become ill.

What are our goals?

We want to see:

- more people choosing and enabled to live healthy lifestyles and fewer people unwell
- more people living independently in resilient communities
- people being supported to have the knowledge, skills and confidence to self-care and better manage their health conditions
- the health and care system ready and able to intervene early if necessary.

What are the specific outcomes that we want to see in Torbay by 2022?

There will be a shift to focus on prevention of ill health, self-care and early intervention across all services – prevention of ill health will feature in everybody's plans and the new model of care will optimise prevention within health and social care.

Services will take into account the underlying determinants of health in their day-to-day work and strategies, and we will build community resourcefulness to promote health and emotional wellbeing for all.

People's health literacy and ability to self-help and self-care will be improved, and staff will be given the opportunities and skills to work in a strengths-based way. Transformational models of service and care delivery will be developed with a greater emphasis on enablement and information sharing, in addition to support.

Priority projects will be those which bring the greatest impact. Services will deliver new ways of working that address what is important to people. These services will inform and empower people to lead healthier lives, to identify and address illness earlier and to enable individuals to manage their illness themselves or with the support of assets within their own community.

To make this happen we will:

- Work to encourage the use of the following enabling tools in front-line services:
 - MECC (Making Every Contact Count)
 - Directories of service
 - Social Marketing
 - Community Grants
 - Patient Activation
 - Social prescribing
 - Shared decision making
 - HOPE (Helping Overcoming Problems Effectively)
- Deliver work year-on-year across Torbay in specific project areas to bring early benefits. These project areas include improving access to lifestyle advice, health and lifestyle screening, improving ease of access into lifestyle services, early intervention when someone becomes ill, prevention of falls and frailty, mental health promotion and addressing gaps in how we prevent or control infection in the community and in care homes.

Priority 2: Enable children to have the best start in life and address the inequalities in their outcomes

What do we want to achieve?

We want all children in Torbay to grow up safe, happy and healthy in order that they can reach their full potential. Children and young people have said they want to have fun, to be safe, to be with friends, to be looked after by someone who cares for them, to have a good education, to eat healthy and nutritious food and to be encouraged and supported to do activities and exercises that interest them.

What are our goals?

We want to see:

- children having the best start in life
- the impact on children and families from domestic abuse, alcohol/substance misuse and all forms of child exploitation reduced
- improved education outcomes for all children and young people regardless of where in the Bay they live
- young people being healthy, making positive choices and influencing their own future.

What are the specific outcomes that we want to see in Torbay by 2022?

There will be an integrated service for 0-19 year olds focused on their strengths and needs and on prevention and early intervention. The service will deliver the Healthy Child Programme for all children and young people 0-19 years. Torbay Council's Economic Strategy will tackle child poverty and we will focus on addressing the underlying causes of deprivation in those communities most impacted.

There will be a multi-disciplinary model delivered through Family Hubs providing family support with embedded expertise around child development and health, substance misuse, domestic abuse and sexual violence, adult mental health and child and adolescent mental health. Services will be trauma-informed and take account of Adverse Childhood Experiences in the wider family.

We will drive improvements in attainment whilst ensuring services for vulnerable learners are of high quality to close the attainment gap. We will enable robust education and employment pathways to maximise opportunities for young people.

The emotional health and wellbeing of young children and young people will be improved through working with Play Torbay and the Youth Trust to ensure there are opportunities for young people when they need them most. Children and young people will be provided with opportunities which inspire them.

To make this happen we will...

- Support the formation of a Children and Young Peoples' Strategic Partnership to deliver the Children and Young People's Plan
- Make a Torbay-wide integrated service offer for 0-19 year olds
- Focus on addressing the causes and effects of child poverty
- Promote healthy lifestyles for all ages across the life course, and maintain a focus on keeping children, young people and families well.

Priority 3: Build emotional resilience in children and young people

What do we want to achieve?

We want all children and young people to experience good emotional health and wellbeing, to thrive and have the ability to build emotional resilience.

What are our goals?

We want to see more children and young people:

- experiencing good emotional health and wellbeing
- recovering from their emotional health and wellbeing needs
- having better physical health and better emotional health and wellbeing
- having a positive experience of care and support
- having access to high quality support, as close to home as possible.

And we want to see:

- more people having an understanding of emotional health and wellbeing.

What are the specific outcomes that we want to see in Torbay by 2022?

Families, schools, colleges, local communities and services will be able to develop and support emotional wellbeing and resilience using a model called the THRIVE framework and principles developed by the Anna Freud Centre.

Transitions between support services will be improved, ensuring that children and young people receive effective support when in crisis and provide support to prevent crisis occurring/re-occurring. Support from specialist mental health services will be there when it is needed. Services will be outcomes focused and evaluated.

There will be support for the emotional health and wellbeing needs of those who have experienced abuse (sexual, physical, emotional and/or neglect) and/or physical ill health. Similarly there will be support for those whose parent(s)/carer(s) experience mental ill health; those with Autistic Spectrum Disorder or learning disability; and those who are demonstrating challenging behaviour.

To make this happen we will:

- Support early years settings, schools and colleges through guidance, resources, training opportunities and service signposting via the Torbay Healthy Learning website and social media platform
- Promote and facilitate coordinated personal health and sex education (PHSE) delivery, training and peer support through the multi-agency Wellbeing Outcomes Network;
- Take a whole family approach
- Ensure our objectives are embedded in the 0-19 year integrated service and in the Child and Adolescent Mental Health Service
- Co-design and co-produce with children and young people who are part of the wider system.

Priority 4: Create places where people can live healthy and happy lives

What do we want to achieve?

We want Torbay to be a place where people can thrive, where the housing and infrastructure of the Bay promotes health and where people are engaged with wellbeing.

What are our goals?

We want to:

- get more people moving
- encourage people to reach maintain a healthy weight
- promote people drinking sensibly and becoming smoke free
- enable people to be a part of their community and live fulfilled lives
- ensure our planning and housing systems promote health.

What are the specific outcomes we want to see in Torbay by 2022?

Community resilience will be promoted and improved and there will be a focus on regeneration and skills development.

There will be “Health in All Policies” – the policies of organisations across our partnership will maximise opportunities to promote health and wellbeing in general and to tackle inequalities, in particular. The health and wellbeing of staff will be improved and they will promote wellbeing through their interactions with others.

Standards of accommodation in the private rented sector will be improved and individuals will be encouraged to express concerns, especially those who feel vulnerable or don't wish to act for fear of repercussions.

To make this happen we will...

- Extend the reach of our Healthy Torbay programme to better engage with communities
- Work to develop a Healthy Towns approach, connecting with a wide range of partners, and in particular the community and voluntary sectors, to engage people in their health and wellbeing. Develop partnerships with Councillors and community builders in deprived areas, as the initial phase
- Deliver the Healthy Weight Action Plan through the Healthy Weights Steering Group with an initial focus on infant feeding and a schools-based holiday hunger programme
- Through the multi-agency Physical Activity Steering Group, launch “Torbay on the Move”, and promote flagship projects for all ages across the life course including the “Run for your Life” challenge for primary schools
- Relaunch the Torbay Housing Partnership to provide leadership in progressing the aspirations set out in the Housing Strategy Action Plan. This will include action to address fuel poverty and to respond to poor housing issues
- Establish a Torbay Tobacco Alliance to support our residents and visitors to be smoke free.

Priority 5: Support those who are at risk of harm and living complex lives, addressing the underlying factors that increase vulnerability

What do we want to achieve?

We will work together with people and families who have multiple complex needs to provide an integrated system based on what's important to them. We will focus on prevention of ill health and intervening earlier. We will work with people to achieve improved wellbeing and social stability. We will work with people who have mental or physical health conditions, learning disability and/or autism, towards a goal of full independence.

What are our goals?

We want to:

- develop services for those most in need based on a “Housing First” approach
- redesign the system to have a more preventative strength-based approach and a greater ease of access to support
- ensure the specific needs of young people are considered as they transition into adult services
- ensure any future strategy considers the needs of those who are living with multiple needs
- support young adults with complex needs to live independently
- ensure people are supported by a quality workforce

What are the specific outcomes that we want to see in Torbay by 2022?

We will seek an end to street homelessness in Torbay. All people with complex needs will be offered a holistic assessment that is trauma-informed and considers the drivers of need, such as debt and housing.

There will be a quantifiable decrease in alcohol related admissions to hospital and a fall in emergency visits to hospital because of domestic abuse, sexual violence, self-harm or substance misuse.

There will be a decrease in isolation and improved emotional health for those who are most at risk.

There will be more adults with a learning disability, autism and/or mental health conditions in suitable settled accommodation, and in meaningful employment.

To make this happen we will...

- Invest in service re-design, including outreach, to resolve the issues for those with complex needs such as housing, mental health and drug or alcohol disorders
- Make an integrated support offer for those with complex lives, informed by and involving those with lived experience of complexity
- Implement a multi-agency project to focus on a permanent end to rough sleeping and to support those on the edge of homelessness
- Work to relocate those with the most complex learning disabilities and mental health needs closer to home through the Transforming Care Partnership
- Work with the Devon-wide Sustainability and Transformation Partnership to further integrate mental health and primary care into community settings
- Redesign holistic support for families with children, where there are parental difficulties with mental ill health and/or substance misuse.

Priority 6: Enable people to age well

What do we want to achieve?

We want all people living in Torbay, regardless of age, to feel valued, included and able to become involved in a growing and thriving community. We want Torbay to be a place where there is opportunity for all and where people can grow up, grow old and age well together.

What are our goals?

We want to:

- enable isolated older people to feel (re)connected with friends, their communities and where they live with an increased sense of 'neighbourliness' and engagement in a broader range of accessible and affordable activities
- enable older people feel their lives have value and purpose as life changes, being able to contribute their time, skills and knowledge to their community
- ensure older people have high personal, learning and service aspirations for later life facilitated by better information, advice and more integrated services
- ensure more local residents value older people, and that ageing is viewed positively
- enable older people to remain independent and, when care is needed, to receive support for ongoing needs that it is good quality and builds on their existing strengths.

What are the specific outcomes that we want to see in Torbay by 2022?

Our older people will feel their lives have value and purpose, through being supported to have a positive sense of identity as life changes and being able to contribute their time, skills and knowledge to their community. People in their middle years will view older age as an opportunity.

Our older people will have high personal and service aspirations for later life. Organisations will focus more on what matters to older people as they lead or contribute to decision-making in Torbay, knowing where and how to find information or support if required.

Our older people will feel connected with friends, their communities and where they live through an increased sense of 'neighbourliness'. They will have greater access to technology for information, leisure and social connection. There will be more opportunities to enjoy the outdoors and feel safe in their local environment through improved transport and access.

More of the local community will value older people, and ageing will be celebrated and viewed more positively by all. There will be increased opportunities for others to benefit from the skills and experience of older people and increased opportunities between generations to connect and have a greater understanding.

To make this happen we will...

- Review the benefits of the Ageing Well programme and mainstream those activities that have produced evidenced benefits
- Build more extra care and supported flexible accommodation to meet changing needs
- Shape the care home and care market by collaborative working and provide more dementia and nursing provision
- Test the technological solutions that enable people to stay at home and remain independent
- Support the independent care workforce to be "Proud to Care" and through other innovations including designing new roles that attract people into the sector
- Work to ensure creative housing solutions and changing care settings contribute to the regeneration and vision for our town centres.

Priority 7: Promote good mental health

What do we want to achieve?

We will improve, build on and link to community assets that promote mental wellbeing.

What are our goals?

We want to:

- improve access to services in the right place at the right time
- have a cohesive and joint strategic approach to all-age mental health
- identify and acknowledge the wider determinants that affect mental health and wellbeing
- give a strong focus to preventing mental ill health
- support individual resilience.

What are the specific outcomes that we want to see in Torbay by 2022?

Wellbeing and resilience across the population of Torbay will be improved using evidence based guidance and interventions that are designed to increase awareness and knowledge, reduce stigma and encourage positive behavioural changes.

There will be parity of esteem for mental health across major employers in Torbay. Opportunities will be provided for mental health to be discussed in many more areas than just healthcare settings.

There will be a consistent approach to managing the physical health of individuals with Serious Mental Illness to improve outcomes in relation to long term conditions and life expectancy. Appropriate housing and employment for people with mental illness will be provided.

Access to services will be improved with clear pathways into services, including self-referral, which are easy to use and seamless across organisational boundaries. There will be support within Primary Care settings, such as Health Navigators and specialist practitioners, who can support and signpost individuals, reducing the risk of escalation into secondary mental health services.

To make this happen we will...

- Roll out Making Every Contact Count (MECC) and Making Every Contact Count in Mental Health (Connect 5) training to front-line services and to the community and voluntary sector across Torbay
- Develop a menu of services, within the statutory and voluntary sector, which will support individuals with low level mental health difficulties, such as depression and anxiety, which will reduce the risk of escalation of acuity and crisis
- Run a 5 Ways to Wellbeing social marketing campaign, following the recommendations of the Public Mental Health Concordat
- Better engage with, and build on, the many examples of work in schools, workplaces and communities where communities and staff have begun to address issues around mental ill health within their own town or setting
- Ensure the learning from local ways of working (such as the community-led work in Brixham) is shared and makes a sustainable real difference
- Ensure we action the Torbay Multi-agency Suicide and Self-harm Prevention plan, to better understand, and prevent, suicide and self-harm locally.

Delivery and Oversight

The delivery of this Strategy will be overseen by the Health and Wellbeing Board. Health and Wellbeing Boards were established to:

- Agree the long-term strategy for improving the health and wellbeing of the people of Torbay
- Oversee the implementation of the Joint Health and Wellbeing Strategy
- Promote integration throughout the health and wellbeing system to ensure delivery against the Board's priorities.

However, the integration of health and social care in Torbay was well established before the requirement to appoint Health and Wellbeing Boards. Similarly, and as referenced earlier, many other partnerships have been in place in Torbay for a number of years.

It is also recognised that the system priorities cover many areas, and that these are being addressed by a number of already established organisations and partnership arrangements. These partnerships include:

- Devon-wide Strategic Transformation Partnership (STP)
- Torbay and South Devon Local Care Partnership
- Torbay and South Devon NHS Foundation Trust Prevention Board
- Children and Young People's Strategic Partnership
- Torbay Community Safety Partnership
- Healthy Torbay Steering Group
- Ageing Well Torbay.

The Health and Wellbeing Board (the Board) will seek assurance that issues are being addressed, and it will also identify areas where it can add value.

The work of the Board will be set out in an Annual Work Programme which will be determined by identifying:

- **Issues to Watch** – these are areas where the Board is interested but only needs to keep a watching brief on delivery, probably through oversight of key outcomes. The Board will trust that other organisations or partnerships are delivering the system priorities.
- **Issues to Sponsor** – these are areas that the Board will actively promote but leaves other organisations and partnerships to deliver, seeking only assurance of outputs and outcomes from this work. The Board will encourage integration and partnership working to deliver system priorities. There will normally be no more than four issues to sponsor each year.
- **Areas of Focus** – these are areas where the Board will have more direct involvement and debate to assure itself the detail of the delivery. The Board will be seeking a commitment to action from its partner members. There will normally be two areas of focus each year.

Each year, a review will be undertaken by the Board to agree which areas require which particular focus. The measures on the following page will be used to track progress against the priority areas.

Measure	Time period	Type	Torbay	Similar areas	Devon wide – STP	National	Trend
Early years good development	2016/17	%	71.7%	70.9%	69.8%	70.7%	
Child poverty	2015	%	20.2%	18.1%	14.6%	16.8%	
Attainment gap in schools	2017	%	23%				
Smoking in pregnancy rate	2016/17	%	15.2%	13.5%	12.5%	10.7%	
Adult smoking rate	2016	%	16.7%	16.0%*	14.1%	15.5%	
Physically active adults	2016/17	%	67.1%	65.5%*	69.5%*	66.0%	
Alcohol attributable admissions	2016/17	Per 100,000	2444	2504*	2188*	2185	
Children overweight or obese in year 6	2016/17	%	34.0%	34.8%	30.3%	34.2%	
Self-harm admissions	2016/17	Per 100,000	362.8	249.2*	285.2*	185.3	
Mortality rate from preventable conditions	2014-16	Per 100,000	187.4	202.5*	163.7	182.8	
Low happiness score	2016/17	%	10.0%	9.6%*	8.9%*	8.5%	
Suicide rate	2014-16	Per 100,000	14.1	11.6*	11.5	9.9	
Social connectedness							
Fuel poverty	2015	%	10.8%	11.0%	12.0%	11.0%	
Numbers of category 1 hazards							
Life expectancy gap in males	2014-16	Years	8.6	10.0*	7.5*	N/A	
Life expectancy gap in females	2014-16	Years	4.3	7.6*	4.9*	N/A	
Feel supported to manage own condition	2016/17	%	65.6%	66.1%*	66.9%*	64.0%	
Homelessness rates	2016/17	Per 1000 households	2.72	to be completed	to be completed	2.54	
Domestic abuse crimes and incidents	2017/18	Number	3533				
Successful drug treatment rates	2016	%	8.40%	6.34%	6.54%	6.70%	
Proportion of people who use services who reported they had as much social contact as they would like	2016/17	%	52.70%	48.11%	46.92%	45.40%	
Proportion of carers who reported they had as much social contact as they would like	2016/17	%	34.40%	36.58%	to be completed	35.50%	No trend

Torbay Joint Health & Wellbeing Strategy 2018-20: Draft Revised Outcome Framework

The draft outcome framework below sets out proposed indicators against each chapter of the Joint Health and Wellbeing Strategy. These represent a combination of longer term outcomes and short to medium term process measures which describe progress towards delivery.

Each chapter has one or more partner forums which are being consulted on the proposed outcome measures and will be involved in supporting both monitoring and delivery as appropriate.

Outcomes will be reported on a regular basis to the Torbay Joint Health and Wellbeing Board.

Priority area	Goals	Actions	Suggested indicators		Partner forums
			Outcome measures	Process measures	
<p>Partners Together at the Forefront to promote good health and wellbeing and prevent illness</p>	<ul style="list-style-type: none"> ➤ More people choosing and enabled to live healthy lifestyles and fewer people unwell ➤ More people living independently in resilient communities ➤ People being supported to have the knowledge, skills and confidence to self-care and better manage their health conditions ➤ The health and care system ready and able to intervene early if necessary. 	<ul style="list-style-type: none"> • Promote: <ul style="list-style-type: none"> ○ MECC (Making Every Contact Count) ○ Directories of service ○ Social Marketing ○ Community Grants ○ Patient Activation ○ Social prescribing ○ Shared decision making ○ HOPE (Helping Overcoming Problems Effectively) • Improve access to: <ul style="list-style-type: none"> ○ lifestyle advice ○ health and lifestyle screening ○ lifestyle services ○ early intervention when someone becomes ill ○ prevention of falls and frailty ○ mental health promotion 	<ul style="list-style-type: none"> • Life expectancy gap • Mortality rate from preventable conditions • Adult smoking rate • Alcohol attributable admissions 	<ul style="list-style-type: none"> • MECC training – coverage by sector • HOPE training – coverage • Devon Prevention STP workstream performance indicators & outcomes 	<ul style="list-style-type: none"> • Torbay & South Devon Prevention Delivery Group • Devon STP Prevention Working Group

Priority area	Goals	Actions	Suggested indicators		Partner forums
			Outcome measures	Process measures	
		<ul style="list-style-type: none"> ○ prevention & control of infection in the community and in care homes. 			
2 Enable children to have the best start in life and address inequalities in outcomes	<ul style="list-style-type: none"> ● Children having the best start in life <ul style="list-style-type: none"> ➤ The impact on children and families from domestic abuse, alcohol/substance misuse and all forms of child exploitation reduced ➤ Improved education outcomes for all children and young people regardless of where in the Bay they live ➤ Young people being healthy, making positive choices and influencing their own future. 	<ul style="list-style-type: none"> ● Children and Young Peoples' Strategic Partnership, Children and Young People's Plan ● Integrated service offer for 0-19 years ● Focus on addressing the causes and effects of child poverty ● Promote healthy lifestyles for all ages across the life course ● Keep children, young people and families well. 	<ul style="list-style-type: none"> ● Child poverty ● Numbers & proportions of Children in Need, Looked After Children, and Children with Education, Health and Care Plans 	<ul style="list-style-type: none"> ● Early years development ● Smoking in pregnancy ● Child weight ● School ages & stages composite scores ● Vaccination rates 	<ul style="list-style-type: none"> ● Torbay Children and Young People's Strategic Partnership Group
3 Build emotional resilience in young people	<p>More children and young people:</p> <ul style="list-style-type: none"> ➤ experiencing good emotional health and wellbeing ➤ recovering from their emotional health and wellbeing needs ➤ having better physical health and better 	<ul style="list-style-type: none"> ● Torbay Healthy Learning website and social media platform ● Coordinated personal health and sex education (PHSE) delivery, training and peer support ● 0-19 years integrated service and the Child and Adolescent Mental Health Service 	<ul style="list-style-type: none"> ● Mental wellbeing at 15 years ● Self-harm rates ● Survey findings (eg Healthwatch Young Person in Torbay survey 2018) 	<ul style="list-style-type: none"> ● Pupils with social, emotional and mental health needs ● Implementation of self-harm prevention pilot programme milestones 	<ul style="list-style-type: none"> ● Torbay Children and Young People's Strategic Partnership Group ● Prevention STP Mental Health leads group

Priority area	Goals	Actions	Suggested indicators		Partner forums
			Outcome measures	Process measures	
	<p>emotional health and wellbeing</p> <ul style="list-style-type: none"> ➤ having a positive experience of care and support ➤ having access to high quality support, as close to home as possible ➤ More people having an understanding of emotional health and wellbeing. 	<ul style="list-style-type: none"> • Co-design and co-produce with children and young people who are part of the wider system. 			
<p>Page 11</p> <p>Create places where people can live healthy and happy lives</p>	<ul style="list-style-type: none"> ➤ Get more people moving ➤ Encourage people to reach & maintain a healthy weight ➤ Promote people drinking sensibly and becoming smoke free ➤ Enable people to be a part of their community and live fulfilled lives ➤ Ensure our planning and housing systems promote health. 	<ul style="list-style-type: none"> • Healthy Torbay programme • Community and voluntary sector wellbeing partnerships • Partnerships with Councillors and community builders in deprived areas • Healthy Weight Action Plan, infant feeding, and school-based holiday hunger • “Torbay on the Move”, “Run for your Life” • Torbay Housing Partnership & Housing Strategy Action Plan, fuel poverty. • Tobacco Alliance 	<ul style="list-style-type: none"> • Thriving place index • Physically (in)active adults • Smoking rates • Obesity rates • Harmful drinking rates 	<ul style="list-style-type: none"> • Park run for juniors & adults • Referrals for home energy efficiency support 	<ul style="list-style-type: none"> • Healthy Torbay • Torbay Healthy Weight Forum • Torbay Physical Activity Steering Group

Priority area	Goals	Actions	Suggested indicators		Partner forums
			Outcome measures	Process measures	
5 Support those who are at risk of harm and living complex lives, addressing the underlying factors	<ul style="list-style-type: none"> ➤ Develop services for those most in need based on a “Housing First” approach ➤ Redesign the system to have a more preventative strength-based approach ➤ Focus on transition ➤ Support young adults with complex needs to live independently <ul style="list-style-type: none"> • Quality workforce. 	<ul style="list-style-type: none"> • Service re-design • Integrated support offer involving those with lived experience • Rough sleeping and those on the edge of homelessness • People with complex learning disabilities and mental health needs closer to home • Integrate mental health and primary care into community settings • Holistic support for families with parental mental ill health and/or substance misuse. 	<ul style="list-style-type: none"> • Homelessness rates • Successful drug treatment rates • Successful alcohol treatment rates 	<ul style="list-style-type: none"> • Domestic abuse, crimes & incidents • Torbay Domestic Abuse & Sexual Violence programme milestones & performance indicators 	<ul style="list-style-type: none"> • Transforming Care Partnership • Torbay Multiple Complex Needs Programme Board • Devon STP Multiple Complex Needs Group • Torbay Domestic Abuse & Sexual Violence Executive Group
6 Enable people to age well	<ul style="list-style-type: none"> ➤ Enable isolated older people to feel (re)connected with friends, communities & activities ➤ Support older people to feel their lives have value and purpose as life changes, being able to contribute 	<ul style="list-style-type: none"> • Review & extend the benefits of the Ageing Well programme • More extra care and supported flexible accommodation • Shape the care home and care market & provide more dementia and nursing provision 	<ul style="list-style-type: none"> • Proportion (of people & carers) reporting sufficient social contact • Proportions feeling supported to 	<ul style="list-style-type: none"> • Use of good end of life care practice & training • Falls prevention programmes coverage 	<ul style="list-style-type: none"> • Torbay Ageing Well Programme Board • Torbay Older People’s Assembly

Priority area	Goals	Actions	Suggested indicators		Partner forums
			Outcome measures	Process measures	
	<ul style="list-style-type: none"> ➤ High personal, learning and service aspirations for later life ➤ Ageing is viewed positively & older people are valued ➤ Older people remain independent & receive high quality strengths based support. 	<ul style="list-style-type: none"> • Test the technological solutions that enable people to stay at home and remain independent • Support the independent care workforce to be “Proud to Care” and design new roles • Creative housing solutions and changing care settings contribute to the regeneration and vision for our town centres. 	<ul style="list-style-type: none"> • self-manage health conditions • Living in fuel poverty • Falls & fractures rates • Frailty (proportions severe, moderate, mild) • Oral health status 	<ul style="list-style-type: none"> • Flu vaccination rates • Carer numbers & survey outcomes • Torbay Ageing Well programme performance indicators 	
7 Promote good mental health	<ul style="list-style-type: none"> ➤ Services are in the right place at the right time ➤ Cohesive & joint strategic approach to all-age mental health ➤ Identify and acknowledge the wider determinants that affect mental health and wellbeing ➤ Strong focus to preventing mental ill health ➤ Support individual resilience. 	<ul style="list-style-type: none"> • Making Every Contact Count (MECC) and Making Every Contact Count in Mental Health (Connect 5) training in front-line services, community and voluntary sector • Menu of services within the statutory and voluntary sector supporting individuals with low level mental health to prevent escalation and crisis • 5 Ways to Wellbeing social marketing campaign 	<ul style="list-style-type: none"> • Self-reported wellbeing / happiness score • Suicide rate 	<ul style="list-style-type: none"> • Delivery of Torbay Mental Health Concordat action plan • Delivery of Torbay Suicide action plan • Uptake & evaluation of campaigns (eg 5 ways to wellbeing) 	Devon and Torbay Mental Health partnership groups

Priority area	Goals	Actions	Suggested indicators		Partner forums
			Outcome measures	Process measures	
		<ul style="list-style-type: none"> • Public Mental Health Concordat action plan • Support organisations & communities to address issues around mental ill health within their town or setting • Ensure the learning from local ways of working (such as the community-led work in Brixham) is shared and makes a sustainable real difference • Torbay multi-agency Suicide and Self-harm Prevention plan. 		<ul style="list-style-type: none"> • Delivery of training programmes (eg Connect 5) 	

Title: Better Care Plan 2019/20

Wards Affected: All

To: Health & Wellbeing Board **On:** 12 September 2019

Contact: Deborah Gidman
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Email: deborah.gidman@torbay.gov.uk

1. Purpose

- 1.1 The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.
- 1.2 The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.
- 1.3 The Better Care Fund is a pooled fund derived some a series of funding sources. One element of the funds is the Improved Better Care Fund which in itself has several elements and there are different conditions attached to the provision and expenditure of funds within it.
- 1.4 The attached report details how the Better Care Fund will be used in 2019/20.

2. Recommendation

- 2.1 The Board is asked to support:
 1. A commitment to transformative care learning from the initiatives and taking the momentum from successes to date to deliver improvements in patient experience of care (including quality and satisfaction), improvements across the health of populations, and reducing the per capita cost of health care and deliver the goals of the NHS Long Term Plan.
 2. The recognition of the pace of change required with the demographic, workforce and care demand drivers being faced.
 3. The proposals made in the accompanying report, for them to be taken through due governance, to deliver a transformation in Torbay's care

provision for the wellbeing of the population including those working and caring within it.

3. Supporting Information

- 3.1 See Appendix 1 Transformative Funding – Torbay Better Care Fund Plan 2019-2020

4. Relationship to Joint Strategic Needs Assessment

- 4.1 The demand and costs to the system relating to the key challenges evidenced in the JSNA 2018-2020 will increase unless transformative action is applied to those challenges. The transformation that is taking place with the new model of care responds to these challenges and the constant endeavour to improve client and patient experience. Working in an integrated way is key to achieving transformation and addressing the wider determinants of health.
- 4.2 Better Care Fund, and particularly the iBCF, is there to support the development of an integrated system and seamless transfers of care with a stable and supported provider market delivering services that reduce the pressures on the NHS. This remains a focus of the BCF Board with reference to transforming care to meet the challenge of an optimised care system designed through improving the patient experience of care (including quality and satisfaction), improving the health of populations, and reducing the per capita cost of health care, as well as reducing demand and costs in social care.
- 4.3 The BCF and iBCF recognise the JSNA's prevention opportunities: the upstream-downstream opportunities to reduce costs, and as health improvement opportunities to prevent the need for treatment services are more cost effective than treating people, to tertiary prevention that aims to prevent the worsening or repeat need for treatment

5. Relationship to Joint Health and Wellbeing Strategy

- 5.1 Within the BCF narrative and schemes in progress there are many that support the preventative and early intervention strategies. With the projected demand on services and the recent workforce reports from Health Education England (190,000 more staff 2027) and Skills for Care (700,000 more staff by 2030) excluding the factor associated with a compound effect of annual turnover requiring in excess of 1 million new workers in the current 'as-is' system, it is clear that the support must be focussed on accelerating a transformation to a new model of care. This requires the engagement of and delivery models with an increasingly broad range of stakeholders and the community themselves. The development of a care-force beyond a workforce requires a shift in tasks and costs. Along with this is the care of those that are caring. Wellbeing and the devolvement of action to an up-skilled and technologically enabled care-force with solid infrastructure and oversight is essential.

5.2 The governance for the iBCF schemes requires each application to determine how it will meet locally agreed objectives, residential and nursing care (including replacement care); housing and support; mental health, prevention and community and Voluntary Sector (CVS) Resilience – enhanced outreach; mental health, prevention and resilient – link worker; prevention – assistive technology; staffing – capacity development; CVS resilience – staffing, skills and capacity; domiciliary care – living well at home.

6. Implications for future iterations of the Joint Strategic Needs Assessment and/or Joint Health and Wellbeing Strategy

6.1 Nothing is needed to change in future versions of the JSNA and/or JHWS as a result of what the Better Care Fund Board are asking the Health and Wellbeing Board to do in relation to the Better Care Fund 2019/20 Plan

Appendices

Appendix 1 – Transformative Funding – Torbay Better Care Fund Plan 2019-2020

Background Papers:

The following documents/files were used to compile this report:

NHS Long Term Plan, <http://www.longtermplan.nhs.uk/>

Better Care Fund, <https://www.england.nhs.uk/ourwork/part-rel/transformation-fund/bcf-plan/>

2018-2020 Joint Strategic Needs Assessment for Torbay,
<http://www.torbay.gov.uk/DemocraticServices/documents/s50293/JSNA%20Appendix%201.pdf>

Report to the Health & Wellbeing Board - Transformative Funding - Developing the Triple Aim
<https://www.torbay.gov.uk/DemocraticServices/documents/s50374/20180328%20Transformative%20Funding%20v1.2.pdf>

Transformative Funding - Torbay Better Care Fund Plan 2019-2020

BCF Planning document for 2019 - 20

Date: 20 August 2019

Document Status: Final

Document Version: 1.0

Document Author: Deborah Gidman, Development & Improvement Unit, Torbay Council

Document Control

Version	Revision Date	Summary of changes	Changes made by
0.1	20 August 2019	Document created	Deborah Gidman
0.2	21 August 2019	Strategic narrative added from BCF 19/20 Plan to Approach towards integration of health & social care	Jenny Turner
0.3	22 August 2019	Winter Pressures Funding information	Jenny Turner
0.4	23 August 2019	Updated Winter Pressures Funding information – schemes as agreed by BCF Board	Better Care Fund Board

Document Reviewers

This document must be reviewed by the following:

Name	Title/Responsibility	Date of issue	Version
John Bryant	Head of Integration, Torbay Council	21 August 2019	0.3
Jenny Turner	Head of Integrated Care – South, Devin CCG	21 August 2019	0.3

Document Approval

This document must be approved by the following:

Name	Title/Responsibility	Date of issue	Version
	Better Care Fund Board	21 August 2019	0.3
Joanna Williams	Director of Adult Services and Housing	21 August 2019	0.4
Cllr Jackie Stockman	Cabinet Member for Adults and Public Health	23 August 2019	0.4
	Health & Wellbeing Board	12 September 2019	1.0

Document Distribution

All the above listed as reviewers and approvers

Name	Title	Date of issue	Version
Better Care Fund Board	All members	22 August 2019	0.4
Health & Wellbeing Board	All members	4 th September 2019	1.0

Document Status

This is a controlled document.

Whilst this document may be printed, the electronic version is maintained by the Torbay Council Development and Improvement Unit who hold the controlled copy. Any printed copies of the document are not controlled.

Related Documents

These documents will provide additional information.

Ref no	Document Reference / Title	Version
1	Health and Wellbeing Board Decision Report	1.0
2	Better Care Fund Planning Requirements for 2019-20, HM Gov	2019
3	2018 – 2020 Joint Strategic Needs Assessment for Torbay	2018-2019
4	HWB Report: Transformative Funding – Developing the Triple Aim	March 2018

RECOMMENDATIONS	
<p>Better Care Fund (BCF) Board for Approval</p> <p>This supporting planning document accompanies the Health and Wellbeing Board Decision Report to be presented for approval at the Health and Wellbeing Board (HWB) on 12th September 2019.</p> <p>For information:</p> <p>Papers are to be submitted for HWB by 28th August 2019.</p> <p>If the report is not approved at the BCF Board it will delay meeting the deadline for the HWB and fail to reach an opportunity for sign-off.</p>	<p>Approved with Conditions (22nd August): Condition - Update Winter Pressures following agreement by A&E Board</p>
<p>Health and Wellbeing Board</p> <p>To be used in conjunction with the Health and Wellbeing Decision Paper v1.0</p>	<p>Approve</p>

Contents

- 1. Purpose of paper**
 - 2. Background**
 - 3. Projects funded in 2018/19 and continuing to be delivered**
 - 4. Approach towards integration of health & social care**
 - 5. Principles & Governance**
 - 6. Relationship to Joint Strategic Needs Assessment (JSNA)**
 - 7. Expenditure - current financial arrangement of the Better Care Fund 2019/20**
- Appendix 1 - Schemes planned by the improved Better Care Fund in 2019/20**

1. Purpose of paper

- 1.1. The Health and Wellbeing Board Decision Report is supported by further information contained in this report.
- 1.2. The information provided gives an overview of completed schemes plus fully funded schemes in 2018/19 which are ongoing in 2019/20, current financial arrangements of the Better Care Fund, strategic narrative including the use of the Disability Facilities Grant, partnership and Risk Sharing Agreement, principles and governance, and new 2019/20 iBCF schemes and Winter Pressures Funding in 2019/20.
- 1.3. This paper makes proposals for transforming care in Torbay in line with the purpose and criteria as laid down for the Better Care Fund made available through the Department of Communities and Local Government.
- 1.4. The Better Care Fund Board approved the Better Care Fund Plan at its Board meeting on 22nd August 2019.
- 1.5. The Better Care Fund Board is seeking approval from the Health and Wellbeing Board on 12th September in accordance with the requirements set out in the Better Care Fund conditions; submission date to NHS England is 27th September 2019.

2. Background

- 2.1. The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.
- 2.2. The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.
- 2.3. In March 2018, the report Transformative Funding – Developing the Triple Aim outlined the use of the Better Care Funds in 2018/19 with a view that in order to optimise a care system new designs must be developed to simultaneously pursue three dimensions: improving the patient experience of care (including quality and satisfaction), improving the health of populations, and reducing the per capita cost of health care.
- 2.4. Additionally, joint working and partnership was consolidated with the formation of the Integrated Care Organisation (ICO), supported by a Risk Share Agreement, between three local health and care public sector partners (Torbay and South Devon Foundation Trust, Devon Clinical Commissioning Group and Torbay Council) which allowed a step change in the system with each partner playing a role to extend Torbay's renowned integration work to wider collaboration with the market,

including Voluntary Community and Social Enterprise (VCSE), independent, family and informal carers involving the community in its widest sense.

- 2.5. In 2018/19 the improved Better Care Fund has funded and overseen the completion of projects associated with increasing domiciliary care capacity when care capacity is lost in the summer school holidays due to staff not turning up for shifts due to child care, coming off the rota entirely and stopping care work for uneconomic reasons; non-injured Fallers where there is a significant cost regarding this cohort of individuals, not just in relation to the attendance of an ambulance (SWASFT) but also in relation to the A & E attendance and then a potential cohort who will require admission, not due to the fall but from being on the ground for a number of hours. City & Guilds Accreditation, Care Certificate, which facilitates development of modular skills, professional competencies, leadership and management courses both in Torbay, South Devon and at STP level, supporting the Care Act obligations in facilitating a sustainable provider market. The City & Guilds project has positive implications for the engagement of the VCSE and informal carers who may wish to learn and be acknowledged without committing to the overall course or who wish to build to it over an extended period of time. Supporting a voluntary sector transport partner, ensuring vulnerable clients can attend appointments and thus placing less reliance on a wide range of statutory publicly funded resources in the medium / longer term.

3. Projects funded in 2018/19 and continuing to be delivered

- 3.1. Mental health resilience work through a specialist role to support the needs of adults (under 65) with mental ill health and to identify early interventions and prevent needs and transitions work based in children's services to co-work complex cases who are due for transition to adult services. This is particularly important for looked after children, who are often missed in transition discussions, planning and financial projections.
- 3.2. A further mental health project assesses and supports people who are not eligible for statutory services by signposting to employment, education and community assets and addressing the serious social problems faced by these young people (primarily people with autism and Asperger's). The intention is to reduce the 're-entry' of these young people into services such as Drug/Alcohol.
- 3.3. Wellbeing co-ordinators in housing to develop advice/support capacity and/or skill, including potential to support Homelessness Reduction Act duties with personal housing plans and role in Home Improvement Agency/Disabled Facilities Grants process. Within dementia and End of Life, the Specialist Wellbeing Coordinator will deliver a Strengths Based Approach with the person, their carers and family to develop a comprehensive wellbeing plan.

- 3.4. Enhancing quality in domiciliary care to focus on care given and supported living in terms of quality and safety through the QUAIT team and focus on IBCF initiatives in the Living Well at Home (Dom Care development) work stream, ensuring our high standards for care are met by quality monitoring and support for domestic care providers within the Living Well at Home framework, those that we spot purchase and supported living providers.
- 3.5. Living Well at Home, an innovative approach to supporting and caring for people at home and is a partnership between the Joint Commissioning Team, Torbay and South Devon NHS Foundation Trust and domiciliary care providers.
- 3.6. Voluntary Sector Strategy to work in co-production across the Torbay voluntary sector to develop a strategy motivating, empowering and developing resources. Overall capacity will be increased utilising smaller, less structured and less formal organisations impacting positively on all health and social care delivery, which is linked to the new 2019/20 scheme 'Voluntary Sector Enabling Fund'.
- 3.7. Postural support and stability project which expands availability within Torbay and South Devon of Postural stability instructor (PSI) led community based falls prevention strength and balance classes. These are available to patients with a history of falls, have a fear of falling, have problems with balance, are feeling unstable and lacking confidence or have a diagnosis of osteoporosis. Over time the waiting lists for the small number of programmes available increased and this project is designed to meet increasing demand.
- 3.8. Quality Checkers, are a team of volunteers with lived experiences of safeguarding who will explore and assess the quality of the service people receive following a section 42 safeguarding enquiry.
- 3.9. Replacement Care. Develop, commission and procure a range of replacement care with key stakeholders to produce a framework/menu of replacement services which people can access for free or purchase with the intended outcomes of understanding what is important to Carers, to support Carers to continue in their caring role by involving them and relevant stakeholders to develop a range of support for those caring for someone, especially those caring for people who require dementia and end of life care; transform systems so that Carers can access a wide range of care and support with the ability to be able to purchase services quickly and with ease; test various methods and processes of issuing eligible Carers Individual Service Funds (ISF) and/or Direct Payments, provision of information and advice at the right time.
- 3.10. Technology Enable Care - Route to cash savings vs existing packages; hard cost avoidance (cost of TECS savings vs cost of what would have been provided after a Care Act assessment); soft cost avoidance (upstream diversion and resilience as required in the contract, i.e. development of self-funders purchasing TECS to avoid of delay assessing statutory services).

- 3.11. A 12 month 'specialist' post to oversee social media communities, communications and campaigns within adult social care and housing. Aims to improve and increase public and wider market engagement.
- 3.12. Development Unit which will support the iBCF through the development of a robust approach to the iBCF projects, including project standards, governance and evaluation and linking to the wider system view.

4. Approach towards integration of health & social care

4.1. Person-centre outcomes – Approach to integrating care around the person:

- 4.1.1. Since 2017 there have been a number of system wide initiatives to support people with long term health needs. They also fall within the universal model of personalised care and provide good opportunities for prevention.
- 4.1.2. Under Supported Self-Management we have set up a successful programme of six week courses for people with long term conditions, called HOPE (Helping Overcome Problems Effectively) these non-clinical courses focus on the whole person and were developed by Coventry University utilising the best evidence based practice. Participants learn a range of ways to manage their health and wellbeing. In addition friendships are formed over the six weeks and sustainable help happens as a result of people enjoying their new natural support in the community. Most people increase their patient activation measure by two levels between week one and the end of the course demonstrating increased skill and confidence in self-management of their condition. Over 400 people have attended HOPE courses and we are now expanding this across wider Devon and supporting Cornwall to start HOPE courses there. One to one personalised self-management exists in the form of proactive health coaching and holistic health coaching. Both of these involve people working with a trained member of staff over time to help people access the right support for them. PAM measures are used to look at the long term impact. Both with HOPE and Health Coaches there is identified long-term system impact evaluation taking place (from SWAHSN and TSDFT) however for both programmes it is slightly early to establish definitive system outcomes at this time.
- 4.1.3. Torbay Council have undertaken some proactive work with a programme called "Talking point" which enables people to have "What matters to me" conversations and get support around the things that they want to address in their lives, this promotes positive wellbeing and helps to identify and resolve issues early.
- 4.1.4. Torbay are seeking to develop an alliance approach to supporting people with multiple and complex needs. This work involves Public Health and has been based on reviewing the

accessibility of support for people who may frequently find it difficult to get help because of the way services and systems may be currently operating. The need to put people first is likely to be transformational and will require a new specification for support services locally. Health and wellbeing coordinators and the emerging link worker roles across the new primary care networks provide effective links into the voluntary and community sector- both these roles base their approach on discussions focussing on what matters to each person. Making Every Contact Count is more established and provides support to people around behaviour change related to tobacco, hypertension, alcohol, being overweight or physically inactive.

4.1.5. Falls and frailty prevention work has also commenced with individuals following allocation of resources from prevention funds. All this work is reported systematically to the Prevention working group of Devon STP to enable alignment with complimentary workstreams and sustainable support from key personnel across our wider system.

4.2. Health and Wellbeing Board Level

4.2.1. Joint commissioning arrangements - Torbay has had integrated services since 2005 which were extended in 2015 to encompass a whole system integration with the creation of the Integrated Care Organisation (ICO) Torbay and South Devon NHSFT. Arrangements include aligned commissioning posts across the local authority and the CCG, pooled funding arrangements which are managed through agreed collaboration as to how these are spent. We have developed a Local Care Partnership Delivery Group which brings together operational and commissioning leaders across our system including the local authority, CCG, public health, Primary Care Networks and the voluntary sector. This group is responsible for aligning system plans and evolving strategy into operational plans. The Integrated Care Model sets our system wide ambition to a maturing integrated offer at neighbourhood and place, bring together primary care networks, mental health, social care and hospital services to meet population needs. The key elements are: connecting people with things that help them to lead healthy lives, supporting people to stay well and independent at home, proactively working to avoid dependency and escalation of illness, connecting people with expert knowledge and clinical investigation, providing easy access to urgent and crisis care and embedding end of life care at all levels. The key priorities are: population health management through data driven planning and delivery of care to achieve maximum impact, social prescribing and community asset based approaches, one team approach and enhanced health in care homes. There is an Integrated Care Model Programme aiming to deliver these ambitions by bringing together several projects which aim to bring greater integration of health and social care provision. These include workstreams on: High Impact Users, Enhanced Health provision in Care Homes,

the One Team project which includes developing multi-disciplinary teams across each locality, co-locating and integrating services, transforming domiciliary care and transforming the delivery of social care. The aim is to work as a system to meet the health and wellbeing needs of the population. The Health and Wellbeing Board have agreed to develop joint working arrangements with Devon and Plymouth HWBs to agree a common set of health and wellbeing priorities and review the implementation of the long term plan in so far as it relates to the Devon STP geography in aggregate.

4.2.2. Alignment of primary care services - The process for developing PCNs in Torbay is being supported by the local care partnership delivery group. There are 3 PCNs in Torbay and these are co-terminus with the council boundary. We have worked in partnership with PCNs to support the development of their pharmacists and social prescribing link workers. The aim is to develop an integrated social prescribing network across our system bringing together the PCNs links workers and existing health and wellbeing co-ordinators. The community services will be aligned with each PCN.

4.2.3. Alignment of services and the approach to partnership with the VCSE - A VCSE strategy is being developed across Torbay. It contains a mix of place-based agencies and those that operate across a wider theme and area due to their specialist nature. The VCSE is a key part of the integrated model of care and will help to deliver the BCF priorities in the following ways ; social prescribing, self-care ,building reliant communities ,by helping with transport, enabling hospital discharge to take place by supporting people with volunteers or befriending, looking after pets whilst people are in hospital, and wellbeing co-ordinators will be linking to community assets. A VCSE steering group including representatives from the voluntary sector is responsible for developing the strategy and funding is available from the iBCF to support implementation.

4.3. Torbay's approach to integration with wider services (e.g. housing)

4.3.1. The approach to using the DFG to support the housing needs of people with disabilities or care needs is supported by the Torbay Council Housing Strategy 2015-20, which recognises the need for its Strategy to support the council's priorities where housing impacts on their success, particularly in helping to alleviate the pressure on Adult Social Care and Health services. The strategy enables the co-ordination a number of housing and health related priorities including, aids and adaptations for disabled people, home improvements; access to community equipment and assistive technology to enable independence at home, speed up hospital discharge/reduce readmission, prevent escalation of need e.g. accidents and falls and support maintenance of physical and mental well-being.

4.3.2. Torbay's housing strategy aims to deliver homes fit for the future at each stage of life to meet the needs of an increasing aging population; higher proportion of older people; higher proportion of population with disability; increased referrals for Disabled Facilities Grants; higher proportion of one person households; higher proportion of households aged over 65 living alone (from Housing and Health Needs Assessment). As part of improving quality of homes and providing homes fit for the future, there will be the development of additional extra care housing units. Priorities for a housing strategy from 2020 are currently in development and will include a review of local DFG policy and performance and the development of an assistive technology strategy to support and prolong independence at home, avoiding unplanned admissions and reducing delayed transfers of care and long term placements into residential care, with partners. The local partnership arrangements including, an integrated ASC and housing strategy team, ensure effective partnership with local housing providers, local communities; large and small private sector bodies, the broader public sector; and our local community and voluntary sector.

4.4. System level plan alignment

4.4.1. BCF plan alignment to wider integration landscape includes the Devon STP System Operating Plan which has 4 priorities: 1) Managing demand and activity growth down by 2% from previous planning assumptions through the changes described in this plan; 2) Accelerating shift in delivery mode from inpatient to day case and day case to outpatient to the performance of best in Devon; 3) Increasing anticipated non-recurrent benefits from system investment; 4) Developing a system risk share to drive collective delivery.

4.4.2. To achieve these priorities a number of initiatives have been agreed amongst which are an acceleration of the Integrated Model of Care, rebalancing the system's resources to reduce health inequalities. There has also been an agreement between the three Health and Wellbeing Boards to align priorities and review implementation of the Long Term Plan where it relates to the Devon STP. The Integrated Care Model described above is forming part of the Devon Long Term Plan and will be delivered across wider Devon.

5. Principles & Governance

5.1. Principles

5.1.1. The iBCF needs to work at pace and accept calculated risk to extract the highest level of opportunity for transformation. iBCF needs to support innovation (prototype and pilot schemes) and the spread and adoption of evidence-based examples of good practise. The principle of co-design and co-production will be embedded within schemes and reflective

practice to derive learning and inform schemes to enable advantage. Proportionate business cases will be required, including problem definition and response options. Full term funding commitment with milestones and stage payments to manage spend over the course of the project will be provided.

5.2. Governance – Internal

5.2.1. All three parties to the Risk Share Agreement in respect of health and care services, have worked together to develop the schemes. These have been considered and approved through the Better Care Fund Board, which meets monthly, alternating between a standalone meeting and one which forms the second half of the Social Care Programme Board (SCPB). The SCPB is the performance and monitoring function for the delivery of the Annual Strategic Agreement which covers the Council's delegated functions and funding in respect of Adult Social Care.

5.2.2. The Better Care Fund Board membership is cross-organisational with all three parties to the Risk Share Agreement represented at executive or senior decision taking level.

5.2.3. At iBCF level, the Development and Improvement Unit at Torbay Council, will apply project standards and discipline to each scheme throughout its lifecycle, including resource planning and commitment, clear illustration of how the iBCF schemes meet iBCF objectives.

5.3. Governance - External

5.3.1. NHS England approve the overall Better Care Fund plan and have the right to impose conditions. It requires completion of financial, narrative and metric driven template along with confirmation of the Section 75 agreement having been completed and signed. There are challenge points during the process such as audit and update of the performance against the High Impact Change Model and key metrics.

5.3.2. NHS England will not approve the plan until it has been considered and approved by the local Health and Wellbeing Board. Torbay was pleased to be one of the systems that had its original submission approved both first time and without conditions being applied.

5.3.3. Reporting will be required in quarter 3 and 4. Two different reporting lines need to be satisfied with two different templates. Partners to the Risk Share Agreement contribute to each return and have access to the submissions. Devon Clinical Commissioning Group maintain the responsibility for submitting the actual document to NHS England in addition to updating the Better Care Fund Support Manager at regional level. The Council maintain the responsibility for submitting the quarterly reports, and any further updates requested, to the Department of Housing, Communities and Local Government (DCLG) along with those to the Association of Directors of Adult Social Services (ADASS).

6. Relationship to Joint Strategic Needs Assessment (JSNA)

- 6.1. The demand and costs to the system relating to the key challenges evidenced in the JSNA 2018-2020 will increase unless transformative action is applied to those challenges. The transformation that is taking place with the new model of care responds to these challenges and the constant endeavour to improve client and patient experience. Working in an integrated way is key to achieving transformation and addressing the wider determinants of health.
- 6.2. Better Care Fund, and particularly the iBCF, is there to support the development of an integrated system and seamless transfers of care with a stable and supported provider market delivering services that reduce the pressures on the NHS. This remains a focus of the BCF Board with reference to transforming care to meet the challenge of an optimised care system designed through improving the patient experience of care (including quality and satisfaction), improving the health of populations, and reducing the per capita cost of health care, as well as reducing demand and costs in social care.
- 6.3. The BCF and iBCF recognise the JSNA's prevention opportunities: the upstream-downstream opportunities to reduce costs, and as health improvement opportunities to prevent the need for treatment services are more cost effective than treating people, to tertiary prevention that aims to prevent the worsening or repeat need for treatment.

7. Expenditure - current financial arrangement of the Better Care Fund 2019/20

Table 1: Financial arrangement for Torbay in 2019/20

Disability Facilities Grant (DFG)	£1,876,070
Minimum CCG Contribution	£11,218,208
Improved Better Care Fund (iBCF)	£7,749,143
Winter Pressures Grant	£828,580
Additional LA Contribution	£0
Additional CCG Contribution	£0
Total	£21,672,001

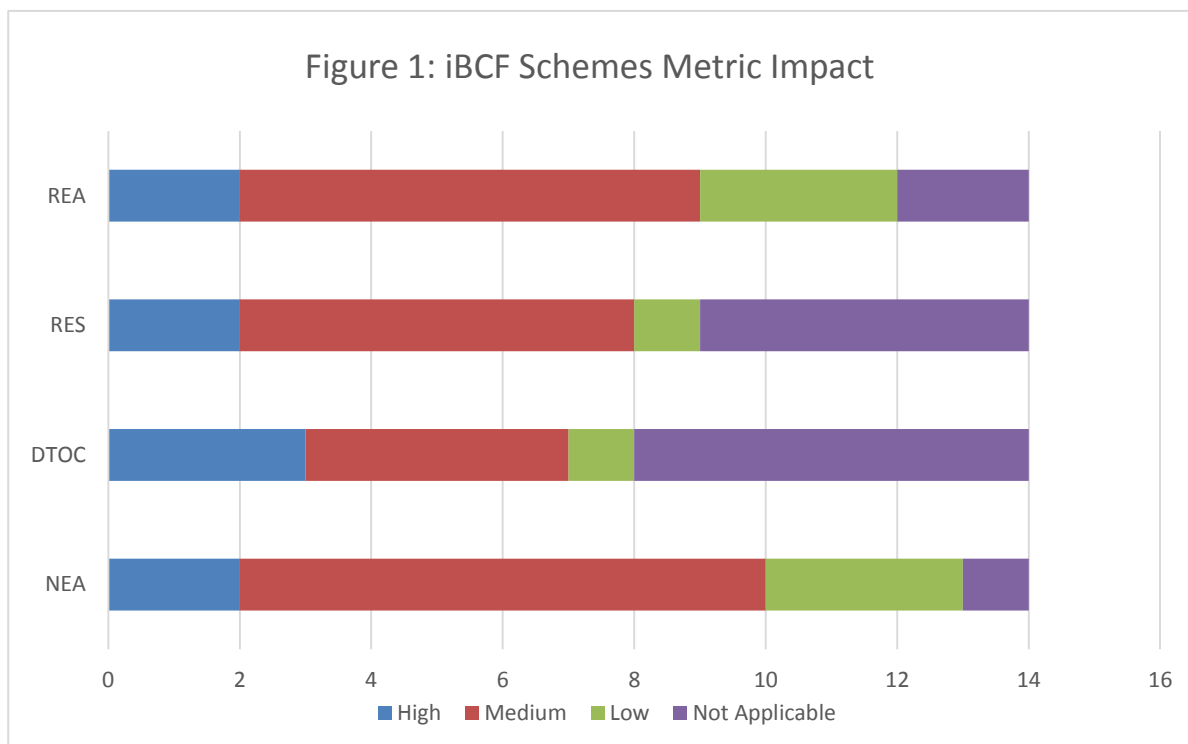
- 7.1. The overall Better Care Fund is administered by the Devon Clinical Commissioning Group amounts to £21,672,001 in 2019/20. This includes an Improved Better Care Fund (iBCF) element of £7,749,143 as well as £1,876,070 of Disability Facilities Grant (DFG) and Winter Pressures Grant of £828,580.

- 7.2. The Council is required to maintain responsibility for elements such as the Winter Pressures, Disability Facilities Grant and iBCF funding.
- 7.3. The financial amounts are recorded in the Section 75 agreement, which will need to be in place and signed by December 15th 2019, which supports the transfer of the funding between organisations. Section 75 of the 2006 National Health Services Act gives powers to local authorities and clinical commissioning groups to establish and maintain pooled funds out of which payment may be made towards expenditure incurred in the exercise of prescribed local authority functions and prescribed NHS functions.
- 7.4. The conditions attaching to these funds highlight the need to contribute to the High Impact Change Model, along with quarterly reporting to the Department of Health and the Department of Communities and Local Government. The grant conditions also emphasises the need for the funding to be applied to stabilising and building capacity in the local care system, which is in line with the Care Act 2014 in respect of facilitating sustainable, quality care markets.
- 7.5. *Grant Funding to local government: Improved Better Care Fund (iBCF)*
- 7.5.1. The Grant Determination issued in April 2019 sets out that the purposes will replicate those from 2017-18 and 2018-19 – and therefore that the funding be used for: meeting adult social care needs; reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported. iBCF funding can be allocated across any or all of the three purposes of the grant in a way that local authorities, working with Devon CCG to determine best meets local needs and pressures.
- 7.5.2. There are 14 schemes, including a Risk Share Agreement (Scheme 1) and funding to the Torbay and South Devon Foundation Trust (Scheme 13), details of which can be found in Appendix 1.
- 7.5.3. Torbay’s iBCF schemes are designed to impact on the four national metrics: i. non-elective admissions (Specific acute); ii. Delayed transfers of care (DToC), iii. Admissions to residential and care homes; iv). Effectiveness of reablement; as described in Table 2.

Table 2: Four national metrics set out in the BCF policy framework

NEA	Non-Elective Admissions - Reduction in the amount of unplanned, acute admissions to hospital
DTOC	Delayed Transfers of Care- Effective joint working to facilitate timely and appropriate transfers from hospitals.
RES	Long term support needs of older people- delaying dependency/reducing admissions to residential and nursing homes
REA	Long term support needs of older people- delaying dependency/reducing admissions to residential and nursing homes

7.5.4. Figure 1 indicates the level of impact on the four national metrics, which will be evaluated throughout the lifecycle of each scheme.



7.6. Winter Pressures Grant (Draft plan - to be agreed by the A&E Board)

7.6.1. The Grant Determination issued in April 2019 stipulates that monies should be used only for the purposes of:

‘... supporting the local health and care system to manage demand pressures on the NHS with particular reference to seasonal winter pressures including on interventions which support people to be discharged from hospital, who would otherwise be delayed, with the appropriate social care support in place, and which may help promote people’s independence’

And that a recipient authority must:

- a. ‘Pool the grant funding into the Local Better Care Fund, unless the authority has written Ministerial exemption;
- b. Work with the relevant Clinical Commissioning Group and providers to meet National Condition 4 (Managing Transfers of Care) in the 2019-20 Better Care Fund Policy Framework and Planning Requirements; and

c. Report on spend as required through the Better Care Fund (BCF)

7.6.2. Devon and Torbay will use a joint process to agree these allocations, namely sign off by a social care lead, an NHS trust provider lead, a joint commissioner and the locality clinical lead, with the involvement of the local A&E board to ensure agreement of local priorities and delivery.

7.6.3. The Devon A&E Board met on 12 June 2019 and has requested that local A&E Boards focus on admissions avoidance in their investments as well as additional capacity for the existing system.

7.6.4. Plans will then be ratified by the Joint Commissioning Group and H&WBB in Devon and the BCF Board and H&WBB in Torbay, who will look to ensure sufficient collaboration of areas of mutual benefit.

7.6.5. There have been a number of initial discussions across the South Devon and Torbay system. All schemes proposed will focus on avoiding inappropriate admissions, reducing length of stay and supporting discharge by ensuring adequate capacity in the community. The following schemes are proposed in Table 3.

Table 3: Winter Pressures Grant Funded Schemes

Scheme	South Devon	Torbay
Enhance the Site Team at TSDFT to 7 days a week to allow for improved flow through the hospital – 2 members of staff for 6 months	£65,000	£65,000
Enhance support for ambulatory patients on ED and AMU to reduce likelihood of admission	£25,000	£25,000
Resettlement Team – to actively support people being discharged from hospital – outreach 7 days a week including community hospitals and working alongside MAT	£65,000	£65,000
Increase discharge hub at TSDFT to six days	£50,000	£50,000
High Impact Users – scheme to coach/support reduction in use of ED	£25,000	£25,000
Develop voluntary sector capacity to support hospital discharge and admission avoidance in Moorland area, Paignton and Torquay	£10,000	£20,000
Develop End of Life support for personal care workers/agencies through Rowcroft – training, group supervision, telephone support	£20,000	£20,000
Block book end of life personal care	£125,000	£300,000
Advanced care planning for patients admitted to TSDFT within 1 year of end of life by specialist nurses	£10,000	£10,000
GP visiting and support to care homes via 7 Primary Care Networks for 6 months	£200,000	£150,000
Roll out of Red Bag scheme in care homes		£10,000
Low intake dehydration scheme in care homes	£5,000	£5,000
Total	£600,000	£745,000
Remaining		£84,325

- end

Appendix 1 - Schemes planned by the improved Better Care Fund in 2019/20

NEA	Non-Elective Admissions - Reduction in the amount of unplanned, acute admissions to hospital
DTOC	Delayed Transfers of Care- Effective joint working to facilitate timely and appropriate transfers from hospitals.
RES	Long term support needs of older people- delaying dependency/reducing admissions to residential and nursing homes
REA	Long term support needs of older people- delaying dependency/reducing admissions to residential and nursing homes

H	High
M	Medium
L	Low
N/A	Not applicable

Scheme	Scheme Name	Brief Description of scheme	Scheme Type	NEA	DTOC	RES	REA	Area of Spend	Expenditure (£)	New/ Existing scheme
Page 55	Final Risk Share Agreement	Monies allocated to the shared arrangements in order to support ongoing delivery and transformation of adult social care. Intended to support delivery of services needed to underpin the Integrated Care Model.	Other						£1,218,000	
2	Leadership in Care Homes	A creative leadership programme for Torbay Care Home Managers to develop leadership skills and encourage support and collaboration	HICM for Managing Transfer of Care	M	N/a	N/a	M	Social Care	£34,900	New
3	Living Well @ Home	Overarching programme consisting of four workstreams: 1) Recruitment and retention of domiciliary carers, 2) Self-Optimising Teams, 3) Mapping tool for care route	Redesign of home care to develop Enhanced Wellbeing Practitioners in support of system pressures to avoid admissions and improve	M	H	H	M	Community Health	£473,200	Existing

Scheme	Scheme Name	Brief Description of scheme	Scheme Type	NEA	DTOC	RES	REA	Area of Spend	Expenditure (£)	New/ Existing scheme
		planning, 4) Procurement of new home care provider	DToc in addition to generating capacity in the domiciliary care sector							
4	Care Homes Market Shaping Strategy	Redesign of Care Homes and purchase of specialist equipment to meet increasing complex needs	Residential Placements	H	H	M	L	Social Care	£1,179,900	Existing
5	16-24 Extended Outreach Service	An intensive floating outreach service for young people (16-24) to offer support and facilitate positive housing placements, leading to independent living	Housing Related Schemes	L	N/a	N/a	M	Social Care	£25,000	Existing
	Extra Care Housing	Demand assessment for ECH which has led to acquisition of a suitable site.	Housing Related Schemes	M	M	H	H	Social Care	£109,900	Existing
	Crisis Café- Preventing Crisis	The provision of Crisis Cafés, sanctuaries or drop-ins	Prevention / Early Intervention	H	N/a	N/a	N/a	Mental Health	£150,000	Existing
8	Recovery College Plus	A service to bring together the well tested and very successful model of a dementia café, a public café open to all, and elements of a Recovery College.	Community Based Schemes	M	N/a	M	L	Mental Health	£250,000	Existing
9	LD and Independent Living	Supporting people with Learning Disabilities to increase independence in the community	Community Based Schemes	N/a	N/a	N/a	N/a	Community Health	£140,000	New

Scheme	Scheme Name	Brief Description of scheme	Scheme Type	NEA	DTOC	RES	REA	Area of Spend	Expenditure (£)	New/ Existing scheme
10	Waiting List Management	Procure 3rd sector organisations to undertake risk assessment and advice calls to those on the waiting list, prevent deterioration and support individuals in optimising community resources and remain connected to their community	Prevention / Early Intervention	L	L	L	M	Mental Health	£287,000	New
11	STP Autism Project	Improving support for people with autism, including pre and post diagnosis support and improving waiting times	Prevention / Early Intervention	M	N/a	N/a	H	Mental Health	£50,000	New
12	Voluntary Sector Enabling	To encourage transformation in the voluntary sector	Enablers for Integration	L	M	M	L	Other	£200,000	New
13	19/20 Funds given to ICO	Monies allocated to the shared arrangements in order to support ongoing delivery and transformation of adult social care. Intended to support delivery of services needed to underpin the Integrated Care Model.	Other					Acute	£3,265,500	New
14	Local Development Fund	Allocation of funds by BCF Board in support of community development, including deep dive diagnostics	Other	M	H	M	M	Other	£365,743	New

Page 57