

Wednesday, 04 July 2018

## Meeting of the Health and Wellbeing Board

Thursday, 12 July 2018

1.30 pm

Room 12, Paignton Library, 22 Station Lane, Paignton

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### Members of the Board

Paul Johnson, South Devon and Torbay Clinical Commissioning Group

Caroline Taylor, Director of Adult Services

Pat Harris, Healthwatch Torbay

Caroline Dimond, Director of Public Health

The Elected Mayor, Gordon Oliver

Dr Liz Thomas, NHS England

Alison Botham, Director Children - Torbay/Plymouth City Council

Councillor Parrott

Councillor Stockman

Councillor Darling (M)

Councillor Barnby

Councillor Stublely

### Non-voting Co-optee's

Ian Ansell, Torbay Safeguarding Children Board

Alison Brewer, Primary Care Representative

Julie Foster, Torbay and Southern Devon Health and Care NHS Trust

Tara Harris, Executive Head of Community Safety

Alison Hernandez, Police and Crime Commissioner

Matt Johnson, Community Safety Partnership

Julian Pezzani, Devon and Cornwall Police

David Somerfield, Devon Partnership NHS Trust

Tanny Stobart, Community Development Trust

Ann Wagner, Torbay and South Devon NHS Foundation Trust



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# HEALTH AND WELLBEING BOARD AGENDA

1. **Apologies**  
To receive any apologies for absence, including notifications of any changes to the membership of the Committee.
2. **Minutes** (Pages 5 - 6)  
To confirm as a correct record the Minutes of the Health and Wellbeing Board held on 23 May 2018.
3. **Declaration of interest**
- 3(a) **To receive declarations of non pecuniary interests in respect of items on this agenda**  
**For reference:** Having declared their non pecuniary interest Members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
- 3(b) **To receive declarations of disclosable pecuniary interests in respect of items on this agenda**  
**For reference:** Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.  
  
(**Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)
4. **Urgent items**  
To consider any other items that the Chairman/woman decides are urgent.
5. **Addressing Inequalities in Outcomes for Children** (Verbal Report)  
To undertake a deep dive into 'addressing inequalities in outcomes for children'.
6. **Implementation of the Domestic Abuse and Sexual Violence Strategy** (To Follow)  
To consider a report on the above.
7. **Draft Joint Health and Wellbeing Strategy** (Pages 7 - 28)  
To consider the draft Joint Health and Wellbeing Strategy prior to public consultation.

8. **Work Programme 2018/2019**  
To note the work programme.

(Pages 29 - 34)

## Minutes of the Health and Wellbeing Board

23 May 2018

-: Present :-

Tara Harris, Paul Johnson, Councillor Julien Parrott, Councillor Jackie Stockman, Councillor Jane Barnby, Councillor Di Stubley, Alison Brewer and Kevin Dixon

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### 55. Election of Chairman/woman

Councillor Stockman was elected Chairwoman for the 2018/2019 Municipal Year.

### 56. Apologies

Apologies for absence were received from Ann Wagner, Alison Hernandez, Tanny Stobart, Caroline Taylor, Pat Harris who was represented by Kevin Dixon, Caroline Dimond, Elected Mayor Oliver, Liz Thomas, Andy Dempsey, David Somerfield and Councillor Darling (M).

### 57. Minutes

The Minutes of the Board held on 23 March 2018 were confirmed as a correct record and signed by the Chairwoman.

### 58. Pharmacy Site Consolidation

The Board were advised that in accordance with Paragraph 19(5), Schedule 2 of the NHS (Pharmaceutical and Local Pharmaceutical Services) Regulations 2013 (as amended) they were required to make representations to NHS England on consolidation applications. Members considered the application for the consolidation of Units 2&3 Pembroke House, 266-276 Torquay Road and 237 Torquay Road and were of the opinion that the closure would not create any gap in the provision of pharmaceutical services.

Resolved:

That the response set out in Appendix 3 to the submitted report be approved and forwarded to the NHS England.

### 59. Communications

Board Members shared positive news such as the Care Trust being rated as good following a recent CQC inspection, Healthwatch have launched an advice and

information service led by the Citizen Advice Bureau and all GP practices in Torbay had joined together to submit a bid for increased GP provision.

Chairman/woman

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**Title:** Joint Health and Wellbeing Strategy

**Wards Affected:** All

**To:** Health and Wellbeing Board      **On:** 12 July 2018

**Contact:** Caroline Dimond

**Telephone:** 01803 207336

**Email:** Caroline.dimond@torbay.gov.uk

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## 1. Purpose

1.1 To refresh the Torbay Joint Health and Wellbeing Strategy.

## 2. Recommendation

2.1 That the Health and Wellbeing Board recommends the Elected Mayor commence public consultation on the Joint Health and Wellbeing Strategy.

## 3. Supporting Information

3.1 Following a workshop in February 2018, the Health and Wellbeing Board agreed a set of priorities for the health and wellbeing system, as a whole, in Torbay. It was recognised that there are a range of plans and strategies of a number of partnerships and organisations which aim to address these priorities.

3.2 The draft Joint Health and Wellbeing Strategy appended to this report collates the goals and outcomes of those plans and strategies, as they relate to Torbay, into one Strategy.

3.3 The Annual Work Programme of the Board will set out which issues will be “watched” or “sponsored” and which issues will be areas of “focus” for the Board.

3.4 As part of Torbay Council’s Policy Framework, the draft Strategy will be subject to consultation for at least six weeks. The consultation plan is set out in Appendix 2.

## 4. Relationship to Joint Strategic Needs Assessment

4.1 The proposed Strategy aims to address the issues which are set out in the Joint Strategic Needs Assessment.

## **Appendices**

Appendix 1 – Draft Health and Wellbeing Strategy

Appendix 2 – Consultation Plan



2018-2022

## Joint Health and Wellbeing Strategy – Draft for consultation

Creating a healthy Torbay where individuals  
and communities can thrive

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# 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 are particularly vulnerable.

The priorities within this Strategy have been shaped and informed by listening to the people of Torbay, by looking at our data and by 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

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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. There are high levels of poverty and deprivation, with not enough opportunities for our young people. Productivity levels in Torbay remain amongst some of the lowest in the country, mainly due to the high levels of low paid employment in the tourism and health/social care industries, along with a relatively small workforce compared to the population. Our ageing population means that an ever higher proportion of diminishing public resource is spent on care.

Torbay's Economic Strategy will build on our strengths including a strong entrepreneurial culture, our growing reputation in photonics and electronics cluster and our established fishing, tourism and hospitality sectors to deliver economic growth, tackle inequality and create change in the area that benefits everyone who lives here. Torbay also has a national reputation for the ground breaking work that has led to both integrated health and social care and more recently to the integration of the acute and community NHS trusts. Public sector organisations have close working relationships with the Torbay's extensive community and voluntary sector.

Torbay's Joint Strategic Needs Assessment (JSNA) provides a suite of documents, web tools and presentations which help to analyse the health needs of populations to inform and guide commissioning of health, wellbeing and social care services within Torbay. The JSNA enables local leaders to work together to understand and agree the needs of the local population.

## 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 will 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 an area of concern with a higher percentage of private rented housing and significantly lower numbers of residents in social rented housing
- 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 authorities

## 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 infants 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 for alcohol and higher prevalence of smoking for young people
- There are significantly higher numbers of admissions 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

### 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 (co-morbidities) is expected to rise by a third in the next ten years
- Frailty and dementia is 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, related to mental health and social isolation

This data paints a 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.

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 and there are a range of opportunities that are available to us.

STRENGTHS	ISSUES	OPPORTUNITIES
<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ There is a vibrant Community and Voluntary Sector in Torbay which is actively engaged in the integration and prevention agenda</li> <li>▪ 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.</li> <li>▪ People are willing to do things differently and there is a culture of learning</li> <li>▪ 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</li> <li>▪ There is a desire to work to address the needs of people living with multiple complex needs</li> <li>▪ 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</li> <li>▪ Torbay has led the way ensuring planning decisions consider health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Child poverty and levels of deprivation remain high in Torbay</li> <li>▪ There are many families living in poor housing conditions</li> <li>▪ There are high levels of violent crime, antisocial behaviour and domestic abuse</li> <li>▪ Though educational outcomes in schools are generally good there are inequalities between and within schools which need addressing</li> <li>▪ 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</li> <li>▪ 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</li> <li>▪ 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</li> <li>▪ There are higher proportions of older people especially over 85s in Torbay. Often these people have high levels of isolation and are carers</li> <li>▪ There is a lack of resilience in primary care</li> <li>▪ 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand the work around Healthy Torbay to ensure a focus on regeneration and skills development</li> <li>▪ Deliver our Lifestyle Service at scale and with greater reach and impact.</li> <li>▪ Work together to meet the needs of people with multiple complex needs</li> <li>▪ Build on and expand our work on promoting exercise and addressing the growing levels of obesity</li> <li>▪ Proactively work with partners to implement the Housing Strategy</li> <li>▪ Devon-wide Emotional Health and Wellbeing Strategy is in place and links to the Torbay Children and Young People's Plan</li> <li>▪ New Children and Young People's Plan is in place and will be delivered by the Children's Services Strategic Steering Group</li> <li>▪ Build on current local work such as the work in Brixham to find local solutions to promote and address mental health</li> <li>▪ Support the Older People's Forum to work to enable people to age well</li> <li>▪ The aims of the Prevention Board should be promoted to embed prevention, early intervention and self-care at all opportunities</li> <li>▪ Create and deliver a training programme to "Make Every Contact Count"</li> <li>▪ Consider how the workforce within primary care can be strengthened</li> </ul>

# Objectives and Priorities

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## 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 are most vulnerable
- 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 vulnerable and living complex lives, addressing the factors that result in 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

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## What do we want to achieve?

We will work with all sectors and organisations in Torbay to put an emphasis on prevention, early intervention and self-care.

## 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 health conditions
- earlier intervention with the health and care system ready and able to intervene early

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

There will be a shift to focus on prevention, self-care and early intervention across all services – prevention 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.

Individual'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 include improving access to lifestyles advice, screening and improvements of pathways into lifestyle services, early intervention in chronic disease, prevention of falls and frailty, mental health promotion and addressing gaps in community infection control.

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

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### 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 getting 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
- young people being healthy, making positive choices and influencing their own futures

### 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 needs and on prevention and early intervention. 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 for family support with embedded expertise around 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.

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

The emotional health and well-being 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...

- Deliver the Children and Young People's Plan through the Children's Improvement Board and the Children and Young People's Strategic Steering Group
- Focus on addressing the causes and effects of child poverty
- Promote effective prevention and early intervention

# Priority 3: Build emotional resilience in children and young people

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## What do we want to achieve?

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

## What are our goals?

We want to see more children and young people:

- with 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 the 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

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## 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 have a healthy weight
- promote people drinking sensibly and stopping smoking
- 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 the 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 the 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. We will 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” to promote flagship projects across the life course such as 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 vulnerable and living complex lives, addressing the factors that result in vulnerability

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### What do we want to achieve?

We will work together and with people and families with multiple complex needs in order to provide an integrated service based on what's important to them. We will focus on prevention and intervening earlier and work towards full independence.

### What are our goals?

We want to:

- develop services for those most in need based on a “Housing First” approach
- develop a more preventative strength-based approach towards Housing Options with appropriate floating support and seamless links to public and third sector services
- redesign the system of existing services such as drug and alcohol treatment, housing and homelessness services, Police and Probation, and mental health services in order to meet the needs of vulnerable people in a broader context and to ensure the needs of families are considered
- ensure the specific needs of young people are considered as they transition into adult services
- ensure any future strategy in relation to mental health considers the needs of those who are vulnerable or living complex lives, including those who have a personality disorder
- tackle domestic abuse and sexual violence, to enable our residents to live safe and happy lives
- ensure young adults with physical and/or learning disabilities and those with autism are supported into independence through appropriate housing, where appropriate close to family and friends, with tailored support to meet individual needs
- those with the most complex needs to be supported by a quality workforce with the necessary skills and support to enable greater independence and avoid admission to hospital
- support young people and adults with a learning disability, autism and poor mental health into meaningful employment

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

We will end street homelessness in Torbay. All people with complex needs will have a holistic assessment that is trauma-informed and considers the drivers of need, such as debt and housing. There will be an integrated support offer in place for those with complex lives, informed by and involving those with lived experience.

There will be a decrease in alcohol related admissions and a fall in emergency visits associated with domestic abuse, sexual violence, self-harm and substance misuse.

There will be a fall in isolation and improved emotional health for those who are vulnerable or who are living complex lives. There will be better outcomes for vulnerable children and those transitioning into adulthood.

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

### To make this happen we will...

- Invest in service re-design to resolve the issues which those with complex needs such as housing, mental health and drug and alcohol disorders

- Implement a multiagency project to focus on a permanent end to rough sleeping and 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 Department for Work and Pensions and housing providers to support people with learning disabilities and mental ill health, including their carers and those in recovery, into work and housing
- Work with the Devon-wide Sustainability and Transformation Partnership to further integrate mental health and primary care into community settings to take our journey of integration with the NHS further
- Provide further outreach support for vulnerable adults
- Redesign holistic support for families with children who have parents who struggle with mental ill health and/or substance misuse

## Priority 6: Enable people to age well

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### 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 with 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 through an increased sense of 'neighbourliness' and engagement in a broader range of accessible/affordable activities
- enable older people feel their lives have value and purpose as life changes, contributing 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 celebrated and viewed more positively by all
- enable older people to be independent and when care may be needed to support ongoing needs that it is of quality and personal, based on the existing strengths on individuals

### 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 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 feel connected with friends, their communities and where they live through an increased sense of 'neighbourliness' amongst local people and engagement in a broader range of affordable activities and interest groups. They will have greater access to affordable technology for information, leisure and social connection and more opportunities to enjoy the beauty of our surroundings, feel safe in their local environment and have improved transport and access.

Our older people will have high personal and service aspirations for later life through leading and making decisions relating to issues and services that affect them and knowing where and how to find information and support if required. They will learn in later life and care for their health and wellbeing. Their financial hardship will be reduced. Organisations will change services so they focus more on what matters to older people and will be less risk averse.

More of the local community will value older people, and ageing will be celebrated and viewed more positively by all, through building capacity in the community to engage, involve and enable older people. 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. We will stimulate positive perceptions about ageing and the value of older people in our community.

### 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 through working together and provide more dementia and nursing provision
- Test tech solutions to enable people to stay at home and stay independent

- Support the independent care workforce to be “Proud to Care” and through other innovations including designing new roles to attract people into the sector
- Work with NHS and Council estates to ensure creative housing solutions and changing care settings contribute to the regeneration and vision for our town centres and sense of place

# Priority 7: Promote good mental health

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## 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, follow 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 the issues around mental ill health within their own town or setting
- Ensure the learning from such local ways of working (such as the community-led work in Brixham) is shared and makes a sustainable real difference

# Delivery and Oversight

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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 established organisations and partnership arrangements. These partnerships include:

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

The Health and Wellbeing 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 the 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.

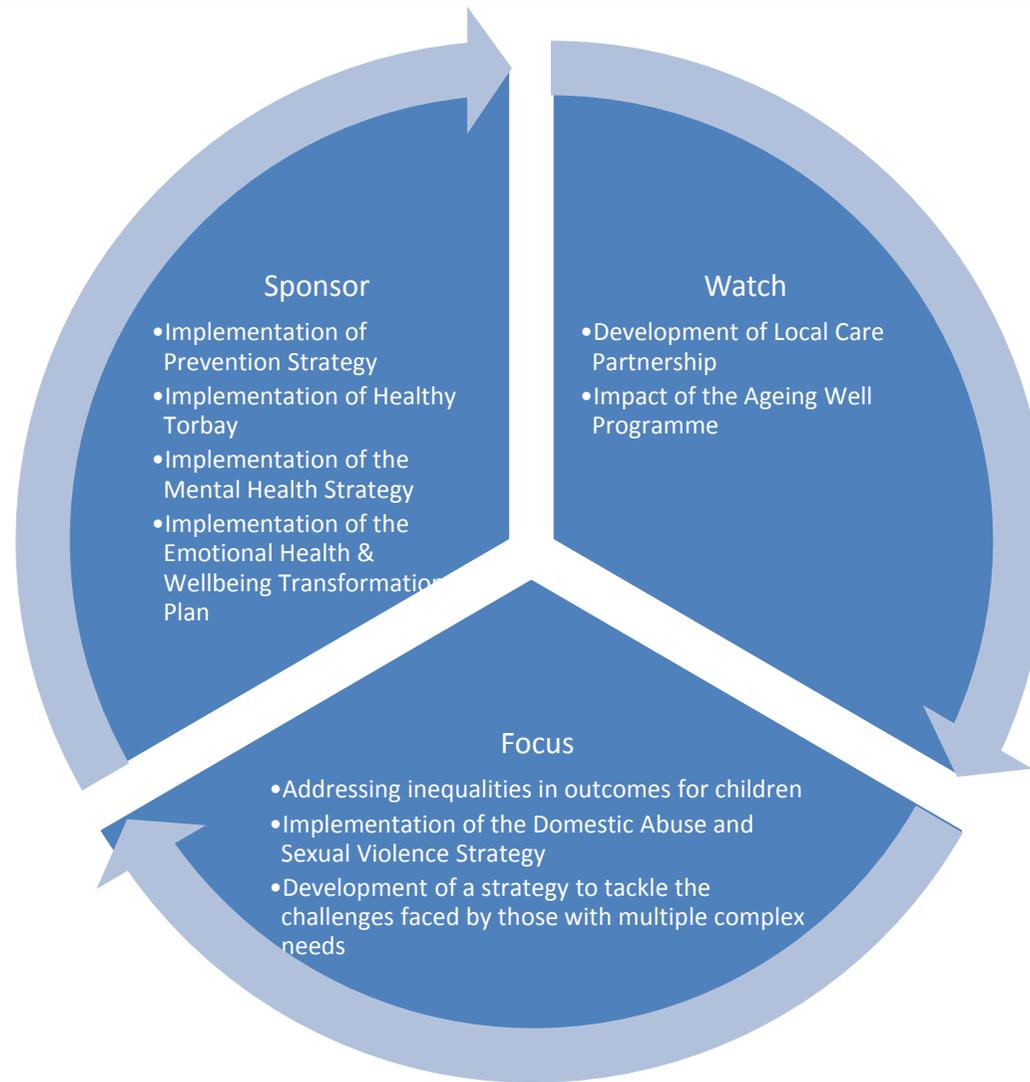
Each year, a review will be undertaken by the Health and Wellbeing Board to agree which areas require particular focus. The measures on the following page will be used to track progress against the priority areas.

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

The Health and Wellbeing Board agreed at its meeting in March 2018 that its Work Programme should be developed around the principles of areas to watch, areas to sponsor and areas of focus:

- **Areas 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. Therefore performance monitoring reports will be presented twice a year to the Board.
- **Areas to sponsor** – These are areas that the Board will actively promote but leaves other organisations and partnerships to deliver, seeking assurance of outputs and outcomes from this work. The Board will encourage integration and partnership working to deliver the system priorities. There will normally be no more than four issues to sponsor each year. Therefore highlight reports will be presented twice a year with lead organisations being asked to identify any blockages within the system. This will enable the Board to discuss potential solutions building on its role to promote integration across the system.
- **Areas of focus** – These are areas where the Board will have a more direct involvement and debate to assure itself of the detail of 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 partner organisation to identify specific issues of concern for inclusion within the Work Programme which will effectively be the Action Plan of the Joint Health and Wellbeing Strategy. These issues will then form the basis of meetings of the Board, enabling proactive debate, leading to solutions owned by the system.

In addition, it was agreed that the Work Programme should reflect the areas as in the diagram on the following page.



Date	Venue	Agenda Deadline	Item Name	Lead Officer(s)/ Organisation	Notes including decision/action being requested
12 July 2018	Paignton Library and Information Centre	29 June 2018	Area of Focus (Deep Dive) – Addressing inequalities in outcomes for children	Director of Children’s Services	What are the drivers of vulnerability to include parental wellbeing within families? What are the blockages? What commitments are required from partners?
			Area of Focus (Highlight Report) – Implementation of the Domestic Abuse and Sexual Violence Strategy	Torbay Community Safety Partnership	What has been achieved in the past six months? What are the blockages? What is the planned activity for the next six months? What commitments are required from partners?
			Draft Joint Health and Wellbeing Strategy	Director of Public Health	Does the draft Strategy reflect the Board’s priorities? How does the Board wish to consult? Can the draft Strategy now be published for consultation?
			Work Programme 2018/2019	Director of Public Health	Is the cycle of Deep Dives and Highlight Reports acceptable to the Board?
6 September 2018	Pamona House	24 August 2018	Area of Focus (Deep Dive) - Development of a strategy to tackle the challenges faced by those with multiple complex needs		How are we tackling the challenges faced by those with multiple complex needs? What are the blockages? What commitments are required from partners?
			Area to Sponsor (Highlight Report) - Implementation of Prevention Strategy		What has been achieved in the past six months? What are the blockages? What is the planned activity for the next six months?

Date	Venue	Agenda Deadline	Item Name	Lead Officer(s)/ Organisation	Notes including decision/action being requested
					What further integration needs to be encouraged between partners?
			Area to Sponsor (Highlight Report) - Implementation of Healthy Torbay		What has been achieved in the past six months? What are the blockages? What is the planned activity for the next six months? What further integration needs to be encouraged between partners?
			Area to Watch (Highlight Report) – Implementation of the Local Care Partnership		What outcomes have been achieved in the past six months?
			Adult Social Care Eligibility Policy	Director of Adult Services	To monitor the implementation of the Adult Social Care Eligibility Policy (referred by the JCT PDDG).
13 December 2018	Partner organisation to offer to host – venue must be big enough for approximately 30 people and be able to allow members of the public to attend	30 November 2018	Joint Health and Wellbeing Strategy	Director of Public Health	What amendments need to be made as a result of the consultation exercise? Can the Strategy be agreed and forwarded to the Council and CCG for sign off?
			Area to Sponsor (Highlight Report) - Implementation of the Mental Health Strategy		What has been achieved in the past six months? What are the blockages? What is the planned activity for the next six months? What further integration needs to be encouraged between partners?
			Area to Sponsor (Highlight Report) - Implementation of the Emotional Health & Wellbeing Transformation Plan		What has been achieved in the past six months? What are the blockages? What is the planned activity for the next six months?

Date	Venue	Agenda Deadline	Item Name	Lead Officer(s)/ Organisation	Notes including decision/action being requested
					What further integration needs to be encouraged between partners?
			Area of Focus (Highlight Report) - Addressing inequalities in outcomes for children	Director of Children's Services	What progress has been made since the Deep Dive in July 2018? What are the blockages? What commitments are required from partners?
			Area to Watch (Highlight Report) – Impact of the Ageing Well Programme	Community Development Trust	What outcomes have been achieved in the past six months?
14 March 2019	Pamona House	1 March 2019	Area to Focus (Deep Dive) – Implementation of the Domestic Abuse and Sexual Health Strategy		What progress has been made in implementing the Strategy? What outcomes have been achieved? What are the blockages? What commitments are required from partners?
			Area of Focus (Highlight Report) - Development of a strategy to tackle the challenges faced by those with multiple complex needs		What progress has been made since the Deep Dive in September 2018? What are the blockages? What commitments are required from partners?
			Area to Sponsor (Highlight Report) - Implementation of Prevention Strategy		What has been achieved in the past six months? What are the blockages? What is the planned activity for the next six months? What further integration needs to be encouraged between partners?
			Area to Sponsor (Highlight Report) - Implementation of Healthy Torbay		What has been achieved in the past six months? What are the blockages?

Date	Venue	Agenda Deadline	Item Name	Lead Officer(s)/ Organisation	Notes including decision/action being requested
					What is the planned activity for the next six months? What further integration needs to be encouraged between partners?
			Area to Watch (Highlight Report) – Implementation of the Local Care Partnership		What outcomes have been achieved in the past six months?
			Review of achievements in 2018/2019 and identification of priorities for 2019/2020	Director of Public Health	