

## Report title: Review of the Multiple Complex Needs (MCN) Alliance

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**Report to:** Overview & Scrutiny Sub Board – Adult  
Social Care and Health

Date: 03 September 2026

Lead Cabinet Member: Cllr Hayley Tranter, Cabinet  
Member for Adult Social Care and Public Health and  
Inequalities plus Communities

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Wards affected: All Wards

### 1. Summary of Report:

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- 1.1 The Multiple Complex Needs Alliance (MCNA) contract ends on 31 March 2027, and Torbay Council must determine whether to enact the 'up to 5-year extension' of the Alliance Agreement and associated service contracts. The MCNA comprises of homeless hostel support, domestic abuse support and substance misuse treatment.
- 1.2 A review of progress of the MCNA was undertaken to understand the benefits to date against the original intentions. The MCNA was commissioned as a learning collective, with expectations of [1] integrated governance and budget management with collective decision-making; [2] developments driven by coproduction and lived-experience-led design; [3] shared metrics and intelligence; [4] workforce redesign that prioritises the relationship between those accessing support and a single keyworker throughout their time with the MCNA.
- 1.3 The outcome of this review was that insufficient progress had been made, with low confidence that the transformational expectations of the Alliance Agreement would be delivered.
- 1.4 The officer recommendation to Cabinet is to continue with the MCNA and to separately commission the domestic abuse support service and the drug & alcohol treatment services.

However, the capacity and timescales to allow Torbay Council to procure these services requires an extension of the Alliance (agreement and associated service contracts) to ensure continuity of support whilst planning the future delivery model and procurement pathway within the context of a new Torbay and South Devon Council and geographic footprint arising from the Local Government Review process.

- 1.5 This recommendation was endorsed at the Cabinet and Directors meeting held on 24 June 2026.
- 1.6 Sanctuary Supported Living and Torbay & South Devon NHS Trust have agreed to an extension of the MCNA on this basis, with the intended timelines of continuation being up to 24-months and 6-months respectively.

## 2. Recommendations and Proposed Decision:

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- 2.1 To acknowledge and endorse the recommendation to not fully enact the extension of the MCNA Alliance Agreement and associated service contract due to insufficient progress against the core tenets of the Alliance approach.
- 2.2 To acknowledge and endorse the decision to limit the extension of the MCNA contracts to allow re-procurement of the adult drug and alcohol treatment and domestic abuse provisions.

## 3. Reasons for Recommendations/Proposed Decision:

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- 3.1 At this point in time, the MCNA has not progressed sufficiently against the transformational expectations of the contract and this is not forecast to change in the future without significant further investment, resourcing, and support to create and embed the necessary structures, processes and forums to realise the aims and objectives of the Alliance Agreement.
- 3.2 The benefits realised to date could have been achieved with a 'business as usual' approach.
- 3.3 The performance of adult drug and alcohol treatment has declined significantly since the commencement of the MCNA contract and now requires intensive Public Health Team intervention to recover.

## 4. Background and Context:

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- 4.1 The MCNA was commissioned under an Alliance Agreement to better respond to and meet the needs of those who experience homelessness, drug & alcohol problem, and domestic violence or abuse.
- 4.2 The MCNA contract commenced on 31 January 2023 following a mobilisation period of nine months. The contract end date is 31 March 2027, with an option to extend the contract for up to five years. The decision to enact this option sits with Torbay Council in the first instance.
- 4.3 To inform decision-making, Public Health commissioned the Devon Assurance Partnership to complete an independent audit of the presence and effectiveness of essential structures and processes to drive the transformations required (exempt appendix 1); the MCNA conducted a moderated self-assessment of progress against the transformational expectations stated in the Alliance Agreement (exempt appendix 2); and key performance metrics of each of the three service areas were reviewed by Senior Officers in Public Health and Adult Social Care.
- 4.4 These reviews identified several positive developments, particularly in relation to strengthened joint working and improvements in the experiences of people accessing MCNA services. However, while recognising the operational progress made within homeless hostel support and domestic abuse support services, it was not possible to attribute these improvements directly to the Alliance model. More broadly, the review concluded that although some progress has been achieved, the level of strategic and systemic transformation delivered to date has not met the expectations originally set and what progress has been made could have been achieved through a more traditional commissioning approach. A traditional approach would have been more efficient and less resource intensive. One of the challenges with the Alliance model having been the significant capacity required from all partners to progress, (with limited gain) those outputs and outcomes that have been achieved.
- 4.5 Of particular concern were the findings relating to adult drug and alcohol treatment delivery, where performance has significantly declined across a range of key metrics despite an additional £1.68 million in grant investment and NHS pay uplifts in the period 2023 - 2026. This contrasts with the national picture where this investment has resulted in an overall increasing trend of improved numbers, engagement and progress through to completion in treatment since 2022 (exempt appendix 3).
- 4.6 Letters were sent to Torbay & South Devon NHS Trust and Sanctuary Supported Living informing them of Torbay Council's intentions, including a proposal to enact an extension period to ensure continuity of support and development of a procurement pathway for a new provision.
- 4.7 During this limited extension period the intention is to focus on [1] maintaining and developing the areas that have demonstrated the greatest impact and benefit, while

reducing the burden on services associated with delivering the wider and less impactful transformational expectations; [2] working through the financial implications of any contract extension; [3] improving drug and alcohol treatment performance, with an emphasis on the essential components of effective delivery and improved outcomes; and [4] the development of an alternative delivery model(s) and the associated procurement pathway(s) which recognise the implications of LGR and s.24 governance.

## 5. Alternative Options Considered:

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- 5.1 The alternative option considered was to enact the extension and continue with the MCNA.
- 5.2 This was not viewed as viable due to the limited progress made in the MCNA and the high risk of not delivering this in the future.
- 5.3 This was supported by the MCNA's own self-assessment whereby the contracted requirements of the Alliance Agreement could not be met without significant additional investment, resource and support.

## 6. Contribution to Council Priorities:

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- 6.1 Delivering effective services for people experiencing homelessness, domestic abuse and substance misuse who are amongst the most vulnerable people in Torbay is central to the Council's priorities and the intention to 'bring about real, sustainable change for those in greatest need within our communities, with residents experiencing good mental health, being supported with their complex needs'.
- 6.2 This work contributes to key aspects of the Torbay council Business Plan 2024/27 (2026 Refresh) [1] Priority C1: Ensuring our town centres are safe and welcoming and [2] Priority C7: Improving wellbeing and reducing social isolation.

## 7. Consultation and Engagement:

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- 7.1 Significant insights work, including consultation and engagement were undertaken to inform the creation of the MCNA. This learning remains relevant, with the ambitions expressed having not been realised to date. These will continue to be applied for any future models.
- 7.2 Engagement, consultation and coproduction have been integral to the MCNA model. This will continue to be used for the remainder of the contract and will be further embedded in all future models for adult drug and alcohol treatment, domestic abuse support and homeless hostel support services.

## 8. Implications:

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### Financial Implications:

- 8.1 The MCNA Strategy group's assessment was that to deliver the Alliance Agreement's requirements an additional £488,000 per annum (excluding inflationary uplifts) would be needed.
- 8.2 If continuation, of the MCNA further finance for the Torbay & South Devon NHS Trust and Sanctuary Supported Living will also be required in addition to this amount.
- 8.3 Any future model will be less 'staff intensive' for both commissioning and delivery. This will be a more cost-effective way of delivering the provisions compared to any future costs.

### Legal Implications:

- 8.4 For any future model, legal implications will be considered in relation to procurement and LGR with advice being sought to inform any decision-making

### Corporate Parenting/Children and Young People:

- 8.5 While the services constituting the MCNA support adults, a proportion have parenting responsibilities.
- 8.6 The services adopt a family, collaborative approach to enhance parental resilience and improve people's parenting.
- 8.7 The drug & alcohol and domestic abuse services through their work with parents look to prevent care proceedings whenever possible.
- 8.8 Any future models would maintain these approaches.

## Associated Risks, Risk Tolerance Level and Mitigations:

A summary of key risks associated with the recommendations in this report are:

1. [Risk description] – mitigated through [control].
2. [Risk description] – monitored through [governance route].

The risks of not approving the recommendations include [briefly stated]. Overall risk exposure is assessed as acceptable within the Council's risk tolerance appetite.

Full risks are set out below:

| <b>Risk</b>                                  | <b>Risk score<br/>before<br/>mitigations<br/>(likelihood x<br/>impact)</b> | <b>Mitigations</b>                                                                                                                                                                                                              | <b>Risk Score<br/>after<br/>mitigations<br/>(likelihood x<br/>impact)</b> | <b>Risk tolerance</b>                                                                                                                                                                                         |
|----------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Viability of Multiple Complex Needs Alliance | 4 x 4 (16)                                                                 | <ul style="list-style-type: none"><li>Options for standing up a viable new provider for drug and alcohol services being developed.</li><li>Potential procurements incorporate Local Government Review considerations.</li></ul> | 5 x 3 (15)                                                                | With a mitigated score of 15, this is higher than the council's tolerance of risk to 2-6.<br><br>Ongoing review and mitigating actions being taken to minimise risk and optimise the outcome of this process. |
| Specifically designed Safe Accommodation     | 4 x 4 (16)                                                                 | <ul style="list-style-type: none"><li>Implement additional accommodation options through housing associations, private sector partners and neighbouring authorities.</li></ul>                                                  | 3 x 3 (9)                                                                 | With a mitigated score of 9, this is higher than the council's tolerance of risk to 2-6.<br><br>The risk score is very much determined by the ability to                                                      |

|                                                                                      |            |                                                                                                                                                                                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                             |
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|                                                                                      |            | <ul style="list-style-type: none"> <li>• Ensure robust safety planning and support arrangements for individuals placed in temporary accommodation while awaiting specialist provision.</li> </ul>                                                                                                                                                        |           | source alternative provision within the contract period. Risk are mitigated if this occurs.                                                                                                                                                                 |
| Increased Temporary Accommodation costs due to no access to DASV safe accommodation. | 4 x 5 (20) | <ul style="list-style-type: none"> <li>• Increase commissioning and availability of DASV safe accommodation through partnership providers.</li> <li>• Develop additional move-on accommodation options at pace to free up safe accommodation units.</li> <li>• Increase Council owned TA units due to beneficial housing subsidy regulations.</li> </ul> | 3 x 3 (9) | <p>With a mitigated score of 9, this is higher than the council's tolerance of risk to 2-6.</p> <p>The risk score is very much determined by the ability to source alternative provision within the contract period. Risk are mitigated if this occurs.</p> |

## Contributions to tackling climate change or achieving carbon neutrality:

- 8.9 There are no direct contributions to tackling climate change or achieving carbon neutrality for this work.

## Social Value Considerations:

- 8.10 Social value was incorporated into the Alliance Agreement bidding and award process.
- 8.11 Any future procurements will incorporate Social Value as part of the process.

## Procurement Implications:

- 8.12 Whilst Torbay & South Devon NHS Trust and Sanctuary Supported Living have agreed in principle to extend their service contracts, the acceptable duration of this extension is different. Sanctuary is willing to extend as proposed by Torbay Council, with the Trust agreeing to extend for 6-months after the current contract period ends.
- 8.13 Adult Social Care will be leading on the procurement of the Domestic Abuse Support Service, with Public Health leading on the procurement of the Adult Drug & Alcohol Service. The Homeless Hostel Support Service is unaffected as this is delivered by Torbay Council.
- 8.14 The implications and impacts of the transfer of Adult Social Care from the Trust to Torbay Council as well as Local Government Review must be mitigated for. Work is underway to address this.

## Other Implications:

- 8.15 Torbay & South Devon NHS Trust's intention to not continue delivering adult drug & alcohol treatment means that a new Supplier will deliver this service which will cause uncertainty and anxiety amongst the workforce regarding their future employment and wider operations.



## 9. Equalities Impact Assessment:

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight                                                                                                                                                                                                                     | Equality considerations (including any adverse impacts)                                                                                                                                                                             | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
| Age                                                                                      | <ul style="list-style-type: none"> <li>18% of Torbay residents are aged under 18 years old.</li> <li>55% of Torbay residents are aged between 18 to 64 years old.</li> <li>27% of Torbay residents are aged 65 and older.</li> </ul> | <p>The current delivery model benefits directly some of the most vulnerable populations in Torbay. Family need is identified and responded to, not only adults.</p> <p>This will continue to be the case for any future models.</p> | n/a                   | n/a                                                                         |
| Carers                                                                                   | <ul style="list-style-type: none"> <li>At the time of the 2021 census there were 14,900 unpaid carers in Torbay.</li> <li>5,185 of these carers provided 50 hours or more of care.</li> </ul>                                        | <p>Recovery is integral to reducing the demands on carers significant others. Additionally supporting family members is integral to the service model.</p> <p>This will continue to be the case for any future delivery models.</p> | n/a                   | n/a                                                                         |
| Care experienced                                                                         | <ul style="list-style-type: none"> <li>As of January 2026, there were 277 former care experienced young</li> </ul>                                                                                                                   | <p>The service is open and accessible to all. This will continue to be the case for any future delivery models.</p>                                                                                                                 | n/a                   | n/a                                                                         |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight                                                                                                                                                                                                              | Equality considerations (including any adverse impacts)                                                                                                                                                         | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
|                                                                                          | people aged 18-24 in Torbay.                                                                                                                                                                                                  | People who are 'care experienced' constitute significant populations accessing support from the services.                                                                                                       |                       |                                                                             |
| Disability                                                                               | <ul style="list-style-type: none"> <li>In the 2021 Census, 23.9% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness.</li> </ul> | The current model is inclusive, with many who access support having physical and/or mental health difficulties. The service is open to all, with this continuing to be the case for any future delivery models. | n/a                   | n/a                                                                         |
| Gender reassignment                                                                      | <ul style="list-style-type: none"> <li>In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth.</li> </ul>                                       | The service is open and accessible to all. This will continue to be the case for any future delivery models.                                                                                                    | n/a                   | n/a                                                                         |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight                                                                                                                                                                                                                                                                                                                                                                                           | Equality considerations (including any adverse impacts)                                                        | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
| Marriage and civil partnership                                                           | <ul style="list-style-type: none"> <li>Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.</li> </ul>                                                                                                                                                                                                                | The service is open and accessible to all. This will continue to be the case for any future delivery models.   | n/a                   | n/a                                                                         |
| Pregnancy and maternity                                                                  | <ul style="list-style-type: none"> <li>Between 2013 and 2024, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 56.0 per 1,000) than the Southwest (53.4) and broadly in line with England (56.3).</li> <li>For the period 2022 to 2024, rates in Torbay (44.6) have been significantly below England (50.0).</li> </ul> | The service is open and accessible to all. This will continue to be the case for any future delivery models.   | n/a                   | n/a                                                                         |
| Race                                                                                     | In the 2021 Census, 96.1% of Torbay residents                                                                                                                                                                                                                                                                                                                                                              | The service is open and accessible to all, with this continuing to be the case for any future delivery models. | n/a                   | n/a                                                                         |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Equality considerations (including any adverse impacts)                                                        | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
|                                                                                          | <p>described their ethnicity as the following:</p> <ul style="list-style-type: none"> <li>• 1.6% as Asian, Asian British or Asian Welsh</li> <li>• 0.3% as Black, Black British, Black Welsh, Caribbean or African</li> <li>• 1.5% as being of Mixed or Multiple ethnic groups</li> <li>• 96.1% as White</li> <li>• 0.4% described their ethnicity another way.</li> <li>• Black, Asian and minoritised ethnic communities are more likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.</li> </ul> |                                                                                                                |                       |                                                                             |
| Religion and belief                                                                      | The 2021 Census showed that the residents in Torbay                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The service is open and accessible to all, with this continuing to be the case for any future delivery models. | n/a                   | n/a                                                                         |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight                                                                                                                                                                                                                                                                                                                                                                              | Equality considerations (including any adverse impacts)                                                        | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
|                                                                                          | <p>identify their religion and/or belief as the following;</p> <ul style="list-style-type: none"> <li>• 48.5% are Christian</li> <li>• 0.4% are Buddhist</li> <li>• 0.2% are Hindu</li> <li>• 0.6% are Muslim</li> <li>• Less than 0.1% are Sikh</li> <li>• 0.1% are Jewish</li> <li>• 0.7% have another religion</li> <li>• 43.2% have no religion</li> <li>• 6.3% did not answer</li> </ul> |                                                                                                                |                       |                                                                             |
| Sex                                                                                      | <ul style="list-style-type: none"> <li>• 51.3% of Torbay's population are female.</li> <li>• 48.7% of Torbay's population are male.</li> </ul>                                                                                                                                                                                                                                                | The service is open and accessible to all, with this continuing to be the case for any future delivery models. | n/a                   | n/a                                                                         |
| Sexual orientation                                                                       | <p>In the 2021 Census, residents described their sexuality as follows;</p> <ul style="list-style-type: none"> <li>• 89% as Straight or Heterosexual</li> <li>• 1.7% as Gay or Lesbian</li> </ul>                                                                                                                                                                                              | The service is open and accessible to all, with this continuing to be the case for any future delivery models. | n/a                   | n/a                                                                         |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight                                                                                                                                                                                                                                       | Equality considerations (including any adverse impacts)                                                                        | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
|                                                                                          | <ul style="list-style-type: none"> <li>• 1.1% as Bisexual</li> <li>• 0.1% as Pansexual</li> <li>• 0.1% described their sexuality another way</li> <li>• 7.4% of people didn't answer the question</li> </ul>                                           |                                                                                                                                |                       |                                                                             |
| Armed Forces Community                                                                   | <ul style="list-style-type: none"> <li>• In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces.</li> <li>• In Torbay, 5.9% of the population have previously served in the UK armed forces.</li> </ul> | The service is open and accessible to all, with this continuing to be the case for any future delivery models.                 | n/a                   | n/a                                                                         |
| <i>Additional considerations:</i>                                                        |                                                                                                                                                                                                                                                        |                                                                                                                                |                       |                                                                             |
| Socio-economic impacts (Including impacts on child poverty and deprivation)              | <ul style="list-style-type: none"> <li>• Torbay is ranked as the 39th most deprived upper tier local authority in England in the Index of Multiple Deprivation 2025.</li> </ul>                                                                        | The service is open and accessible to all. There is a focus on more deprived populations and recovery mitigates child poverty. | n/a                   | n/a                                                                         |

| Protected characteristics under the Equality Act and groups with increased vulnerability                                                                                                                                             | Data and insight                                                                                                                                                                                                                          | Equality considerations (including any adverse impacts)                                                                                                                                           | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
|                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                           | This will continue to be the case for any future delivery models.                                                                                                                                 |                       |                                                                             |
| Public Health impacts (Including impacts on the general health of the population of Torbay)                                                                                                                                          | <ul style="list-style-type: none"> <li>For the five-year period 2020 to 2024, data shows there is a 6-year life expectancy gap between males who live in Torbay's least and most deprived areas and, a 3-year gap for females.</li> </ul> | The service is a public health provision and/or supports vulnerable population groups.                                                                                                            | n/a                   | n/a                                                                         |
| Human Rights impacts                                                                                                                                                                                                                 |                                                                                                                                                                                                                                           | Human rights are respected and promoted by GiA. This will continue to be the case for any future delivery models.                                                                                 | n/a                   | n/a                                                                         |
| Child Friendly (Children's Rights Impact Assessment (CRIA) considerations): <i>Summarise the CRIA considerations for this proposal, including which groups of children and young people may be affected (e.g., care experienced)</i> |                                                                                                                                                                                                                                           | <p>GiA supports and protects some of the most vulnerable children and young people in Torbay directly or indirectly.</p> <p>This will continue to be the case for any future delivery models.</p> | n/a                   | n/a                                                                         |

| Protected characteristics under the Equality Act and groups with increased vulnerability                                                                                                                                                                                                                         | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------|
| <i>children/young people, care leavers, children with SEND), how their rights and best interests have been considered, and any engagement undertaken with children/young people and/or their representatives. Set out any mitigations to address identified adverse impacts and how these will be monitored.</i> |                  |                                                         |                       |                                                                             |



## 10. Cumulative Council Impact:

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- 10.1 The MCNA was established to improve the lives and outcomes for vulnerable communities in Torbay. This has current and future benefits for adult social care, children's social care, community and environmental services as well as reducing financial demands on the council.
- 10.2 Any future models will continue with this aim.

## 11. Cumulative Community Impact:

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- 11.1 The cumulative benefit is derived by the service model that recognises service delivery being built around the person in an integrated way.
- 11.2 Additionally, there is cumulative benefit at community, family and individual levels by addressing the underlying causes to trauma, distress to self and others.
- 11.3 Any future models will continue with this intent.

## 12. Monitoring and Evaluation:

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- 12.1 The current arrangement of GiA collectively monitoring and evaluating provision and development, with assurance through an Oversight Board will be disaggregated to a service level with a more traditional commissioner/provider contract monitoring model being assumed.
- 12.2 There will be a particular focus on the performance, quality and safety monitoring of the drug & alcohol treatment, with agreed recovery plan to address issues highlighted from the performance deep dive work undertaken by public health.
- 12.3 Future contract oversight for monitoring and evaluation will be incorporated into the procurement and mobilisation process of any future mode.

## Appendices:

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- Appendix 1: Devon Assurance Partnership's audit 'Growth in Action Alliance 2025-26' (exempt)
- Appendix 2: GiA moderated self-assessment (exempt)
- Appendix 3: Performance summary for Torbay Recovery Initiatives, 2026, PowerPoint (exempt)

## Background Documents:

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