



Putting People at the Centre of Decision making:

A Torbay Together Strategy for involving people in decision-making



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Foreword Chair of TSP

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1. Executive Summary

Putting People at the Centre of Decision-making: A Torbay Together Involvement Strategy Executive Summary

This strategy aims to put people at the centre of decision-making by combining the resources of a number of organisations in Torbay including, Torbay Council, Torbay Care Trust, probation and the police. This will ensure information 'COUNTS' (is collected once and used numerous times) making it simpler for people to influence all aspects of service delivery and planning in Torbay.

A number of commitments have been developed with local people for the Torbay Strategic Partnership and this strategy sets out how these **partnership commitments** will be delivered, monitored and reviewed.

The 5 Partnership Commitments:

- Be efficient in the use of **all** resources (for example, money, people, equipment & skills)
- Make involvement accessible for **all** people
- Be honest, open and transparent in our involvement and when things can't be delivered explain why
- Allow enough time for opportunities for involvement from the very start and provide feedback on actions taken throughout the decision-making process
- Continuously improve and increase opportunities for involvement

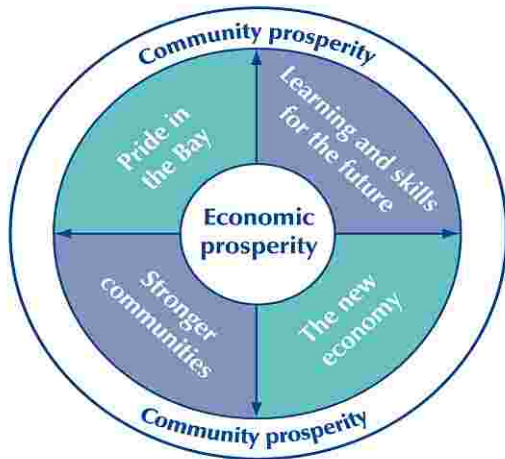
Central government has encouraged local politicians and public bodies, through guidance and legislation, to bring decision-making closer to the people they serve so they have a real say in the shape of their local area. The Coalition government introduced the idea of the '**Big Society**' as an alternative to what has sometimes been described as 'big government' (where public officials are viewed as having too much control over the way in which people lead their lives). The Government is committed, through structural reform, to put patients and public first. The white paper '**Liberating the NHS**', published in July 2010, promises to put patients at the heart of the NHS, through an information revolution and greater choice and control.

In Torbay we know not enough people feel they can influence decisions in their local area and people tell us they would like to be more involved in decision-making (Place Survey June 2009). We need to increase opportunities for involvement and let people know how their involvement has shaped Torbay. We have foundations in place to build strong involvement, including **Torbay Voice**, **Quest**, **LINKs** (Local Involvement Networks), **TULIP** (Torbay User Led organisations in Partnership) and **community partnerships**.

True involvement extends beyond consultation surveys, questionnaires and focus groups to involving people in all key decisions about their local area. It extends to **all**

people, Individuals and communities, offering a variety of opportunities for people with different needs, aspirations and experiences to choose the way in which they want to be involved.

Torbay Strategic Partnership (Torbay Council, Care Trust, the Police, South Devon Healthcare Trust, Fire service and Community Voluntary Action Torbay) is developing **commissioning boards** to help them deliver the outcomes in the **Community Plan** wheel.



The suggested commissioning boards:

- Health and Wellbeing Board
- Stronger Communities Board
- Sub Regional Local Economic Partnership (LEP)
- TSP Executive Board

The Boards will agree the type of services Torbay will commission for the local area. To be really effective the design and evaluation of services must be influenced by the experience of local people, as well as an assessment of need and performance.

To meet these commitments Torbay Strategic Partnership acknowledges the structure and way in which public bodies currently work will need to change. A **Torbay together action plan** has been developed to describe how all organisations in Torbay will work together to meet the commitments through:

- Sharing resources
- Making the information resulting from involvement available to all organisations to improve the area and services for the people of Torbay
- Moving away from conventional meetings in Council and public sector offices
- Supporting people to come up with creative solutions to issues in their communities with more choice and control about how they do this
- Feeding back to people on the results of their involvement
- Providing clear information on issues affecting Torbay and the key decisions in which people can be involved
- Reducing unnecessary bureaucracy and complicated processes
- Streamlining the number of meetings and being clear about the outcomes meetings will deliver
- Spreading good practice
- Offering learning and development opportunities for people who want to be involved and for elected members, public sector staff and third sector organisations so they can support people to become more involved.

2.0 Introduction

2.1 Torbay Together

'Torbay Together' represents all the public sector organisations working together in Torbay with community voluntary services, local businesses and the public to deliver a **community plan** for the people and the area. The **Torbay Strategic Partnership** is made up of a number of organisations including, Torbay Council, Torbay Care Trust, the Police, the Fire Service, South Devon Healthcare Trust and Community Voluntary Action Torbay.

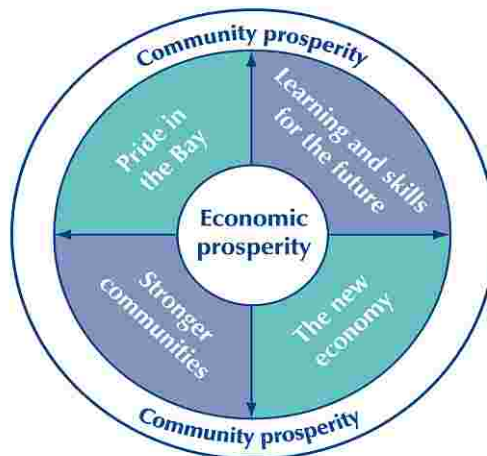


These organisations have agreed collectively to maximise outcomes for Torbay by aligning resources where possible. In consultation with local people and other agencies, including, Devon and Cornwall Probation, Job Centre Plus, Torbay Development Agency, Devon Partnership Trust, local businesses and service providers Torbay, the Strategic Partnership has published a community plan. <http://www.torbay.gov.uk/communityplan.pdf>

2.1 Torbay Community Plan

The Community Plan explains how Torbay Strategic Partnership will address the following priorities together:

- **Stronger Communities**
- **Pride in the Bay**
- **Learning & Skills for the Future**
- **The New Economy**



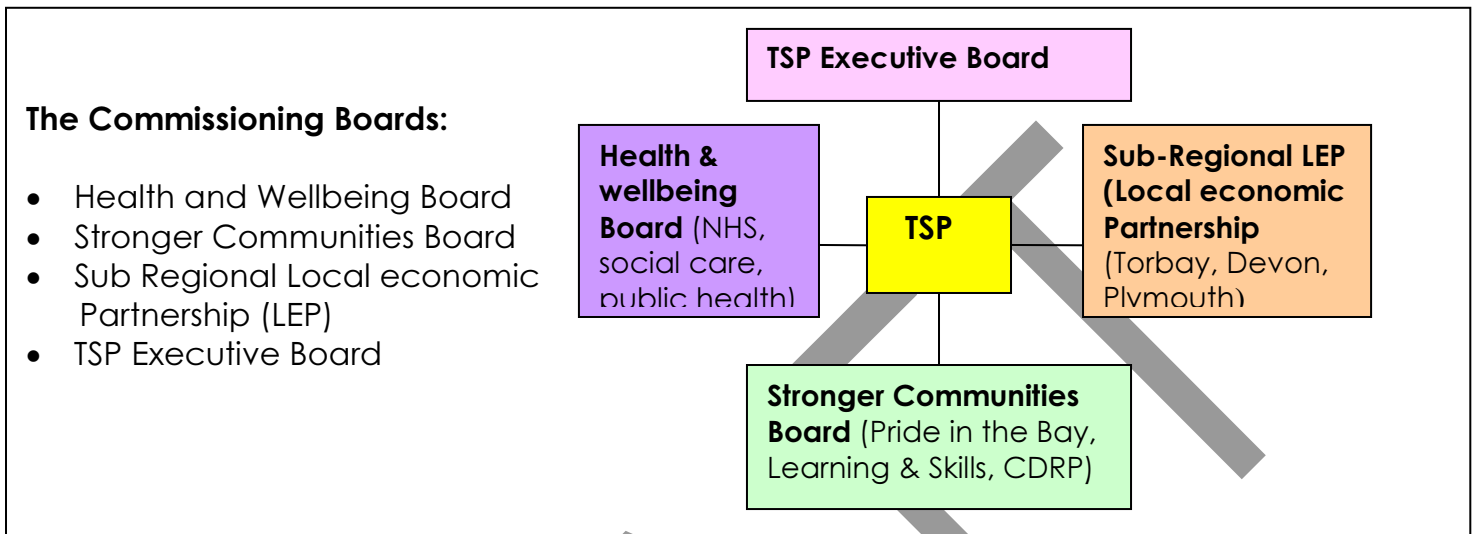
At the heart of these priorities is the shared ambition of putting people who live, work or visit Torbay first through improving public services in Torbay. These 3 priorities illustrate this ambition:

'Communities are inspired and empowered in finding new and exciting solutions to the things that matter to them creating opportunities for all'

'Commit to social enterprise units'

'Torbay Brand – people to know they are in Torbay wherever they are; a strong brand and sense of pride'

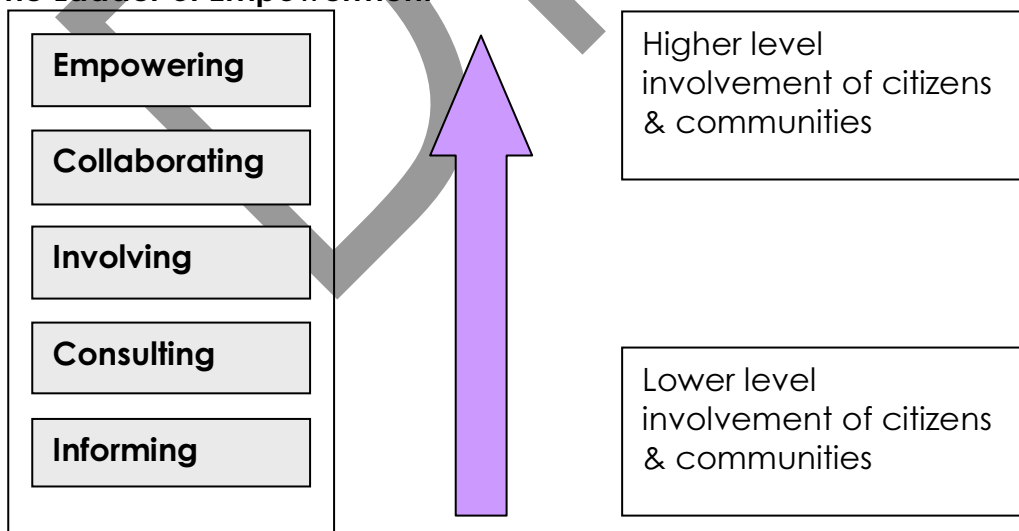
To assist in the delivery of the Community plan a number of options for a **commissioning board** structure are being considered including:



2.2 What we mean by Involvement

Involvement is listening to, and acting on, the voice of the expert by experience. More than simply consultation and engagement, it means involving people in a whole process, from start to finish. True involvement is empowering. It is not just about asking for opinions, but working with people on an equal basis sharing information, setting outcomes, monitoring performance and designing services or solutions to problems. This is sometimes referred to as **co-production**. Co-production turns consumers into producers and changes the relationship between service users and public servants. The **Ladder of Empowerment** (below) illustrates the different levels of involvement.

The Ladder of Empowerment¹



¹ Every Voice Counts 2008

Where the result will be better decisions and more efficient use of resources, responsibility for managing budgets should be devolved to individuals, community groups or to local neighbourhoods.

People can become involved in every aspect of decision-making affecting their services and their community. They will be engaged by members of staff in their daily work, as well as in focus groups and forums, to find out what they think about the local area and the way services are provided, what works well and what could be improved. Consultation will still take place in a variety of ways such as, questionnaires, public meetings, surveys, one-to-one interviews and through interactive web sites.

2.4 Who we want to involve

The Torbay Strategic Partnership is committed to **involving people in making major decisions** about the future of Torbay including, the process of **commissioning** services and planning for the local area. This means anyone who lives in, works in, or visits, Torbay and anyone who uses, or has used, services in Torbay. This includes a wide range of people with different interests and backgrounds including:

- People who use services
- Patients
- Carers
- Elected representatives
- Community voluntary services
- Communities of interest including, local neighbourhoods and businesses
- Special interest groups including, community partnerships, faith groups, people with disabilities, black and minority ethnic groups, lesbians, gay men and transgender people
- People who work in Torbay
- Visitors to Torbay

3.0 Background

3.1 The National Picture

The **Big Society** is the Government's vision of a society where individuals and communities have more power and responsibility, and use it to create better neighbourhoods and local services.

The Big Society 5 priorities:

1. Give communities more power (including giving local people more say in planning decisions, community asset transfer and training of 'community organisers')
2. Encourage people to take an active role in their communities (encourage volunteering, charitable giving and development of a national citizens service to increase involvement of young people in their community)
3. Transfer power from central to local government (increased freedom for local councils over financial decisions and over housing and planning)

4. Support co-ops, mutuals, charities and social enterprises (support creation and expansion of these organisations, give public sector employees the right to form co-operatives and bid to take over the services they deliver and proposals for a big society bank to provide finance for neighbourhood groups, charities, social enterprise and other non-government bodies)
5. Publish government data (open access to government data)

Further measures to strengthen involvement, include:

- **Community Organisers and Community First programmes:** To increase social and community action, encouraging people to work together to improve their quality of life and local area.
- **Planning reform:** People will have direct involvement in making decisions on planning including, the level of housing development in an area.
- **Participatory Budgeting²:** To directly involve local people in making decisions on the spending priorities for a defined public budget, for example local environmental issues, community facilities, road safety measures or local crime initiatives.
- **Equity and Excellence: Liberating the NHS (July 2010):** This government white paper proposes by 'Putting patients and public first we will put patients at the heart of the NHS, through an information revolution and greater choice and control' and outlines the following promises:
 1. Shared decisions will become the norm: *no decision about me without me*
 2. Patients will have access to the information they want, to make choices about their care. They will have increased control over their own care records.
 3. Patients will have choice of any provider, choice of consultant-led team, choice of GP practice and choice of treatment. We will extend choice in maternity through new maternity networks.
 4. The Government will enable patients to rate hospitals and clinical departments according to the quality of care they receive, and we will require hospitals to be open about mistakes and always tell patients if something has gone wrong.
 5. The system will focus on personalised care that reflects individuals' health and care needs, supports carers and encourages strong joint arrangements and local partnerships.
 6. We will strengthen the collective voice of patients and the public through arrangements led by local authorities, and at national level, through a powerful new consumer champion, Healthwatch England, located in the Care Quality Commission.
 7. We will seek to ensure that everyone, whatever their need or background, benefits from these arrangements.
- **Practice based commissioning:** Where front line clinical staff with knowledge of local needs work together with community members to deliver local solutions to local problems. This is due to be rolled out across the country from 2013. (see 4.13 below)

² The Participatory Budgeting national strategy: Giving more people a say in local spending (CLG 15 September 2008)

- **Community courts & domestic violence courts:** as part of a wider approach to community justice giving more say in the criminal justice process to people who have experienced, or been the victims of, crime and anti-social behaviour.

3.2 The Local Picture

Torbay Council constitution: The following extract from the Council constitution identifies how people will be involved: 'The Council aims to deliver efficient, transparent and accountable decision-making. In light of this, the purpose of this Constitution is:

- To enable the Council to provide clear leadership to the community in partnership with local people and public, private, voluntary and community organisations
- To support the active involvement of local people in the process of local authority decision-making.
- To help councillors represent their constituents more effectively.
- To enable decisions to be taken efficiently and effectively.
- To create a powerful and effective means of holding decision-makers to public account.
- To ensure that no one will review or scrutinise a decision in which they were directly involved.
- To ensure that those responsible for decision-making are clearly identifiable to local people and that they explain the reasons for decisions.
- To provide a means of improving the delivery of services to the community.'

3.3 There are a number of different ways in which people and communities are already being involved in Torbay and given greater choice and control in public services including:

3.4 Community partnerships: Groups of people living, or working, in Torbay who work together to make their area a better place to live. There are 14 active partnerships covering the whole of Torbay. They have been successful in a number of ways:

- Feeding into major planning processes
- Influencing traffic and transport flows in the bay
- Raising funds to improve local play facilities
- Giving residents the chance to meet and question council officials
- Supporting events and fun days

3.5 Torbay Voice: A group of **supporting people** (a programme promoting the independence of vulnerable people through person-centred support) service users who are involved in every element of their services and decision-making. They have:

- Won national recognition as an example of involvement of vulnerable people
- Been involved in all aspects of commissioning and procurement of supporting people services
- Spoken at national conferences
- Developed a toolkit for involvement
- Influenced the employment policies of Torbay care trust through their work on mindful employment
- Set up Quest, a group of service users paid to review services

3.6 Torbay Care Trust: Brings together health and social care services in Torbay and has a duty to involve people in:

- The planning of the provision of services
- The development and consideration of proposals for changes in the way services are provided
- The Decisions to be made which affect the operation of services; when there is impact on the range of services available or the manner in which they are delivered.³
- Arrangements must be made to involve people where the Care Trust provides, will provide, or jointly provides services or; agrees that another organisation provides services for individuals at their direction, on its behalf or in accordance with any agreement or arrangements.

Torbay Care Trust's **engagement strategy** action plan (May 2010) contains 5 objectives:

- Engaging communities to identify health needs and aspirations
- Engaging the public/patients in decisions about priorities and strategies
- Engaging public/patients in service design and improvement
- Person-centred procurement and contracting
- Patient centred monitoring and performance management.

Torbay care trust has also produced an **advice, information and advocacy strategy**.

3.7 LINKs (Local involvement Networks): set up to involve patients and the public in local NHS decision-making. The white paper, 'Liberating the NHS,' sets out proposals for LINKs to become **Healthwatch**. A new organisation, HealthWatch England will become the national champion for health and social care consumers. Local healthwatch will be funded by, and accountable to, local authorities and be responsible for:

- Representing the views of their community in shaping the commissioning and delivery of services
- Holding services to account and sitting on local health and wellbeing boards
- Provide NHS complaints advocacy as well as advice on accessing services and making choices about care (if commissioned by Local Authorities to do so).

3.8 Personalisation (or self-directed care and support): A government initiative to place individuals and their carers at the centre of decisions about their care and support through increasing access to information, advice and advocacy and involving service users and carers in person-centred support planning. An amount of money is made available to meet the outcomes. This is in the form of a personal budget and is paid to the person receiving services, or an advocate, so they can purchase and manage their service themselves.

3.9 Safer Communities: Held a series of 'you said we did' events in 2009 in various community locations across Torbay to ask people their priorities for safer communities in Torbay. This has informed the way different organisations work together to tackle specific issues, such as anti-social behaviour and housing standards. In 2010 a report was published by safer communities based on

³ Section 242 of the NHS Act 2006

research over a period of 6 months, when more than 250 people from minority ethnic communities in Devon, including Torbay, were interviewed about the issues affecting them.

- 3.10 Torbay Children's Trust:** Used 4 'Tell us' surveys and a number of meetings across Torbay as an opportunity to engage young people and families in scrutinising data on need and developing an outcomes based approach to prioritising key issues. This informed the refresh of the Children and Young Persons Plan. Torbay's **youth parliament** and the **Targeted Youth Service** also provide successful examples of young person's engagement.
- 3.11 Torbay Development Agency (TDA):** Local businesses often do not feel they are completely aware of local authority decision-making process and feel consultation processes are too complex and confusing. The value of good local authority consultation with the business community must not be underestimated. Poor consultation can foster mistrust and this can hinder future business engagement. Torbay has signed the Small Business Accord with the Federation of Small Businesses. The Accord represents a commitment by Torbay to participate in a structured approach to engaging with businesses, giving them the fullest opportunity to take part in decision making and understand the reasons behind final decisions. Torbay council and TDA work closely with the Torbay Business Forum (the umbrella body for the different business groups within Torbay) to consult with and engage the business community on issues including, planning, business regulation and other developments likely to have an impact on investment and business growth in Torbay.
- 3.12 'Closing the Gap' Hele neighbourhood management project:** Is piloting the neighbourhood management approach in Torbay. The project brings together direction of services in Hele including, housing, police and community development to meet priorities set by local people for their neighbourhood. Local people have identified priorities for action and local services including the police, council and health are accountable to a management board which includes members of the local community. The objective is to provide speedier and more responsive solutions and to encourage community participation.
- 3.13 Voluntary Community Action Torbay:** provides co-ordination and support for Torbay's voluntary community services (often referred to as **third sector**). The services have a good knowledge of the local community and are often able to provide the most appropriate services and can be the best route to engage communities. It is important the public sector supports the voluntary and community sector, as a crucial partner to fulfil their full potential. ⁴ **TORCOM** has been set up to provide a partnership identity and means of bidding for, and disseminating, funding to the voluntary sector.

⁴ Developing the Future of the 3rd Sector in Torbay, Julie Sharland, Feb 2010

- 3.14 Devon Home Choice:** A choice-based lettings scheme allocates people on the local social housing register a level of priority based on need which they use as 'currency' to bid for properties becoming available.
- 3.15 IBay:** A joint needs assessment and data team covering Torbay Together organisations bringing together different data sets to develop Torbay's Joint Strategic Needs Assessment (JSNA) and inform commissioning.
- 3.16 TULIP (Torbay User Led in Partnership):** Has been set up to provide mutual support and co-ordination for user led organisations in Torbay. TULIP comprises: SPOT (Speaking Out Together), the Co-alition for Disabled People, Coolhouse, Disability Focus and Quest (a group of service users who review services). These organisations all play a key role in supporting the implementation of personalisation in Torbay.
- 3.17 Elected member training and scrutiny co-optees:** There is a development programme in place for elected members and members of the public are co-opted onto scrutiny panels.
- 3.18 Viewpoint panel, caravan and equalities groups:** organised by the Council's consultation team these are methods the Council uses to engage with the public and complete surveys.
- 3.19 Torbay Advice Network (TAN):** set up to bring together organisations providing advice and information in Torbay to avoid duplication, provide training and work towards a common quality standard for advice.
- 3.20 Torbay Together involvement Group:** set up to take forward the aims of this strategy by integrating current methods of involvement across Torbay Together organisations under the governance of Toray Strategic Partnership.
- 3.21 Big Society project group:** convened to take forward big society proposals in Torbay.

4.0 Putting People at the centre

The 5 Partnership Commitments:

- Be efficient in the use of **all** resources (for example, money, people, equipment & skills)
- Make involvement accessible for **all** people
- Be honest, open and transparent in our involvement and when things can't be delivered explain why
- Allow enough time for opportunities for involvement from the very start and provide feedback on actions taken throughout the decision-making process
- Continuously improve and increase opportunities for involvement

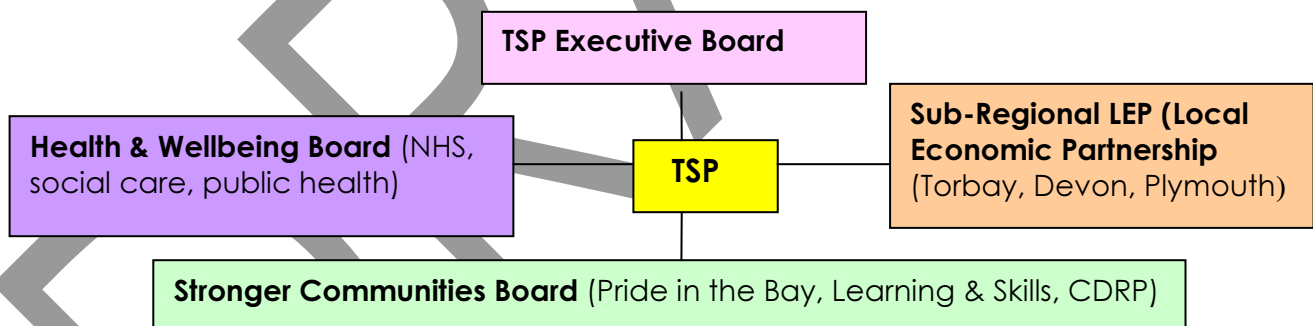
4.1 It is the responsibility of all members of Torbay Strategic Commissioning Partnership to keep the Partnership commitments. The **Torbay Together Involvement Group** will oversee involvement in Torbay to avoid duplication and to make sure all TSP organisations are working together to make involvement simple and accessible to everyone.

4.2 Commissioning

Torbay is leading the way in commissioning services as a local area rather than as a collection of individual agencies. The Torbay Strategic Partnership must commission high quality, value for money services. To meet the needs of Torbay services must contribute to reducing health inequalities and child poverty as well as improving wellbeing, safety, economic prosperity and opportunities for lifelong learning and attainment. In 2008 Torbay Strategic Partnership agreed 6 principles of strategic commissioning:

- Customer engagement
- Commissioning that is people and community centred
- Commissioning based on need, not assumptions
- Collaborative working
- Led by outcomes
- Commissioning which challenges perceptions.

Torbay Strategic Partnership is developing **Commissioning Boards** to deliver the Community Plan. One option for a future structure is:



Each commissioning board will produce an operational commissioning strategy or a 'delivery plan'. The Boards will work together to ensure their plans, effort and resources are joined up across the different areas with the TSP providing the 'golden thread' linking agendas together. Broadly the composition of the Boards in this option will be:

Stronger communities	Pride in the bay	Health and Wellbeing Board: public and environmental health and protection; housing and housing related support; primary, secondary, community health and social care; community safety; community development and support	The new economy	Learning & skills for
		Stronger Communities Board: Learning and skills (Children's Trust); Crime and Disorder Reduction Partnership (CDRP); pride in the Bay (culture, environment, strategic planning)		
		Sub Regional Local Economic Partnership (LEP): Business, economic regeneration and economic well-being economic prosperity		

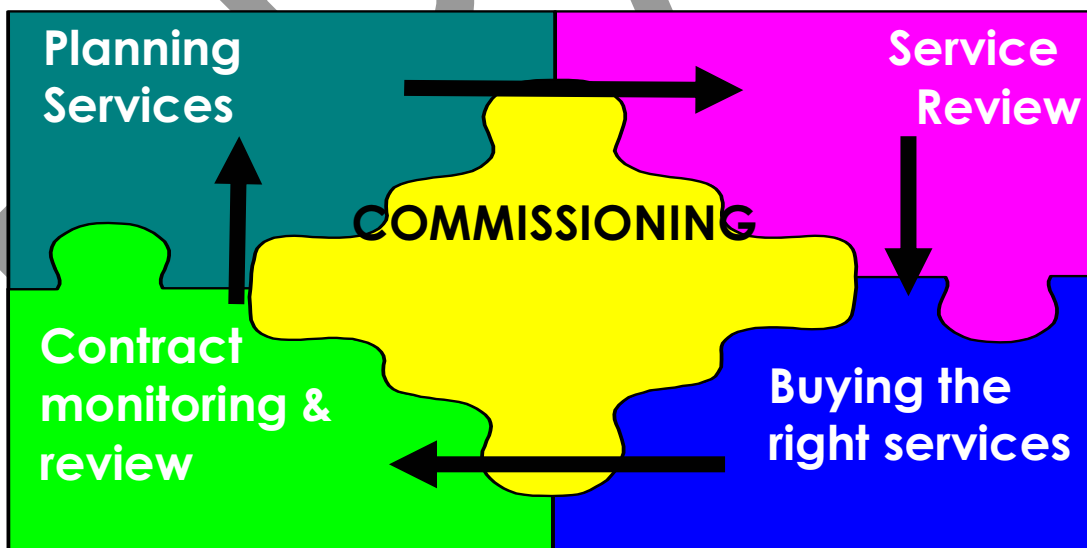
Each of the Commissioning Boards will align public money against outcomes to meet the needs of the local community. They will only learn what works and makes a real difference by listening to the experiences of people in Torbay. To be effective, members of the Commissioning Boards need to provide clear and honest information to people about the decisions they can influence and how their involvement has made a difference. Representation on the Boards also needs to be agreed.

4.3 What is commissioning?

Torbay's commissioning Boards want to involve people from start to finish in the commissioning process. The types of decisions required will relate to agreeing priorities, business planning, budget allocation and how we use land and buildings in Torbay.

Commissioning is a cycle of events starting with planning including, **assessing the needs** and priorities of the people or community, **reviewing** current services and the capability and capacity available to deliver services to meet identified needs and priorities. The cycle continues with planning (**designing**) and procurement (**buying**) of services, followed by contract monitoring, and reviewing the performance, or **evaluating**, those services. These processes are summarised in the diagram below:

4.4 The commissioning cycle



4.5 Planning Services

The people of Torbay will be involved in deciding which services are commissioned, based on performance levels set by central government, the needs identified by the people who use, or are affected by, services and the wider community. People who will use the services should be involved in agreeing how the services will operate, in setting its standards, and in agreeing how services will be reviewed.

4.6 Service Review

People will be involved in the quality monitoring and review of services. Decisions to keep or change existing services or; design and buy new ones will be depend on whether a service continues to meet community needs and is of high quality and good value for money. This will make sure services respond to changing needs and resources.

4.7 Buying the right services

Wherever possible people will be involved in the tendering process: This involves developing a specification for a service, advertising it and then inviting service suppliers to bid to deliver it. People will be involved in interviewing and selecting the right provider, which may include visiting potential suppliers to experience what the services might look like.

4.8 Contract monitoring and review

People will be invited to assure the quality of services. This provides an invaluable independent perspective to supplement the statistical performance information and data on outcomes services provide to commissioning organisations. This might involve members of the public or voluntary/ community organisations conducting inspections, or "mystery shopping" as well as engaging with, and listening to those using the service provided.

4.9 Opportunities: What we can be built on

From the information in section 3 (above) it is clear Torbay already successfully involves people in decision-making in a number of ways. Currently this activity is not always as well co-ordinated as it should be and there is room for improvement and efficiency. The 2010 Comprehensive Spending Review outlines very challenging public funding reductions. These sit alongside the imperative to reduce public sector bureaucracy and devolve power to local people. This strategy is aimed at achieving these three objectives through streamlining current approaches, efforts and resources.

4.10 Existing Toolkits: The Torbay Voice toolkit provides useful solutions to many of the

barriers to involvement including: Reimbursement or reward, making meetings easier to understand, providing feedback and making the results of involvement **COUNT** (Collect Once Use Numerous Times) as well as providing job descriptions for service users and terms of reference for involvement.

4.11 Co-production: Co-production turns consumers into producers, demand into supply.

Most care is offered between ordinary people with few professionals involved and no money, specifications or contracts. A coproduction is a service offered, produced or provided, by the service users themselves. For people to get involved to this extent they have to see the value of the service and have been involved in its design and development. Quest is an example of co-production between supporting people and SPOT. A group of service users have been employed on a

sessional basis to peer review services and help to design the communication and information on personalisation in Torbay and evaluate its success.

Experience-based design: involves people who use service, or may do so, in the design of new, or remodeling of existing, services. Supporting people work with service users on an equal basis to capture their expertise, alongside that of operational staff and other stakeholders throughout the commissioning process (through Torbay Voice and on commissioning sub groups) including, in the design and procurement of new services existing services or to radically reinvent them.

Co-design: Benefits from the participation of the people who will use the service.

4.12 Personalised outcomes: The move to self-directed support requires staff to work in open, person-centred, partnerships with people who use services and their carers, enabling them to identify their outcomes and allocating resources to individuals allowing them to exercise choice and control over their services. This provides an opportunity for greater involvement not only in support planning but also in service design and purchase.

4.13 GP Commissioning: Torbay Care Trust is currently working with the Torbay GP Commissioning Consortium to ensure that opportunities for customer engagement are maximised and to avoid duplication, through this period of transition. Torbay GP Commissioning Consortium will establish a patient participation group in 2011, aiming to incorporate representative patients from all Torbay practices. It is hoped that this group will act as a sounding board for GP commissioning decisions as well as seeking opinion from the local community. The patient participation group will work closely with the Torbay LINK, (subsequently Healthwatch), to maintain independence and feed into the wider picture of health and social care in Torbay. During this period of transition the GP Patient Participation Group will retain close links with the Care Trust Public Engagement Team to facilitate partnership working and avoid consultation fatigue in the local community. Bi monthly communication will enable the Care Trust Public Engagement Manager to incorporate their activity into reporting structures for the Overview and Scrutiny Committee.

4.14 The role of elected members as community leaders and advocates: working together to involve and empower people and to strengthen participation in local democracy.

5.0 Outcomes and Performance Measures

5.1 Torbay Strategic Partnership

The purpose of this strategy is to **put people at the centre of decision- making** by:

- Giving authority and responsibility to the **Torbay Together Involvement Group** to oversee all involvement activity in Torbay
- Ensuring consistency and co-ordination in the involvement of people across the Commissioning Boards and any other linked partnerships.
- Setting a quality standard for the involvement of people in all aspects of decision making.

- Providing easily accessible information in a variety of formats meeting the needs of everyone.
- Involving the widest range of people possible, including continuously encouraging involvement from those groups or people who do not always have, or take, the opportunity to engage in decision-making
- Providing open, honest, and timely feedback to people on the stages, milestones, outcomes and impact of their involvement

5.2 Roles and Responsibilities of Torbay Strategic Partnership organisations in relation to this Strategy:

- Adopting this strategy and the commitments to put people at the centre of decision-making;
- To challenge how people have been put at the centre of decision making by using the powers of overview and scrutiny where appropriate and;
- To ensure continuous improvement in the way people are involved

5.3 Elected members:

Accountability will also be through the democratic process using the role of elected member champions and public involvement in overview and scrutiny. The strategy provides an opportunity to enhance the support and development offered to elected representatives and those representing the public at meetings. The Improvement and Development Agency (IDeA), Political Skills Framework sets out five skills areas for empowerment.

These are:

- Local leadership
- Communication skills
- Political understanding
- Partnership working
- Regulating and monitoring. Ensuring compliance with any statutory obligations

5.4 Public Accountability

Accountability based on outcomes, or results, provides us with a simpler way to involve people in performance improvement and outcomes setting. It helps to move issues from talk to action and focuses on 'turning the curve', making visible progress towards goals. It is based on seven performance accountability questions. These questions can be used to focus organisations and groups on setting clear and useful outcomes, and could be applied to the commissioning process. They are:

- Who are our customers?
- How can we measure if our customers are better off?
- How can we measure if we are delivering services well?
- How are we doing on the most important of these measures?
- Who are the partners that have a role to play in doing better?
- What works, or could work, to improve inclusivity, with no cost and or low cost ideas?
- What do we propose to do?

5.5 Learning and development

This process will be led by the development of a new culture and way of working, developing new and different skills in the Torbay Together workforce, as well as simplifying processes, streamlining partnership structures and reducing the current gap between staff and service users. One of the tools will be co-production and staff sharing skills and experience with user led groups to the mutual benefit of both.

6.0 Action planning

6.1 Torbay Together Involvement Group membership and terms of reference (see Appendix 1,)

6.2 Torbay Together Action Plan

The Torbay Together Involvement group has developed an action plan (see Appendix 2)

6.3 Evaluation and Review

This Strategy will be reviewed on an annual basis from ratification. An Action Plan will be developed to address the key areas in this strategy document, incorporating feedback from the consultation process, and will be updated and reviewed annually, and made public on the Council website.

6.4 How people were involved in developing the strategy

- An early draft of this strategy was developed following a consultation day on 21st July 2009 with the public, service users and local organisations.
- The partnership commitments were agreed at a multi-agency workshop with service users, staff and the public on 29th September 2009.
- An early draft was agreed by the Care Trust Board in 2009.
- The Torbay Together Involvement group has been meeting since November 2009
- The draft strategy has been presented to the Council's Commissioning Officer's Group, the Joint Executive Team and the former Stronger and Healthier Strategic Commissioning Partnership.
- The final draft strategy will be considered by the TSP on 11th November and, subject to agreement, will be circulated for a three month consultation period following this meeting.

7.0 Distribution of this Strategy

This strategy will be distributed to all commissioning staff in the organisations comprising Torbay Strategic Partnership, by the Partnership members. This strategy will also be made publically available on the websites of Partnership members. This strategy will be circulated to all those involved in its development once it has been signed-off is completed by Torbay Strategic Partnerships executive bodies including, individuals and voluntary/ community sector organisations

Appendix 1

Torbay Together Involvement Group membership & terms of reference

Team member	Interest represented
Cllr Louisa Aiton	Chair and Cabinet members
Tracey Cabache	Torbay Council, Community Partnerships
Jan Birch	Secretary, Torbay Council, consultation Team
Glen Mayhew	Police
Fran Hughes/Kirsty Mooney	Community safety
Rose Sanders	Torbay Voluntary services
Ruth Roberts	Probation
Julie Sharland	Torbay Council, Communities/Third sector development
Kate Spencer	Torbay Council, overview and scrutiny
	Patient board rep
David Young	Torbay Voice and Cool Recovery volunteer
	Torbay Voice
Gerry Cadogan	Torbay Care Trust, patient and public involvement
Paul Savil	Children's Trust
Claire Barrow	Torbay Council, communication team
Simon Blackburn	Torbay Care Trust, communication team
Ian Heywood/Pat Harris	Fire service
Fran Mason	Torbay Council, Communities

Torbay Together Involvement Group (TTIG)

Terms of Reference (TOR)

1. AIMS/PURPOSE

The purpose of the group is to identify the involvement needs of all Torbay Partners and to co-ordinate a partnership approach to involvement and putting people at the centre of decision making, to work more efficiently together and reduce duplication through better communication and collective working.

The Group has been established to:-

- Co-ordinate the development and implementation of the 'putting people at the centre of decision making'.
- Identify opportunities for partnership working and reducing duplication.
- Agree and review a TTIG work programme on an annual basis.
- Develop new and existing mechanisms for involvement.
- Develop a partnership approach and toolkit for involvement.
- Ensure that we ask people for their views and that all consultation, engagement and involvement is meaningful.
- Emphasise the importance of feedback & make sure we tell people what we have done, why we have done it, and how it will affect them as a result of their involvement.
- Ensure people are given an option of how they would like to receive the feedback.

- Celebrate successes and share learning.
- Populate a database for all partner involvement, which can be easily updated by the TTIG reps.
- Publish an annual report on how people have influenced decisions in Torbay.

2. MEMBERSHIP

Membership will be multi-disciplinary with representation from across all partners:
Membership of TTIG will be on 3 levels:

1) TTIG Board membership (to which this TOR refers)

A Board level group (small group of key partners looking at the strategic direction of consultation/engagement/involvement).

2) TTIG Subgroup membership

Task and finish subgroups to be established related to the action plan priorities, as and when appropriate (membership to be suggested at the board, and volunteers recruited through the 3rd level as below).

3) TTIG membership list

Email membership list (interested parties to be kept informed of TTIG, TTIG subgroups, and any other relevant literature. Subgroup volunteers to also be recruited from this list).

2.1 Members of the Board:

Add a diagram of where TTIG sits from 'Putting People at the Centre of Decision Making Strategy.'

Appendix 2 Torbay together action plan

TTIG Live Work Programme					Last updated 11-1-11
Outcome	Action	Measure of Success (Numbers & percentage)	Lead	Priority & Target date High 3 months, Med 6 months, Low 12 months	Comments Progress Red, Amber, Green Refer to documents attached
Efficiency					
Efficient streamlined & shared resources.	Scope current partnership, map/chart.	Fewer partnerships, applying principle of COUNT (collect once & use numerous times) in decision making.	JB/CVA/JeS	High, April 11	Audit on intranet- poor response needs to be addressed. Contact Rose re meeting in Jan with Betty.
		Partnership funding for single consultation tool/system.	CVA/JB	High after audit	Research Torcom website, speak with CVA. Democratic Services, toolkit.
		Align relevant partnership resources; those with responsibility for commissioning, budgets, skills audit, other assets e.g. building, rooms, equipment. (Leaders from Probation, Council, Community Partnerships, Jo Hooper care Trust. What staff committed? What specific budgets & funding committed to involvement.	CVA/JB/JH/JeS	High after audit	Start with list of people Key links of staff
The numbers of meetings are reduced & the outcomes from these meetings are	Define how people are alerted to meetings where key decisions will be made & opportunity to feed in e.g. web.	Reduce no of meetings by 20% Good practice guidance on making meetings easier to understand	JB/FM/ User lead group/ Link to Kate Spencer on Health & Well Being Board	Low after audit April 12	

TTIG Live Work Programme					Last updated 11-1-11
Outcome	Action	Measure of Success (Numbers & percentage)	Lead	Priority & Target date High 3 months, Med 6 months, Low 12 months	Comments Progress Red, Amber, Green Refer to documents attached
easily understood by all.	Review how outcomes are communicated.	Outcomes from the meetings on web, newsletters, blogs etc.	JB/FM/ User lead group	Low after audit June 12	
People always receive feedback on the results of their involvement and good practice is spread	Identify how feedback is currently collected across TSP orgs and shared.	There is a standard approach to feeding back TTIG quality assurance mark or stamp of approval	JB/TTIG members	Low June 12	
		The results of involvement are available to the decision makers to inform business planning, commissioning & service development.	JB/TTIG members	Low June 12	
The area and services in Torbay are improved because information resulting from involvement is made available to all organisations	Establish core board, for TTIG	Board in place & TOR agreed	JB/Jes/ partners via TTIG	High Jan 11	
	Establish task & finish groups as appropriate.	<ul style="list-style-type: none"> • Toolkits • Partnership Audit • TOR • Community Plan • LWP • Compact • Place survey replacement • Personalisation & safeguarding 	TTIG board	Med	

TTIG Live Work Programme					Last updated 11-1-11
Outcome	Action	Measure of Success (Numbers & percentage)	Lead	Priority & Target date High 3 months, Med 6 months, Low 12 months	Comments Progress Red, Amber, Green Refer to documents attached
	Establish a membership base who are kept informed.	A regular communication is made with TTIG members, newsletter quarterly. – link with quarterly barometer	JH/JB/JeS	High Jan11	JB to speak to Jo to see what they have.
	Develop a live work programme (LWP) review annually.			High	
	Put in place processes for monitoring (LWP)	Quarterly monitoring reports on work progress to TSP executive	FM/JB/JeS	Check & add meeting dates for Exc	March TSP agree Live Work Programme
	Develop Joint Events Calendar. (links from other orgs)	Calendar in place / toolkit database	Decision with Communication team. Simon Blackburn/Claire Barrow	Med Sept 11	
People are supported to come up with creative solutions to issues in their communities (co-production)	Use Quest to make contact with vulnerable people in services to feed their views into Community Partnerships & key decisions.	Increase % of less well heard groups involved in decision making. More diverse groups. Community Partnerships members increase, more BME & working age members, students & volunteering.	JeS		Link into Equality Strategy

TTIG Live Work Programme					Last updated 11-1-11
Outcome	Action	Measure of Success (Numbers & percentage)	Lead	Priority & Target date High 3 months, Med 6 months, Low 12 months	Comments Progress Red, Amber, Green Refer to documents attached
	Work with Carers demonstration site to include carers views	Feedback from Carers has influenced key decisions.	JH/JD/KH		Meet with Kate Hurd in new year links with Quest & carers.
Unnecessary bureaucracy & complicated processes are reduced	Decisions are made by people closer to their neighbourhoods & not expect them to come to us. Incorporate learning from Hele neighbour management project.	Budgets & assets devolved to neighbourhoods at least 1 incident in 6 months.	D/T	Med	
	All partners to work with the compact where appropriate.	Refresh Compact	CVA/JS	High March 11	
	All partners to work with the refresh code of conduct for consultation.		JB	High	
Workforce Development					
Increase learning & development opportunities for community	Provide shared learning and development opportunities for people and staff	3 workshops	JB/TC/TCT/JeS/ Fire/ Police/ CVA	Med	

TTIG Live Work Programme					Last updated 11-1-11
Outcome	Action	Measure of Success (Numbers & percentage)	Lead	Priority & Target date High 3 months, Med 6 months, Low 12 months	Comments Progress Red, Amber, Green Refer to documents attached
members & people who use services	Collect all the mandatory, compulsory & induction training offered by all partners. Including the content of the training	Involvement incorporated into induction training & mandatory, where possible in all induction sessions.	JeS/SPOT/TV/Quest/		
		Toolkit & templates	JB		
		Good Practice Guide.	JB		
		Frequency asked questions (FAQ).	JB/CB/TCT/CVA		
		Award Ceremony. (Investigate Blue Shield Awards TCT, consider adding category around involvement).	JB/NM		
The role of members as community leaders is understood by all people	Develop the role of Elected members as community representatives.	Involve user lead groups & equality groups in induction training.	JB/KS/ JG/JeS	Med May 11	To start training Councillors 1 st , to link in with their induction training.
There are learning & development opportunities for people who want	Specific & ongoing training.			Med	

TTIG Live Work Programme					Last updated 11-1-11
Outcome	Action	Measure of Success (Numbers & percentage)	Lead	Priority & Target date High 3 months, Med 6 months, Low 12 months	Comments Progress Red, Amber, Green Refer to documents attached
to be involved					
Communication / Info / Advice					
There is clear information on the issues affecting Torbay and the key decisions in which people can be involved	Be consistent & clear in our communication across TSP organisations by working to clear TTIG guidelines.		JB/TTIG members	High	
	Provide people with the information & support they need to make informed decisions				

Abbreviations	In Full
Names of people, Job titles, who work for	
JB	Jan Birch Consultation Officer - Council
JH	Jo Hooper
JG	June Gurry Democratic Services manager - Council
KS	Kate Spencer Overview & Scrutiny Manager -Council
TC	Tracey Cabache Community Partnership Manager - Council
CB	Claire Barrow Communications Manager - Council
JeS	Jess Sneddon Community Engagement Officer - Council
JS	Julie Sharland Strategic Housing Manager - Council
FM	Fran Mason Supporting People Manager - Council
NM	Nicola Moorhouse Communications Officer Business Planning - Council
JD	James Drummond
KH	Katy Heard
DT	Dean Titchener Community Asset Support officer-Council
Names of Groups, Documents etc	
TTIG	Torbay Together Involvement Group
LWP	Torbay Together Involvement live work programme
SCP	Strategic Commissioning Partnership
FAQ	Frequency asked questions
TOR	Terms of Reference
TSP	Torbay Strategic partnership
TC	Torbay Council
TCT	Torbay Care Trust
CVA	Communities & Voluntary Action
SPOT	Speaking out for Torbay - Service User lead group for people with learning difficulties
TV	Torbay Voice Service User group of people who have used or use Supported peoples services
Explanations	
Applying principle of COUNT	Collect once & use numerous times
Third Sector	This consists of non – government, not-for-profit bodies e.g. charities, community & voluntary groups.

Appendix 3 Torbay Together structure

