

## **OVERVIEW AND SCRUTINY BOARD**

A meeting of **Overview and Scrutiny Board** will be held on

**Wednesday, 15 February 2012**

commencing at **5.30 pm**

The meeting will be held in the Meadfoot Room, Town Hall, Castle Circus,  
Torquay, TQ1 3DR

### **Members of the Committee**

Councillor Thomas (J) (Chairman)

Councillor Barnby  
Councillor Bent  
Councillor Darling (Vice-Chair)  
Councillor Kingscote

Councillor Parrott  
Councillor Pentney  
Councillor Pountney  
Councillor Hill

### **Co-opted Members of the Board**

Penny Burnside, Diocese of Exeter

---

**Working for a healthy, prosperous and happy Bay**

---

For information relating to this meeting or to request a copy in another format or language please contact:

**Bernard Page, Town Hall, Castle Circus, Torquay, TQ1 3DR**  
**01803 207063**

Email: [scrutiny@torbay.gov.uk](mailto:scrutiny@torbay.gov.uk)

# OVERVIEW AND SCRUTINY BOARD AGENDA

## 1. Apologies

To receive apologies for absence, including notifications of any changes to the membership of the Committee.

## 2. Minutes

To confirm as a correct record the Minutes of the meeting of the Committee held on:

(Pages 1 - 34)

- 13 January 2012 (AM)
- 13 January 2012 (PM)
- 17 January 2012 (AM)
- 17 January 2012 (PM)
- 20 January 2012
- 25 January 2012

## 3. Declarations of Interest

(a) To receive declarations of personal interests in respect of items on this agenda.

**For reference:** Having declared their personal interest members and officers may remain in the meeting and speak (and, in the case of Members, vote on the matter in question). If the Member's interest only arises because they have been appointed to an outside body by the Council (or if the interest is as a member of another public body) then the interest need only be declared if the Member wishes to speak and/or vote on the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(b) To receive declarations of personal prejudicial interests in respect of items on this agenda.

**For reference:** A Member with a personal interest also has a prejudicial interest in that matter if a member of the public (with knowledge of the relevant facts) would reasonably regard the interest as so significant that it is likely to influence their judgement of the public interest. Where a Member has a personal prejudicial interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

**(Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Democratic Services or Legal Services prior to the meeting.)

## 4. Urgent Items

To consider any other items that the Chairman decides are urgent.

- 5. Citizens Advice Bureau Issues Report** (Pages 35 - 44)  
To discuss the Citizens Advice Bureau Issues Report
- 6. Revenue Budget Monitoring 2011/12 Quarter 3** (Pages 45 - 120)  
To consider the Revenue Budget Monitoring 2011/12 Report  
Quarter 3.

This page is intentionally left blank



## Minutes of the Overview and Scrutiny Board

Friday, 13 January 2012 (AM)

-: Present :-

Councillor Thomas (J) (Chairman)

Councillors Barnby, Bent, Butt, Darling (Vice-Chair), Kingscote, Parrott, Pentney and Pountney

(Also in attendance: Councillors Lewis, Ellery, Cowell, Brooksbank, Davies, Baldrey, Morey, James, Doggett, Thomas (D) and Tyerman)

---

### 466 Apologies

An apology for absence was received from Penny Burnside (Co-optee).

#### 466.1 Setting the context - Budget 2012/13

The Executive Head of Finance gave a brief presentation to the Board outlining the 2012/13 Budget. The Board heard the context of the 2012/2012 Budget and heard how the Comprehensive Spending Review (2010) carried a headline of 28% reduction in funding, which is an £11m budget gap for the Authority in 2012/13. The Government's autumn statement highlighted ongoing savings were essential throughout the coming financial years 2013/ 2014 and 2014/ 2015 and that the Board should take this into consideration when making decisions and suggested that the Board may wish to put forward alternatives if they do not agree with the savings proposed.

The Executive Head reminded the Board that the elected Mayor announced provisional spending targets at Full Council on 8 December 2011 which outlined the proposed net budget of £122m. Services across the Authority have worked to identify savings (consisting of a mixture of efficiency savings, income generation opportunities and cuts) required to meet the target. The Council's has carried out public budget consultation which started in September 2011.

The Board were advised that the final settlement is to be confirmed at the end of January by Central Government. With the final Budget Proposals presented to Full Council in February.

The Board questioned how inflation had been applied through the budget setting process and were advised by the Executive Head of Finance that Inflation was kept high on items such as gas, electricity and fuel and kept low on items such as stationary. The Board were advised a further £500,000 of funding could be lost in relation to Academy Schools, but this was subject to confirmation from Government which is expected in the next few weeks.

The Board raised concerns around whether the right level of paperwork had been issued in preparation for the scrutiny of the budget proposals 2012/2013. The Board were advised that much of the information relating to business units, business plans and their targets are available on the performance management system SPAR- which all councillors have access to and that the information available on this system may assist with the scrutiny of the budget proposals. The Board were advised that the amount of paperwork issued for the process of scrutinising the budget proposals had attempted to be reduced, without hindering the process, with a view of looking to keep print and paper costs to a minimum.

The Board discussed the potential benefit of budget building and planning over a number of years rather than the current approach which concentrates on one year at a time.

Resolved:

- 1) The current one year approach to budget building and planning for future financial years was discussed - recommending that the Councils give consideration to using 3 or even 4 year Business Plans, to include strategic and operational information.
- 2) That for future Overview & Scrutiny meetings consideration should be given that more financial information should be provided, including business plans (where available).

The Board requested details of how many Councillors can access the system SPAR and whether usage figures could also be made available to the Board. This information will be provided.

#### **467 Children, School and Families**

The Executive Lead for Children's, Schools and Families introduced the first agenda item, Children, Schools and Families, and thanked the director of Children's Services and the wider Children's Services team for their hard work. Councillor Lewis explained that Children's Services faced a complex and difficult portfolio of work following a negative inspection and high profile national cases such as 'Baby P'. The recent "Children's Service Improvement Plan" is being embedded within Children's Services and this has included a restructure with strong emphasis being placed on Early Intervention & Safeguarding. The Board that around 290 children are currently on child protection plans and that Children's Services has a predicted overspend of around £1.9 million this year. The Board were advised that this is a historical over spend and that an additional figure of £1 million has been built into the base budget. The Board heard how savings identified in Children's Services tried to focus on 'doing things differently' without cutting front line service, with the emphasis on putting money into providing services for the most vulnerable children in the Bay.

The Board questioned whether the savings required from 1<sup>st</sup> April 2012 can be achieved. The Board were advised by the Director of Children's Services that he was confident that the savings could be achieved and that the departments within

Children's Services will be working in different ways, and in partnership with others now that the restructure has taken place. The Board were advised that the new "Parkfield" building in Paignton will help to generate income and that a business plan is currently being prepared.

In response to questioning the Board were advised that budget had been built around the number of children looked after, which currently stands at 251 although the Board were advised of the difficulties of mapping this figure and not knowing just exactly how many children will need care, as the number will change throughout the year. The Director of Children's Services acknowledged previous promises made to the Board in relation the Children's Services budget and added that the budget this year is more realistic. He continued to add that similar challenges are likely to be faced in the next financial year (2013/2014).

The Board questioned whether there are any implementation costs associated with the proposals as there are none outlined in the budget papers. The Board were advised that the only additional costs not shown related to redundancy costs, which are usually costed centrally.

The Board were advised that an additional £75k funding to be used to work with troubled families would shortly be made available to the Council, and that this was not recorded in the budget information provided as is a brand new funding stream, and therefore an additional £75k.

The Board asked: In relation to Youth Service savings how will the grant for community and voluntary sector groups be administered and are there any cost the council of administering this? The Board were advised that the Youth Service is speaking to the local community, as in some cases the voluntary sector may be better placed to provide some services. The Board were advised that full consultation will take place at the end of January 2012 on this. The Board heard about an example relating to Play Services Torbay where a different approach to working has proved to be a success.

The Board questioned how long it might be until the changes identified within the improvement programme can start to be seen. The Board heard how each change is different and some vary in timescale, some take years some only weeks but real changes should be noticed by 2 years.

The Board were advised that Children's Services are working in partnership with local Schools, Public Health and School Nurses in relation to Teenage Pregnancy.

The Board questioned when the proposed reduction in Attendance Improvement Officers would take place. The Board were advised that the reduction would not take place until the Director of Children's Services could be ensured that there would be no negative impact.

The Board asked: whether it was the right time to be making reductions to the grants for "Connexions" and the "Children's Society". The Board were advised that a review of the contracts is being carried out with a view of sliming the four separate

contracts into one, the tender process for which will soon commence with a view of the contract being delivered next year.

The Board heard how there is a moderate overspend this financial year within Children's Services, and also how the budget within Children's Services has been difficult to deliver historically. The Director of Children's Services advised the Board that he is confident that within the next few years the service will be delivered within budget.

The Board questioned the levels of child poverty recently reported to be around 22% within Torbay. The Board heard how child poverty is linked in with a number of other issues such as a weak economy and worklessness. The Board were reminded how the mayor's pledges include health, happiness and prosperity and heard how a stronger economy could reduce child poverty levels. The Board were advised of a draft Poverty Strategy which will soon go out for consultation. In response to questioning the Board were advised that eradicating child poverty did not sit with children's services, it is an issue which requires work across the Council and with partners.

The Board heard how Children's Services are compiling draft business plans which will look at 2-3 year periods.

In response to questioning around Schools and Academies the Board were reminded by the Director of Children's Services of the Council's mandate to maintain quality of education. In response to questioning the Board heard how the 'schools supporting schools' service is made up of a mixture of local Schools and Academies. The Board heard how those schools who had converted to academy status had made clear intention to continue working closely with the Authority.

In response to questioning the Board heard how children's services are reviewing ways of working which includes looking at process reconfiguration. The Board heard how this has included a review of contracts (for services) which found some areas of duplication in work. The Board were assured that new ways of working would address this and therefore would have a positive outcome for the service users and clients.

In response to questioning the Board were advised that the Director of Children's services was "moderately confident" in achieving the budget within the next two years.

Resolved:

- 1) That the funding of £100,000 for the Early Years Service is not cut.
- 2) To ensure that the Strategic Lead post for teenage pregnancies remains until the Board are satisfied that there is no adverse impact on the work currently being carried out in this area.



- 3) To ensure that the reduction in Attendance Improvement Officers does not take place until the Board can be assured that “The Schools Supporting Schools Programme” is in place and the removal of these posts will not have a negative impact.

This page is intentionally left blank

## Minutes of the Overview and Scrutiny Board

Friday, 13 January 2012 (PM)

**-: Present :-**

Councillor Thomas (J) (Chairman)

Councillors Bent, Butt, Darling (Vice-Chair), Kingscote, Parrott, Pentney and Pountney

(Also in attendance: Councillors Excell, Richards, Doggett, Davies, James, Cowell, Thomas (D), Ellery, Morey and Stockman)

---

### **468 Apologies**

Apologies for absence were received from Councillor Barnby and Penny Burnside (Co-optee).

### **469 Residents and Visitors**

The Executive Lead for Tourism and Environment introduced the item to the meeting, outlining the difficulties and challenges faced by the Council in the budget setting process. In response to questioning the Executive Lead for Tourism and Environment assured the Board that as outlined in the documents and reports issued in December 2010 the savings identified and required from 1<sup>st</sup> April 2012 can be achieved, and some are already in the early stages of implementation, with some already implemented. The Board heard how the cost implications of not implementing some of the savings identified are outlined within the documentation issued in December for consideration at Full Council. The Board were advised that Residents and Visitor Services also faces additional budget pressures in terms of increased rate costs and utility costs – however these have been factored into the base budget.

The Board questioned whether the income outlined in the budget proposals regarding Beach Huts was achievable. The Executive Lead for Tourism and Environment advised the Board that the income from Beach Huts was achievable, and that the income lines proposed were calculated based upon current service usage (with 7 year waiting lists in some areas) and that a slight decrease in service usage had also been factored into these figures. The Board were advised that subsequent areas of income generation and savings, along with the associated risks, are again detailed within the paperwork issued in December.

In response to questioning the Board heard how grants and grants in kind (which includes rent and rate rebates, arts and museums) do not form part of the proposals. The Board were advised that where income was generated (and it is usually limited) it would be used to support or offset other pressures as outlined in

earlier questioning. The Board heard how implementation costs associated with the budget proposals are outlined with the budget papers.

In response to questioning the Board heard how a subsidy grant of £232,000 is proposed within the budget papers for Torbay Coast and Countryside Trust for 2012/2013. The Board were advised that this is subject to inflation and that Torbay Coast and Countryside Trust have additional pressures which they are working to reduce and a recovery plan is being prepared.

The Board were advised that full impact assessments on the detailed proposals for libraries would be available for the meeting on the 25<sup>th</sup> January and that the full consultation results would also be made available.

In response to questioning the Board were advised that there were other services within Residents and Visitors Services from which savings can be found to lessen the impact on libraries, however cuts to these services would also impact the customer. The Board heard how some services with Residents and Visitors Services are already very small and that many are now outsourced (i.e. TOR2). They were advised that libraries is the biggest service offered with the largest budget, and in outlining the budget proposals the Executive Head for Residents and Visitor Services advised the Board that reductions needed to be fair and proportionate. The Board were advised that there was no intention to close any of the libraries across the bay, and that any reduction in hours would be done fairly across all libraries (including the mobile library service).

In response to questioning the Board heard that subsidy money, of around £23,000 was available for buses to provide a service to local communities that may not otherwise be commercially viable. The Board heard how the Number 12 service run within Torbay is the most profitable service outside of London.

In response to questioning the Board heard how RPIX (inflationary) costs are set for the TOR2 contract at around 4% which equates to approximately £400,000. The Board heard how around £10 million pounds will be saved over the life of the long term TOR 2 contract. The Board heard around £100,000 was reduced from the contract last year and that this presented real challenges, the Board were advised that any further reductions would pose real challenges and difficult decisions relating to some of service currently provided. The Board questioned whether the interest payments are negotiable and a recommendation has been put forward to investigate this further.

In response to questioning the Board heard how the vacant office space within Paignton Library and Information Centre is being addressed; the Board were advised that this space may be utilised as staff accommodation.

The Board heard 3 representations from members of public specifically in relation to proposals relating to libraries:

Representations (lasting no longer than 3 minutes each) were made by:

- Jenny Harriman

- Kim Paynter
- Christopher Fransella

The Board questioned the proposals to reduce the library service by 37 hours and heard how footfall in the libraries was used to measure usage during the libraries opening hours, specific details of which are available within the budget proposals document.

The Board questioned the proposed staff reductions within libraries (6FTE) and were advised that the reductions will be made as a result of a restructure within this department and will be back office staff as well as reduction in hours of employees rather than through staff losses. It was advised that it was difficult to assess the full impact until the actual hours closure had been determined.

The Board questioned the £90K saving and whether this took into account the loss of income from Torre Abbey and were advised that the saving target proposed included all the loss of income and expenditure expected during the close down period for refurbishment works to take place, The Board were advised that if we had we not closed the Abbey completely while the works were being carried out it would have cost more and the income reduced as only part of the museum would be available for viewing.

The Board asked whether figures could be provided in relation to the grants made to museums in the Bay. They were advised that Torquay Museum will receive £76,500 in 2012/13 Brixham will receive £20,300 with an additional rebate against rent of £1,500.

In response to questioning the Board heard about proposals for Shoalstone Swimming Pool in Brixham and how discussions are taking place to hand the estate over to Brixham Town Council. The Board were advised that discussions are ongoing and no firm commitment had yet been given.

In response to questioning the Board heard how contingencies in relation to the parking proposals had been built into the proposals, this included a slight decrease in occupancy levels based upon previous patterns of usage. The Board were assured of the confidence in achieving the income proposals in relation to Parking. In response to questioning the Board heard how some of the income generated would be reinvested to assist with the cost of repairs caused by bad weather such as pot holes.

The Board questioned the grant currently being made to the Tourism Company and asked whether any reductions were being made to the grant. The Board were advised that a 30% reduction in the grant being paid to the Tourism Company is part of the contract we have with them.

Resolved:

- 1) That for future meetings Business Plans should be given to the Board to allow them to receive further details such as Business Plans for Museums, RICC etc.
- 2) That the Board recommends to the Mayor he considers inflationary issues relating to the TOR2 contract (currently use RPIX rates) and whether it would be possible for this to be more flexible.
- 3) That further information be provided, as soon as it becomes available on the breakdown of cuts within the Library Service

(Note: Councillor Darling declared a personal interest (minute 678/13/01/12) as he is a member of Seascouts and on the Management Board of the Acorn Centre.)

#### **470 Business Services**

The Executive Lead for Finance and the Executive Head for Business Services presented the budget proposals for the business unit to the Board.

The board questioned whether Business Services would still be able to manage expectations as a result of the budget reductions in this area, and as a result the loss of staff.

The Board were advised that there could be some loss of service and that it would be up to the managers within the business unit to mitigate this.

The Board were advised that a recent restructure has taken place within the business unit which will result in a multi skilled team.

The Board were advised that a work programme will be prepared to ensure that the workload is structured within the new teams.

The Board were advised that the Business unit will still have the capacity to deal with ad-hoc requests.

#### **471 Finance**

The Executive Lead for Finance and the Executive Head for Finance presented the budget proposals for the business unit to the Board.

The Board questioned whether the reforms for the localisation of council tax benefits and business rates (and the need to develop these proposals in 2012/13 for implementation in 2013/14) and the proposed savings from this would have an adverse impact on delivery.

The Board were advised that although staff reductions would take place the Executive Head of Finance was reasonably confident that there will not be any

adverse impact on delivery.

The Board questioned whether there would be any impact on the ability to recover debts following the re-structure of the debt recovery team. The Board were advised that since the original papers had been dispatched there is now no reduction proposed as part of this team.

The Board questioned whether the DAP [Devon Audit Partnership] reduction been agreed. The Board were advised that this has been agreed and was endorsed by the committee in December 2011. There will be a 10% reduction per annum.

The Board sought clarification as to why it was taking longer than 28 days to pay invoices and were concerned that this would have an adverse impact on small local businesses. The Board were advised that a few invoices may take longer to pay and that this would distort the figures that are reported.

Resolved:

- 1) That the board recommend to the Mayor the RICC should provide Torbay Council with a subsidy reduction plan for the next 2/3 years once the new Board is established.

#### **472 Information Services**

The Executive Head for Information Services presented the budget proposals for the business unit to the Board.

The Board advised that they understood that there is a renewals fund for IT equipment and questioned whether, given office rationalisation and reduced staffing numbers is was still appropriate to keep this fund at existing levels.

The Board were advised that the fund has been built up over the last 12 years. They were advised that the Council currently holds IT assets (computers etc) worth £5 million and that the Councils IT infrastructure was worth £3 million, therefore the renewals fund currently held was proportionate.

The Board were also advised that some of the money held in the fund would also be used to support council wide change projects such as the Productivity Improvement Programme Council Design Project.

The Board questioned whether the reduction in the training and supervision budget would adversely affect the service customers receive from our customer service centre. The Board were advised that there is only a £3,000 reduction proposed here and that it would not affect the service.

The Board questioned how much the internal print service currently cost the council per annum. They were advised that it cost the Council £930k however it also generates £230k income per annum. The Board were advised that there is the

potential to generate more income through this service and that this is being investigated.

#### **473 Commercial Services**

The Executive Leave for Finance and the Executive Head for Commercial Services presented the budget proposals for the business unit to the Board.

The Board questioned whether the reduction in posts within Commercial Services would have an adverse impact on child protection issues. They were advised that there would be no impact.

The Board questioned whether in the event of pressure on the service, for example child protection / legal challenge, whether the local authority would be able to respond or would we have to pay for external services previously provided in-house.

The Board were advised that the service would be provided internally as far as possible. The Board were advised that sometimes officers may need to seek advice externally i.e. specific legal advice on particular projects. The Board were also advised that a "virtual" shared service was in place with the Devon Solicitors Group to cope with peaks and troughs of work.

#### **474 Economic Development Company**

The Mayor and the Chief Executive Officer for the EDC presented the budget proposals for the business unit to the Board.

The Board questioned whether in terms of the overall budget build, would the EDC be able to make the savings required from 1<sup>st</sup> April 2012. The Board were advised that the EDC would be able to make the savings and they were confident that the savings would be implemented from the 1<sup>st</sup> April 2012.

The Board questioned how confident the CEO of the EDC was to meet the targets for income generation as set out in the budget proposals. The Board were advised that the CEO of the EDC was confident the income would be generated.

The Board questioned how far advanced the proposals are to transfer Brixham Town Hall to the Town Council and move connections staff out. The Board were advised that discussions are ongoing and that a meeting is taking place on the 26<sup>th</sup> January with Brixham Town Council to discuss this further. The Board advised that there are also ongoing discussions taking place with Brixham Library regarding the potential moves.

The Board questioned whether there are any development items or cost pressures within the EDC which O&S should be aware of at this time. The Board were advised that there are no immediate pressures, however they were reminded that the EDC no longer had any unallocated reserves in place as a consequence of the 2012//13 budget build. The Board were advised that if any pressures were to arise that the



CEO of the EDC would come back to Council to discuss. The Board were advised that the EDC was presently looking at further opportunities to maximise economic growth associated with the recently confirmed South Devon Link Road and on-going negotiations relating the future development of the Whiterock Business Park.

The Board asked whether the EDC provided any grants and grants in kind (reduction in fees etc) and if so what changes are proposed in these areas. The Board were advised that the EDC does not provide grants/grants in kind.

The Board questioned when additional income is generated within the EDC what the process is for recovering over target amounts into a central pot. The Board were advised that as the EDC is a separate 'not for profit' legal entity (although wholly owned by Torbay Council) and that any surplus would normally be reinvested in front line delivery. The Board were advised that EDC does receive a formal Contract Fee from Torbay Council for services provided and that this can be reduced if service delivery surpluses are made. The Board were advised that the EDC is likely to return £150,000 back to the Council this year.

The Board questioned whether there were any implementation costs associated with the proposals as there are none outlined in the budget papers. The Board were advised that there were none.

The Board questioned whether the proposal to close administrative offices over Christmas and New Year would effect customer access to any front line service and if so, which services and what contingency is in place. The Board were advised that this would only impact on back office staff and that all customer access points would remain open.

The Board questioned whether the cleaning contract is in place and delivering the required savings. The Board were advised that the contract is currently out to tender.

The Board questioned whether the proposed reductions in repairs and maintenance costs would mean additional expenditure may be incurred in the longer term. The Board were advised that the reduction has been put forward as we are disposing of council assets and will no longer have to maintain as many buildings in the future. The Board were advised that no council assets would fall into disrepair over the next 2/3 years as a result of this reduction.

The Board questioned how much Estates Management support we are currently buying in. The Board were advised that this service is being brought back in house.

The Board questioned whether the deletion of the vacant energy post was good value for money and whether the penalty charges would outweigh the deletion of this post. The Board were advised that the person that was in the post has resigned and has left the council so is vacant. The Board were advised that if the EDC was able to bring in income to pay for the post they would reinstate it.

This page is intentionally left blank

## **Minutes of the Overview and Scrutiny Board**

**Tuesday, 17 January 2012 (AM)**

**-: Present :-**

Councillor Thomas (J) (Chairman)

Councillors Barnby, Bent, Darling (Vice-Chair), Kingscote, Parrott, Pentney, Pountney and James  
(In place of Butt)

(Also in attendance: Councillors Davies, Ellery, Cowell, Lewis, Pritchard, Tyerman and Hytche)

---

### **482 Apologies**

An apology for absence was received from Penny Burnside (Co-optee).

In accordance with the wishes of the Conservative group, the membership of the Board was amended to include Councillor James instead of Councillor Butt.

### **483 Adult Social Care**

The agenda item was introduced by the Executive Lead for Adult Social Care and Older People along with Chief Executive of Torbay Care Trust. The Executive Lead for Adults Social Care and Older People outlined to the Board the difficult climate and challenges faced with putting forward this year's budget proposals. The proposals have been compiled with a view of protecting the most vulnerable. The Board heard how a reduction in premises, as well as in the volume of services have contributed to the budget proposals which are outlined in the papers, as distributed at Council in December 2011.

In response to questioning the Board heard of Torbay Care Trust confidence in achieving the budget for the coming financial year is greater this year than last year. The Board heard of the challenges and difficulties faced in setting the budget against a background of reductions in government funding and a changing demographic profile within the Bay.

The Board were advised by the Chief Executive of Torbay Care Trust of a number of contingencies which would need to be looked at if the Care Trust was unable to balance the budget. Income generation lines proposed within the report were in line with Council policy. The Board heard how, at present, the Care Trust has a fully committed budget for the coming financial year.

In response to questioning the Board were advised of development items / cost pressures some of which are still in negotiation at the moment.

In response to questioning the Board were advised that there are areas which are grant funded and grants provided are subject to the same scrutiny as the rest of the budget.

The Board were advised that the level of recovery of income is subject to assessment. Details of this are outlined in the budget report issued in December 2011.

In response to questioning the Board heard how the majority of saving proposals had already been implemented / achieved but there were a few that have not. Two areas which had not yet been implemented or achieved involved a restructure of disability day care services and a proposed reduction in community alarms.

The Board heard how the proposals are an extension to the 2011/12 budget and centred on reducing the volume of care packages. In response to questioning the Board heard how consultation processes in relation to the proposals have been undertaken, or in some cases where budget proposals have not yet been implemented the consultation will take place in due course. In response to questioning the Board heard how both NHS Act 2006 Section 242 duties and the NHS Act 2006 Section 244 duties have been met. The Board heard how some of the decisions in relation to consultation fell to the Health Overview and Scrutiny Board.

The Board were advised of some of the additional options for additional savings in the event of underachievement of proposals which included management of vacancies and in house support services. The Board heard how £500,000 savings had already been achieved in reducing non-front line services to include HR and training. The Board heard how the Trust employs around 1800 members of staff and that redeployment opportunities were relatively high when staff are displaced. The Board heard how care must be taken not to make short term changes which end up resulting in larger longer term problems.

In response to questioning the Board heard how the proposals outlined within the documentation were discussed at a number of various boards (such as group meetings and the Senior Leadership Board) including officers and members of the voluntary sector, service users and members of the public. Proposals and ideas were put forward / explored during these discussions in an attempt to try and minimise reductions or cuts. The Board were assured that no reductions had been made without thought and consideration of who the cut or reduction may impact upon and how.

In response to questioning the Board heard how the pressures faced by the Care Trust were not all new however the climate was different now in relation to the reduction in public sector funding.

In response to questioning the Board heard of a pro-active approach to referrals where alternative options for support and care were explored including whether there are members of family who can provide or would be best placed to support, whether an individual has the right access to benefits (as per their entitlement). The

Board heard of the work of the FAB team, who listen to the needs of the individual, which often does not involve access to public funded services more signposting to information, it was acknowledged that more work could possibly be done in this area.

In response to questioning the Board heard of the minefield of pressures faced when setting the budget proposals which were described. The Board were advised that the Annual Strategic Assessment (ASA) is in draft format until approved by full council.

The Board questioned whether an earlier Health Overview and Scrutiny meeting needed to be arranged in view of the public consultation and debate and decision on whether the proposals constituted a substantial variation. It was noted that the HOSC should meet earlier than March.

The Board questioned the reduction in client numbers and were advised of reducing pattern of usage of residential care settings, in addition to this central government changes also looked promising with regards to developments in stroke rehabilitation. The Board heard how the demand for day care services had begun to fall away and that it was now felt service users preferred to look alternative ways on this to ensure individual needs and value for money are achieved.

The Board questioned whether a longer term financial planning approach would prove useful, if adopted or recommended in budget setting process. In response to this the Board heard this approach to budget setting had in some circumstances already been adopted.

In response to questioning the Board heard how a potential closure of care home was likely to be put forward to full council for debate and decision, but the Care Trust were not in a position to further comment on this at the present time.

Resolved:

- 1) The board raised their concerns with the Mayor on the service achieving the budget.

#### **484 Supporting People**

The Executive Lead for Adult Social Care and Older People introduced the item to the meeting, highlighting the pressures and challenges faced with setting the budget proposals for this service. The Board heard how the service focuses on early intervention which works to reduce the risk of eviction, homelessness, promotes access to benefits whilst looking to reduce substance and alcohol misuse through preventative measures. The Board heard how the service is a commissioner of these services for the local areas.

In response to questioning the Board heard how savings required from 1<sup>st</sup> April 2012 would involve smarter contract management and procurement and that these

proposals in detail, along with others were outlined within the report originally issued in December.

The Board heard the risks of not being able to implement the savings as required from 1<sup>st</sup> April 2012. The contingencies in place centred on many contracts expiring in the coming year with others having flexibility with regards to their end dates. In response to questioning the Board heard the service is not generally an income generation led service so the targets for income generation do not apply.

In response to questioning no development items or cost pressures needed to be highlighted to the Overview and Scrutiny Board. However, work needs to continue on re-ablement and reducing levels accessing accommodation led services as this could cause a greater cost pressure.

In response to questioning the Board were advised of the implementation costs as outlined within the budget report documentation, circulated in December. The Board also heard of plans to implement more join working with partners such as Devon.

In response to questioning the Board heard how £268,000 on domestic abuse refuge but the Board were asked to look at this in the context of other work across the authority on reducing domestic violence such as the work by IDVCA and Family Intervention Project. In response to questioning the Board heard how around £1 million is currently spent on drugs, alcohol and substance misuse.

In response to questioning the Board heard how the service has not experienced a decrease in service users and that the current client base consists of nearly 2000 individuals and in terms of the cuts made across the Authority the service had made around £500,000 worth of budget proposal savings.

The Board questioned details behind the PLUSS contract, following recent press around the closure of local premises. The Board were advised that this contract area had only recently moved over to supporting people function but that work was taking place with the current provider (PLUS) to re-procure this.

The board requested further information from Supporting People regarding the breakdown of their budget and further information relating to the outcomes of PLUS Service Users.

#### **485 Harbours**

The Board heard how the harbours budget setting process generally takes place earlier on in the year. The Board heard the process of how the Harbour budget working party works through the budget proposals to include user and public consultation. The Board heard how the Harbour operates independently from the Authority. The Board heard how given the variable nature of their income it is difficult for the Harbour Committee to set targets for income.

In response to questioning the Board heard how delicate discussions had taken place with Harbour users to negotiate costs and fees. The Board heard how a

possible increase could be reviewed in the future The Board heard how some of this work is documented in the Harbour Accounts Principles, 2009.

This page is intentionally left blank



**Minutes of the Overview and Scrutiny Board**

**Tuesday, 17 January 2012**

**-: Present :-**

Councillor Thomas (J) (Chairman)

Councillors Barnby, Bent, Darling (Vice-Chair), Kingscote, Parrott, Pentney, Pountney and James (In place of Butt)

(Also in attendance: Councillors Hernandez, Thomas (D), Davies, Tyerman, Ellery, Doggett, Baldrey, Cowell, Pritchard, Lewis and Addis)

---

**486 Apologies**

Apologies of absence were received from Councillor Butt and Penny Burnside (Co-optee).

**487 Urgent Items**

The Board were requested to make a slight amendment to the agenda for the meeting. Spatial Planning was moved to become the first item, then Community Engagement and finally Community Safety.

**488 Spatial Planning and Waste**

The Executive Lead for Strategic Planning, Housing and Energy gave a brief presentation to the Board. The Board were advised that Spatial Planning are confident that they will make the savings required, and meet income targets outlined in the proposed budget by 1<sup>st</sup> April 2012.

The Board questioned whether there had been a reduction in planning applications in 2011. The Board were advised that there had been a reduction in planning applications in 2011 and that the loss of income was increased via further cost recovery generating an additional £20k.

The Board were advised that Spatial Planning are now charging for pre-application advice, and have been since November 2011 and that in the first 6 weeks of charging for this service they generated £3275. The Board were advised that charges for pre-application advice would be reviewed in April. The Board were advised that Spatial Planning are now charging for the Design Review Panel, and it is forecasted that we will generate £8500 this year.

The Board were advised that negotiations are taking place regarding concessionary fares and that letters have been sent to bus operators. The Board were advised that this is an ongoing process and will take approximately 4 months to complete and that a new rate will be implemented in May 2012. The Board questioned what consultation had taken place; they were advised that consultation has been widespread, including involving groups such as SPOT and that a large number of people have taken part in the interactive surveys. The Board requested that further information be provided to them regarding the knock on effect

on other areas, and in particular Adult Social Care.

The Board were advised that there are vacant posts within Spatial Planning and that as a result of this some projects will be deferred and that work on the Carbon Challenge has been stopped.

The Board questioned why the targets for planning applications were low. The Board were advised that the target for planning applications is 60% and that Spatial Planning are currently achieving 42%, however performance is improving.

The Executive Lead for Strategic Planning was asked why the Revenue Budget 2012/13 figures were marked as not due. The Board were informed that this was due to the uncertainty of the Plymouth Waste Plant but the figures were as up to date as possible.

The Executive Lead for Strategic Planning was asked what happens if waste management at Plymouth goes to judicial review? The Board were informed that this could cost the partnership 27 million pounds over 25 years.

The Board questioned what we could do to enforce the laws against fly tipping in the Bay. The Board were advised that there is a current legal case ongoing with strong supporting evidence. The Board were assured that that we will take action when we can do so.

The Board questioned how much money the Council has set aside for flood risks and whether any savings are to be made out of this budget. The Board were advised that no savings are to be made out of this budget as the Council receives funding from the Environment Agency.

Resolved:

- 1) That with regards to concessionary bus fares consideration be given to the knock on effect to other service areas (specifically the impact on Adult Social Care).

#### **489 Community Safety**

The Executive Lead for Safer Communities and Transport gave a brief presentation to the Board. The Board were advised that Community Safety would be able to make the budget savings proposed and that most of the savings identified would be delivered as a result of a restructure within the department. The Board were advised that if staffing levels had to be reduced further then services would have to be cut.

The Board questioned the reduction to the out of hours noise service, and questioned whether this service should be increased not reduced. The Board were advised that there had only been 19 incidents reported in the last year and that some of these have been reports of repeat offenders. The Board were advised that the Council is already collecting evidence regarding issues we have been made aware of, and that the out of hours service will be delivered in a different way in the future.

The Board questioned where members of the public would go to report noise nuisance if the out of hours service is cut. The Board were advised that if the noise was intermittent then people would be able to use the normal office number, if it is a persistent nuisance then it would be classed as anti social behaviour and become a police matter.

The Board questioned how much support was provided to the Community Partnerships. The Board were advised that currently there is only 1FTE supporting Community Partnerships, but that there are currently 5 vacant posts. The Board were advised that the Community Partnership budget has seen no change on last year.

The Board questioned how much funding was currently provided to the CVA and other voluntary sector organisations and requested a breakdown in these costs. The Board were advised that a meeting will shortly be taking place with the CVA to discuss the ongoing agreement with them.

The Board questioned how we deal with landlords in the private sector where properties encounter anti social behaviour issues. The Board were advised that all homes are inspected on a risk basis and that there are new policies in place for these issues.

The Board heard a 3 minute presentation from a member of the public – Gordon Jennings.

Resolved:

- 1) That reconsideration be given to the proposed saving for the out of hours emergency noise service.
- 2) That a review of grants to community, voluntary sector organisations and all other bodies to be undertaken.
- 3) The mayor reconsider the cuts to the out of hours emergency noise service be dropped and that a further sum be provided for a fit for purpose service with improved advertising and a more strategic approach.

#### **490 Community Engagement**

The Executive Lead for Involved and Healthy Communities gave a brief presentation to the Board. The Board was advised that as a result of a restructure in Community Engagement there would be a £91k saving, and that new ways in which income would be generated and savings could be made have been put forward as part of the budget proposals i.e. a review of charges within registrars and a budget reduction in Members training.

The Board questioned what the cost of running the Torbay Strategic Partnership (TSP) was. They were advised that there is no dedicated support for the TSP, but that support was provided when required by the Governance Support Team or the Business Services Team. The Board were advised that the TSP meetings have been cut by half.

The Board questioned whether the Council Communications Team has taken a reduction as a result of the staffing restructure. The Board was advised that the Communications Team has made a reduction of 2 FTEs.

Resolved:

- 1) That the Mayor considers how much could be saved by disbanding the Torbay Strategic Partnership (TSP).

## Minutes of the Overview and Scrutiny Board

Friday, 20 January 2012

-: Present :-

Councillor Thomas (J) (Chairman)

Councillors Barnby, Bent, Darling (Vice-Chair), Kingscote, Parrott, Pentney, Pountney and Addis

Also in attendance: Councillors Tyerman, Morey and Davies

---

### 491 Apologies

An apology for absence was received from Councillor Butt.

### 492 Capital Investment Plan 2012/13 to 2015/16

The Executive Lead for Finance and the Executive Head for Finance gave a presentation to the board regarding substantial cuts to the Government and increased requests for capital.

In response to questioning the Board heard that setting a budget 2 to 3 years in advance is difficult and risky, given there are unknowns, however an approach which for a three year planning cycle, where the first year was fixed, the second year was tentative and the third year was flexible could be considered.

In response to questioning the Board stated that funding allocated was an indicative allocation especially with regards to Children Services and Adult Social care not receiving from 2013 onwards. This does get revised prior to budget allocation. The Board was advised that funding allocation is based on the Mayor's priorities, school places and services for the vulnerable. The Board was advised that regular monitoring of the budget takes place.

The Board heard that the Council's general reserve fund is reviewed against all reasonable risks. The Board were advised should any issues arise the Council would seek to find alternative funding.

The Board questioned the level of subsidy to the Rivera International Conference Centre. In response the Board heard £645,000 has been allocated within the base budget, including an allowance for inflation of 2%. Rate relief to the RICC is equivalent to £59,000. Pressures within The English Rivera Conference Centre indicate they need support. The English Rivera Conference Centre reserve is £400,000, any additional support is to be taken from reserves not base budget.

In response to questioning regarding the Corporate Management Plan (AMP) the Board were advised that are £330 million worth of assets some of which, potentially

have a negative value. This is reviewed annually to ensure the Council gets the best out of its assets.

In response to questioning the Board were advised that officers has sought advice throughout the budget setting process and put actions in place to mitigate against the risk of a successful legal challenge.

The Board were advised as to the procedure which is in place for energy procurement and that the Council seeks value for money. In response to questioning the board were advised that the with regards to energy use Torbay Council is in the top 15% of all organisations nationally. The board heard that money could be borrowed from the money market and could be used as a way of raising funds. This is something the Council could consider. The Board heard that a Government agency is setting up a bond agency however.

In response to questioning regarding the reduction the budget for the TDA, the Board were advised that the savings removed from TDA means their budget is at a similar level from a couple of years ago.

The Board referenced prudential borrowing and requested guiding principles and recommendations. The board were advised that where prudential borrowing was requested strong business cases will need to in place.

The board questioned the position with regards to the Community Fund and asked for clarification on this funding as it was not included within the Capital Investment Plan 2012/13 to 2015/16.

In response to questioning the board were advised that the work on the LABV continues.

Resolved:

- 1) The board encourages the Mayor to continue to dispose of appropriate assets bearing in mind those of negative value.
- 2) The agreed proposals for the community fund be implemented and outlined in the Capital Investment Plan.
- 3) The LABV is an opportunity to help the local authority in dealing with issues, need to ensure that this project continues to progress.
- 4) Were prudential borrowing is proposed the key principles of what a strong business case should look like are developed and circulated.

**493 Medium Term Financial Plan**

In response to questioning the board were advised that for 2012/13 it had been assumed that there would be no inflation increase for pay and for 2013/14, it had been assumed this would 2%, however, the government have agreed an increase of 1%.

The Board heard that the Council were going to accept the grant offered by central government. However, this decision had been taken cautiously as it has become clear that by accepting the grant for 2012/13, this could cause a problem for 2013/14 and a potential increase in council tax. The Government have not advised if there will be an allowance for 2013/14 or whether any increases would be capped. In the short term the Council will accept the grant and not increase council tax.

In response to questioning the Board heard that with regards to academy schools there may potentially be an issue with the grant going forward as schools receive services from the local authority and part of their grant was used to fund services provided to the schools. It will be a decision of the school as to whether they continue to use and buy back this service from the local authority.

In response to questioning the board heard that with regards to the £2.25million from the NHS, the whole grant is spent on Adult Social Care Services. This current year, it was agreed with the Care Trust that the grant would fund existing commitments, while it has been agreed for next year that half the funding will support existing commitments and the other half will support new initiatives.

Resolved:

- 1) The Board support the decision to accept the Government's grant for ensuring a Council Tax freeze for 2012/13.

This page is intentionally left blank



## **Minutes of the Overview and Scrutiny Board**

**Wednesday, 25 January 2012**

**-: Present :-**

Councillor Thomas (J) (Chairman)

Councillors Barnby, Bent, Butt, Darling (Vice-Chair), Kingscote, Parrott, Pentney and Pountney

(Also in attendance: Councillors Lewis, Tyerman, Davies, James, Stringer, Ellery, Morey, Cowell and Stockman)

---

### **503 Apologies**

An apology for absence was received from Penny Burnside (Co-optee)

### **504 Report on Budget Consultation / Impact Assessments**

The Board received a presentation on the Consultation activity, highlighting the need for continued consultation on the Adult Social Care proposals, and the Board's role in monitoring this.

Resolved:

- 1) The Board recommends that Scrutiny be involved in the budget consultation from 2012/13 onwards.

### **505 Budget Recommendations Report**

The Board received two representations from members of the public. The first regarding how the reduction in local housing allowance will affect older people with rents, rents cap is too low.

It was suggested that the Chair write to the Minister regarding the impact of this cut.

The second representation asking for the libraries budget cuts to be thought out more carefully.

The Board considered their recommendations to date and raised their concerns over the budget cuts for Adult Social Care and in particular these 8 points:

1. There has been incomplete consultation and recommended ongoing consultation be monitored to ensure that the potential impact on individual clients is understood and taken into account and followed through.
2. Inflation (Residential & Dom Care).
3. Cuts to back office totalling £500k, could delay delivery of other savings.

4. Annual Strategic Agreement still not agreed.
5. Negotiations over the budget are not entirely complete.
6. There is no budget contingency in place.
7. The ability to absorb this year's overspend.
8. The level of demand for the services.

Resolved:

The board have recommended that they bring their concern to the Mayor's attention.

The Board discussed the subsidy for the Riviera International Conference Centre (RICC). It was noted that the RICC should be provided with an incentive to find savings. More information was requested on the effects an100k cut would have on the centre.

It was requested for future meetings, Business Plans should be given to the Board to allow them to receive further details such as Business Plans for Museums, RICC etc.

It was noted that there is £900,000 volatile contingency which has been added to the Children's Services budget.

The Board suggested that the youth service outreach grant should be part of the overview and scrutiny board work programme for next year. The Board requested a breakdown of where young people are coming from to use Parkfield and that this should be monitored.

Changes to library opening hour's proposals were discussed; there were concerns about the impact on the community. The proposals were based on the consultation results, the board requested more information on this.

The Board questioned if the TOR2 partnership could be reduced but were told this would have to be looked at board level due to the contract we hold.

Members of the Board raised their concerns that the EDC have taken a significant cut and recommended the Mayor to investigate means of funding for employment and development opportunities in relation to the new link road.

It was noted that no Executive Leads or the Mayor was present at this meeting.

The Board considered the outline details setting out were the Supporting People budget is being spent and prioritised including the PLUSS contract. The Board wishes to engage positively with Supporting People and the contract to ensure that appropriate service provision can be maintained.

It was requested that the mayor reconsider the cuts to the out of hours emergency noise service be dropped and that a further sum be provided for a fit for purpose service with improved advertising and a more strategic approach.

It was suggested that all Members come to the Scrutiny Café to put forward their suggestions for next year's work programme.

The Board agreed the final recommendations will be presented to the Mayor:

- 1) The current one year approach to budget building and planning for future financial years was discussed. The Board recommend that the Council gives consideration to using 3 or even 4 year Business Plans, to include strategic and operational information.
- 2) That for future Overview & Scrutiny meetings more financial information should be provided, including business plans (where available).
- 3) The Board recommended that Scrutiny be involved in the budget consultation for 2012 onwards from February this year.

#### ***Children, Schools and Families***

- 4) That the funding of £100,000 for the Early Years Service is not cut.
- 5) Whilst supporting the principle of increased voluntary sector involvement in delivering youth services the Board expressed concerns about how this would be delivered on the ground. The Board requested that this be monitored to enable it to review the effectiveness.
- 6) To ensure that the Strategic Lead post for teenage pregnancies remains until the Board are satisfied that there is no adverse impact on the work currently being carried out in this area.
- 7) For the Mayor ensure that the reduction in Attendance Improvement Officers does not take place until the Board can be assured that the "Schools Supporting Schools Programme" is in place and the removal of these posts will not have a negative impact.
- 8) The board requests assurance from the Mayor that income to be generated at Park field is not preventing young people from disadvantaged backgrounds from benefiting from these facilities.

#### ***Residents & Visitors Services:***

- 9) That for future meetings Business Plans should be given to the Board to allow them to receive further details such as Business Plans for Museums, RICC etc.
- 10) That the Mayor considers inflationary issues relating to the TOR2 contract (currently use RPIX rates) and whether it would be possible for this to be more flexible and the partnership representative from the Council be asked to raise this with the TOR2 Board.

- 11) In the absence of some information the Board still have concerns about the impact that the libraries cuts will have on the community.

***Business Services:***

- 12) No recommendations made.

***Finance:***

- 13) That the RICC should provide Torbay Council with a subsidy reduction plan for the next 2/3 years once the new Board is established, and requested that the Chairman and Managing director meet with the Overview and Scrutiny Board Quarterly to report on progress in achieving the subsidy reduction plan

***Information Services:***

- 14) No recommendations have been made.

***Commercial Services:***

- 15) No recommendations have been made.

***Economic Development Company (EDC):***

- 16) Mayor to investigate means of funding for employment and development opportunities in relation to the new link road. (300k over 3 years from reserves).

***Adult Social Care***

- 17) The Board raised their concerns regarding the delivery of the Adult Social Care budget and in particular these 8 points:
1. There has been incomplete consultation and recommended ongoing consultation be monitored to ensure that the potential impact on individual clients is understood and taken into account and followed through
  2. Inflation (Residential & Dom Care)
  3. Cuts to back office totalling £500k, could delay delivery of other savings
  4. Annual Strategic Agreement still not agreed
  5. Negotiations over the budget are not entirely complete
  6. There is no budget contingency in place
  7. The ability to absorb this years overspend
  8. The level of demand for the services

The board have recommended that they bring their concern to the Mayors attention.

***Supporting People:***

- 18) The Board considered the outline details setting out were the Supporting People budget is being spent and prioritised including the PLUS contract and wishes to engage positively as a board to ensure that appropriate service provision can be maintained.

***Harbours:***

- 19) No recommendations made.

***Spatial Planning & Waste:***

- 20) That with regards to concessionary bus fares consideration be given to the knock on effect to other service areas (specifically the impact on Adult Social Care).

***Community Engagement:***

- 21) That the Mayor considers how much could be saved by disbanding the Torbay Strategic Partnership (TSP).

***Community Safety:***

- 22) That reconsideration be given to the proposed saving for the out of hours emergency noise service.
- 23) That a review of grants to community, voluntary sector organisations and all other bodies to be undertaken.
- 24) The mayor reconsider the cuts to the out of hours emergency noise service be dropped and that a further sum be provided for a fit for purpose service with improved advertising and a more strategic approach.

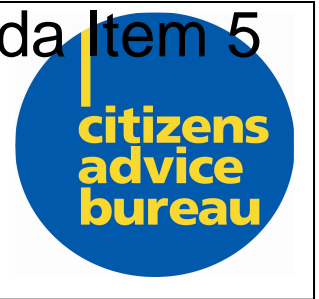
***Capital Investment Plan 2012/13 to 2015/16***

- 25) The Board encourages the Mayor to continue to dispose of appropriate assets bearing in mind those of negative value.
- 26) The agreed proposals for the Community Fund be implemented and outlined in the Capital Investment Plan.
- 27) The LABV is an opportunity to help the local authority in dealing with issues, need to ensure this project continues to progress.
- 28) Where prudential borrowing is proposed the key principles of what a strong business case should look like are developed and circulated.

***Council Tax***

- 29) The board support the decision to accept the Government's grant for ensuring a council tax freeze for 2012/13.

- 30) The board are concerned that the impact of future cuts included funding for the council tax freeze being available for 1 year only and recommends that the Mayor write to the Chancellor expressing these concerns.



# Challenges Facing Torbay Residents

John Cooper  
District Manager  
Torbay Citizens Advice Bureau

October 2011  
Page 35

## **1.0 Background**

- 1.1 Torbay Citizens Advice Bureau has seen a significant increase in demand over the past couple of years. This increased demand for our advice services is undoubtedly the result of the ongoing financial crisis which has had a significant impact on households.
- 1.2 This report highlights in more detail some of the key issues facing Torbay residents from information extracted from our records, the experience of our caseworkers and highlights how access to advice services can help people overcome some of the issues they are facing

## **2.0 The main Issues Facing Residents**

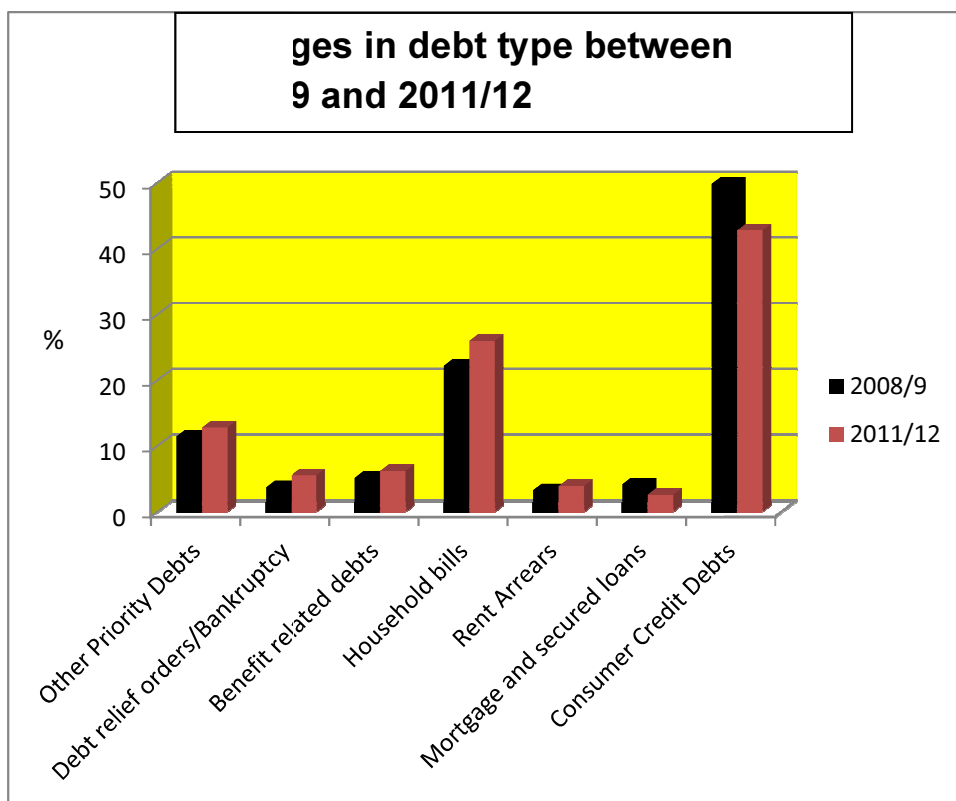
- 2.1 The top five issues facing residents during the first 6 months of 2011/12 were as follows:-
  - Debt 34.0%
  - Benefits 32.0%
  - Employment 8.4%
  - Housing 6.2%
  - Relationships 5.0%

## **3.0 Debt and financial problems**

- 3.1 As indicated, financial difficulties and debt represent one of the main challenges facing Torbay residents. The combined impact of rising unemployment, little or no wage growth, higher inflation and lower benefit/ tax credit levels have eroded the real spending power of households, pushing many people to the brink with residents cutting back and in increasing cases relying on credit for essentials such as food and energy
- 3.2 These issues are compounded in Torbay as we are a low income area, illustrated by the fact that we have the 3rd lowest average gross wage in the country (Source: 2010 annual survey of hours/earnings). 73% of our clients have an income below £1000 a month with 28% on incomes of less than £400. Unsurprisingly therefore, Torbay is the debt capital of the country with the highest level of personal bankruptcies per head of population (Source: Experian)
- 3.3 Our data illustrates this situation with household debts (council tax arrears, fuel, water and telephone debts) rising as a proportion of the total amount of debt that we are now seeing. These particular debts have increased from 22% in 2008/9 to 26% in 2011/12. This represents an 18% increase over this period. Fuel and water debts have increased by 13% and 19% respectively. The very steep increases in fuel tariffs and the continuing problem of high water costs in the South West are likely to see the number of households struggling to pay these bills increase further.



3.4 By contrast consumer credit debt shows a 14 % reduction in the last 3 years. The tightening of the availability of consumer credit over the last two years is reflected by a reduction in the share of debt advice related to consumer credit – cards, unsecured loans, overdrafts, mail order, and hire purchase debts. Consumer credit debts now make up 43% of our clients' debts, compared to 50% in 2008/9. This shift in debt type also reflects the squeeze on household incomes and the greater proportion of households struggling with household bills



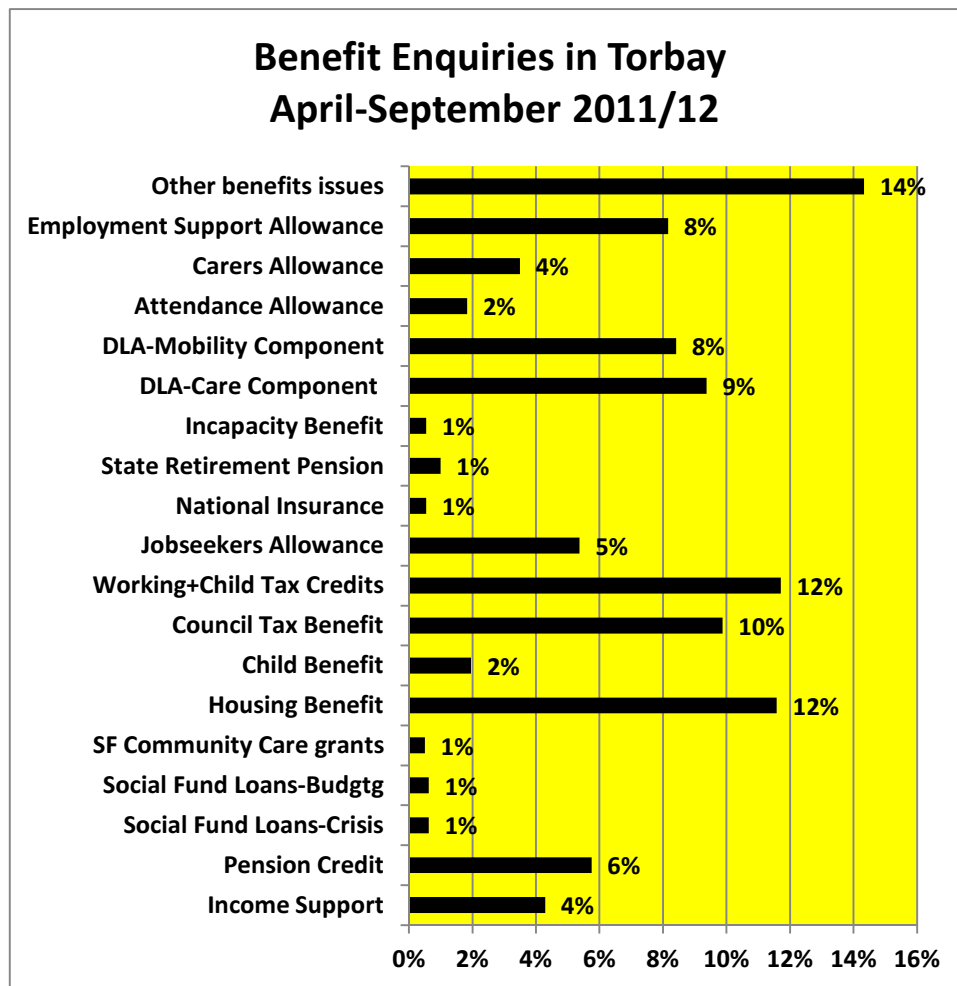
3.5 When income declines so does spending power, compounding the effects of the recession on local businesses. The impact of debt is manifold and complex and can have considerable cost to the community. For example if local residents miss rent payments they may go through the trauma of losing their home, family break up and child poverty increasing. This has substantial administrative costs to the council and social costs to the family concerned and society in general. As deprivation increases progress on efforts to promote social inclusion are damaged. The stress of living with problems can also have dramatic effects on physical and mental health, adding to the strain on public services.

3.6 In an effort to combat some of these problems Torbay CAB currently provides a specialist debt advice service and financial literacy service. Our specialist debt management service has a key role to play in making a meaningful contribution to the well-being of individuals, helping them to face up to and

deal with debt at an early stage so helping to alleviate the social costs both to the person/ family concerned and to the community resulting from debt. The preventative financial literacy service, introduced earlier this year, aims to assist residents manage their finances, maximise their incomes i.e. how to reduce energy and water costs and avoid the pitfalls of debt.

## 4.0 Welfare Benefit and Working Tax Credit Issues

### 4.1 Benefit/ tax credit advice remains the second largest area of advice



4.2 As detailed previously, the squeeze on household incomes has increased the importance of ensuring Torbay residents maximise their incomes during this difficult time with particular emphasis on the sick and disabled. As a direct consequence of our work, between April and September 2011 our advisers have increased the incomes of Torbay residents by £766,759 helping to reduce poverty and inequality within the Bay. This represents not only an increase in income and an enhancement to the quality of life for the recipients and their families but also provides an inflow of resources into the Torbay economy. The biggest area of impact has been for health and disability entitlements, particularly for carers and families with special needs children. This reflects our emphasis on providing advice within the community through

GP surgeries, home visits for the disabled/long term sick and for families with special needs children

- 4.3 A major challenge for Torbay residents has been the on-going transfer of people from Incapability Benefit to Employment and Support Allowance. Advice levels continue to increase significantly year on year. Particular issues for Torbay residents have related to the entitlement process and the work capability assessment. Nationally 40% of clients who appeal against their work capability assessment, many of whom are severely ill and/or disabled have won their appeals.
- 4.4 Current and future changes to benefits paid to the sick and disabled is a major challenge to some of the most vulnerable Torbay residents. The proportion of the Torbay population who experience limiting long term illness is significantly higher at 23.03% than the national average of 17.93 % ( Source: 2001 Census). This places Torbay in the top 25% of local authorities in the country in terms of long term limiting illness. In addition 8 areas in Torbay are in the top 10% most deprived areas for health and disability deprivation with 14 in the top 20% (Source 2010 deprivation indices). There is a strong correlation between health deprivation and wider inequalities .Torbay also has an above average proportion of the population providing unpaid care in the home
- 4.5 Some of the main challenges that will affect Torbay residents are still to have an impact. Changes being introduced to the benefit system will impact both on working and non-working families. These families will need assistance in understanding these changes and coping with the potential impacts such as a further reduction in household incomes. Some of the main changes relate to:-

#### **General**

- **Changes in the basis for up-rating benefits and tax credits by using the consumer price index (CPI) from 2011-12** instead of the retail prices index and the Rossi index - likely to mean a 1.5 per cent real terms reduction in the value of benefits and tax credits each year.
- **Overall cap on household benefit payments** paid to households of working age from **2013**
- **Introduction of a new universal credit for working age households**

#### **Child Benefit**

- **Freezing of child benefit for 3 years from 2011-12.** This means a reduction in real terms for two children from £33.70/week in 2010, to £29.26 by 2013/14. (Budget)
- **Child benefit** will be withdrawn from families with a higher rate taxpayer from **January 2013.** (CSR)

#### **Local Housing Allowance**

- **Spending on Council Tax Benefit will be reduced by 10 per cent with decisions about who gets support localised from April 2013**  
Pensioners will not be affected by the changes and therefore the impact of the 10% reduction in grant will fall disproportionately on low income working and non working individuals and families. There will be a fixed pot

of money given to local authorities which will not vary by demand and which will not be ring fenced This will create a postcode lottery and for areas with a large proportion of low income pensioners who currently qualify for Council Tax Benefit (as in Torbay) the impact of the 10% cut in overall expenditure will fall on low income working and non-working families. It is estimated these families could see a 19%-22% cut in their Council Tax Benefit with a major impact on their household incomes

- **Local Housing Allowance (LHA) caps**
- **Reduction in Local Housing Allowance (LHA) rates from April 2011, from 50th to 30th percentile of local rents.** (Budget)
- **The extension from April 2012 of the shared room rate (SRR) to single claimants under 35 years of age (up from 25).** (CSR)
- **From 2013, the Local Housing Allowance (LHA) - which is used to decide the maximum housing benefit that can be paid - is also to be up-rated in line with CPI not local rents.** (Budget)

#### **Working Tax Credits (WTC)**

- **The rate at which tax credits are reduced will rise from 39% to 41% from 2011-12.** (Budget)
- **£2,500 of any drop in income will be disregarded for tax credit purposes from 2012-13.** This means that anyone whose income drops by £2,500 or more, will **receive £1,025 less in tax credits** than they would before the change. (Budget)
- **Tax credits childcare costs were reduced from 80% to 70% from April 2011.** (CSR)
- **Freezing of both basic and 30 hour elements of working tax credit (WTC) from April 2011** (CSR)
- **To receive WTC, couples with children will have to work 24 hours (instead of the current 16) between them, and one must work at least 16 hours, from April 2012.** (CSR)
- **Reducing entitlement to the flat rate £10.50 a week family element of child tax credit.** (Budget)

#### **Disability/Sickness Benefits**

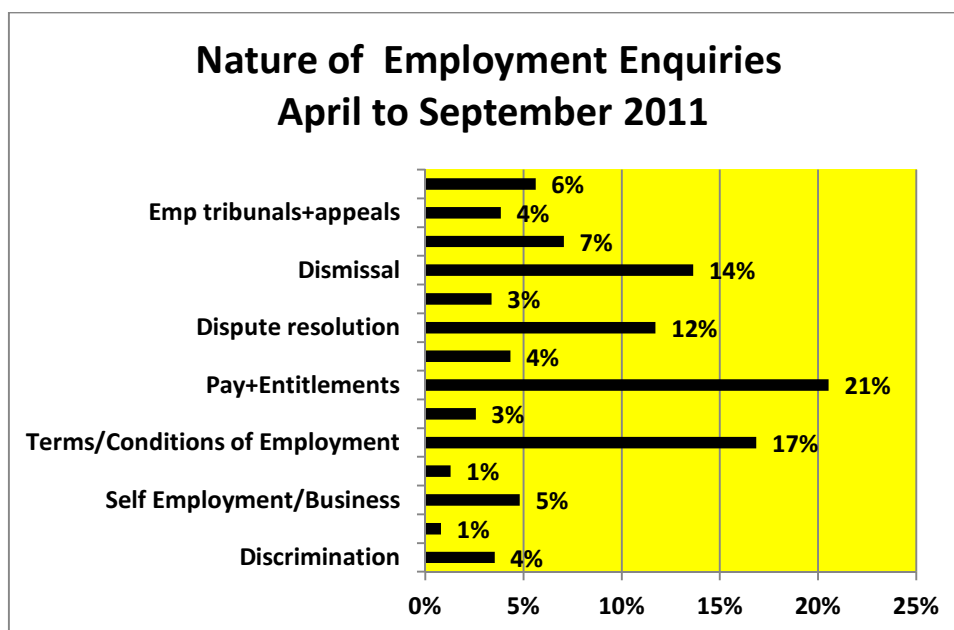
- **Employment Support Allowance(contribution based) – introducing a time limit of one year for entitlement to ESA (CB) for those in work-related activity group, from April 2012.** (CSR) . These are people who have been working, paid National Insurance contributions and have fallen ill and can no longer work. Evidence has shown that 94 per cent of people in the work-related activity group who get contributory ESA are unlikely to return to work within a year so would risk losing their ESA if they have savings or a partner who works. For example, a couple where one earns £150 and the other is sick would lose their ESA of £94.25 – an income drop of almost 40 per cent.

This is a particular issue for people with severe illnesses like cancer whose conditions may last longer than a year.

- **DLA mobility for people in residential care will no longer be paid from 2012/13. (CSR)**

## 5.0 Employment Issues

- 5.1 Employment issues are one of the main areas for people seeking advice and currently represent a real challenge for Torbay residents with the rising levels of unemployment.
- 5.2 Torbay suffers from the highest rate of unemployment in the South West with a rate of 4.3%. This compares with 3.9% in the United Kingdom and 2.6% in the South West (September 2011). This problem is particularly acute for the younger age groups
- 5.2 Torbay also shows the lowest economic performance for the whole of the South West region and the second lowest of any area in England and Wales (measured from gross value added figures). The economy is particularly vulnerable in the current economic climate given that the proportion of jobs in public administration, education and health equates to 36.7% and in tourism 16.7%. Torbay is in the top 10% of authorities in Great Britain in terms of employment in public administration, education and health and within the top 5% of local authorities for employment in tourism (Source: ONS annual business inquiry employee analysis 2008)
- 5.3 These characteristics create a particular challenge to Torbay residents when endeavouring to attain employment. Becoming unemployed is often the trigger for debt problems and increasing levels of unemployment will undoubtedly bring greater financial hardship to our communities. Torbay CAB has worked closely with Working Links to provide a service for unemployed people to assist them overcome their barriers to work and to assist clients to manage their reduced finances and avoid the pitfalls of debt.



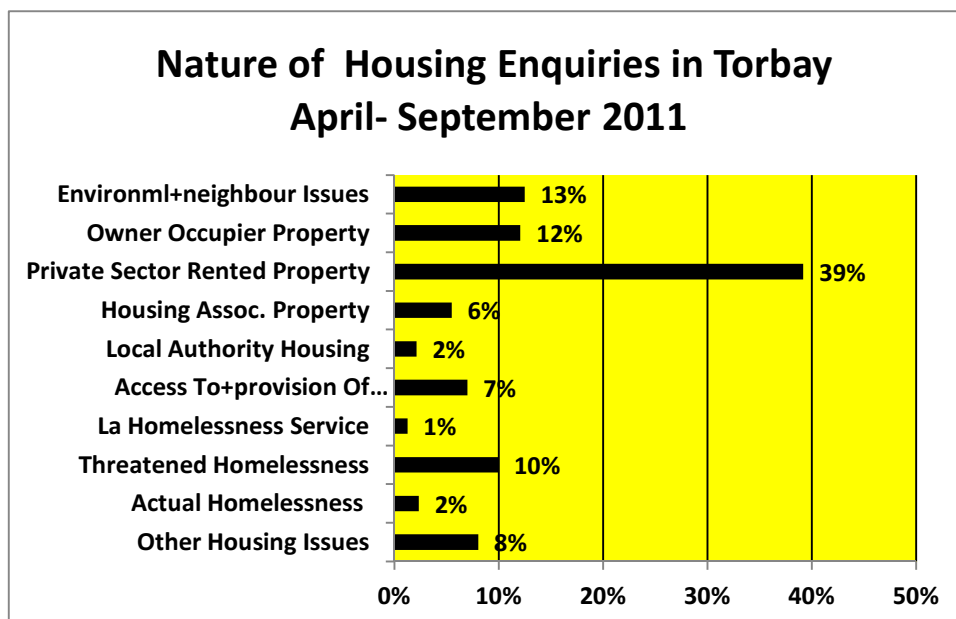
## 6.0 Housing

6.1 Housing issues represent the fourth highest area of advice.

6.2 A substantial proportion of advice concerns privately rented property. 42% of our clients live in privately rented property and Torbay has a high level of privately rented property at 15.1% compared to 8.0% for England (Source:2011 census). The key issues for Torbay residents are:-

- Problems around rents and charges (18%)
- The quality of accommodation and getting landlords to undertake repairs (17%)
- The cost of deposits, tenancy deposit protection and problems with the return of deposits at the end of the tenancy (19%)

Another common issue relates to security of tenure. The **assured shorthold tenancy**, widely used within the private sector provides tenants with little security. As a result, many tenants are reluctant to complain about disrepair and damp, for fear of eviction.



6.3 Many private tenants, such as pensioners, the disabled and working households on low incomes depend on housing benefit to help them pay their rent. However, the gap between market rents and housing benefit levels across large areas of the country make it extremely difficult for tenants to find a suitable home which they can afford. New proposals by the Government to reduce the amount of housing benefit that private tenants can claim are likely to exacerbate this problem even further. Particularly relevant changes are:-

- **The extension from April 2012 of the shared room rate (SRR) to single claimants under 35 (up from 25).** (CSR) Recent Citizen

statistics already show young people under 25 have particularly problems with privately rented properties, actual and threatened homelessness

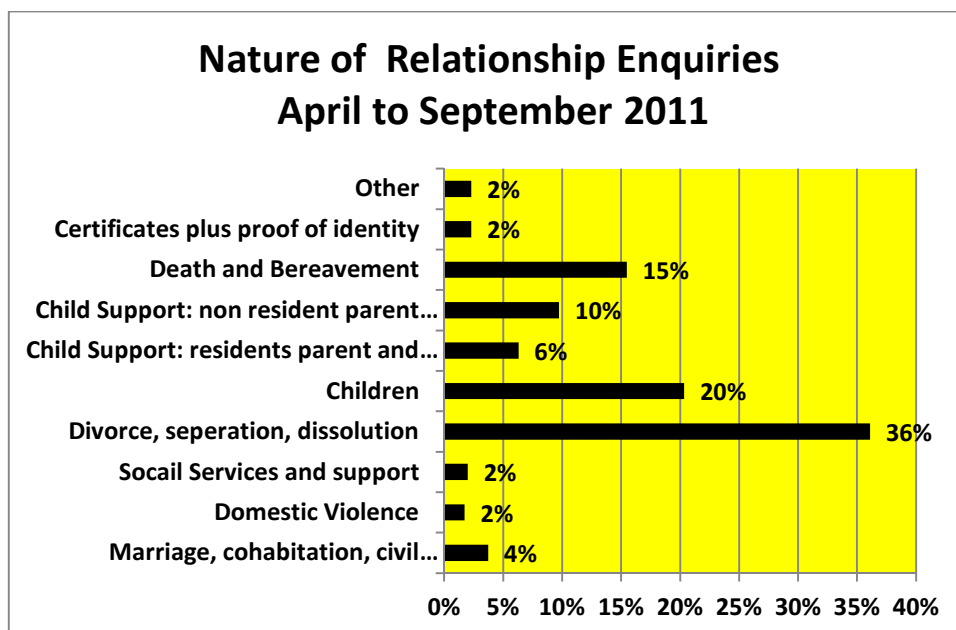
- **Proposals that tenants will have their benefit cut to reflect the size of the household with smaller households potentially seeking accommodation of a size not available on the necessary scale in the local community i.e. 1 bed properties for single people and couples**

6.4 Actual and threatened homelessness in Torbay represent the next biggest advice area at 13%. Advice on actual homelessness increased 24% compared with 2008/9, while advice on threatened homelessness increased 22%. This is a particular issue for younger age groups.

Actual and threatened homelessness is often caused by relationship breakdown and a reduction in income (due to ill health or unemployment) so that people are unable to keep up rent or mortgage repayments. Other causes include the end of a private tenancy which frequently last for only six months or a year and lenders re-possessing due to arrears on the property or the tenancy coming to an end. Tenants can then become homelessness due to the lack of affordable options.

## 7.0 Relationships

7.1 This is another major area of advice with divorce/separation, children and death and bereavement enquiries the main areas for advice. Early help and intervention for families facing complex problems such as unemployment, ill health, debt and money worries is often vital to ensure tensions that can contribute to family breakup and social and administrative costs to the Council do not increase in the current economic climate.



## **8.0 Conclusion**

- 8.1 The economic and social problems prevalent within Torbay are already all too evident. These include the highest levels of deprivation for any local authority in the South West, the highest unemployment rate in the region, a low wage economy with the 3rd lowest gross average wages in the country and the highest level of personal debt per head of population. These characteristics are only likely to be exacerbated by the prevailing economic and financial climate.
- 8.2 Research from the Money Advice Trust has shown that the earlier that people identified a problem and adjusted to a change in circumstances the better able they were to manage financially and emotionally in the long term. They state “Greater public awareness of what “unmanageable debt” means and how seeking free, effective and independent advice can help resolve or alleviate the situation and is essential to prevent more families reaching crisis point.”



## Performance Overview and Monitoring

### Report for Quarter 3 – 2011/12

Presented to:

SLT – 24 January 2012

SLB – 24 January 2012

Overview & Scrutiny Board – 15 February 2012 (Performance Summary and Electronically)

Prepared by  
the Policy, Performance and Review Team, Business Services.



[www.torbay.gov.uk](http://www.torbay.gov.uk)



## Table of Contents

---

Table of Contents.....	3
Executive Summary .....	4
Performance Summary .....	6
Strategic Scorecard – Objectives.....	7
Strategic Scorecard – Entities.....	8
Strategic Scorecard - Latest Performance up to Quarter 3 (2011/12).....	10
Recovery Plans.....	29
Strategic Risk Register .....	34
Torbay Strategic Partnership – Community Plan .....	35
Children’s Safeguarding – November 2011 .....	36
Adult Social Care Performance.....	39
TOR2 Performance for November 2011 .....	41
Customer Contact Report .....	43
Corporate Complaints & Compliments.....	48
Human Resources - Workforce Profile to 31 December 2011 .....	52
Employee Total Direct Costs and Vacancies .....	60
Glossary.....	65
List of Appendices.....	67
Appendix 1 – Torbay Safeguarding Children Board – Performance	
Summary.....	68

## Executive Summary

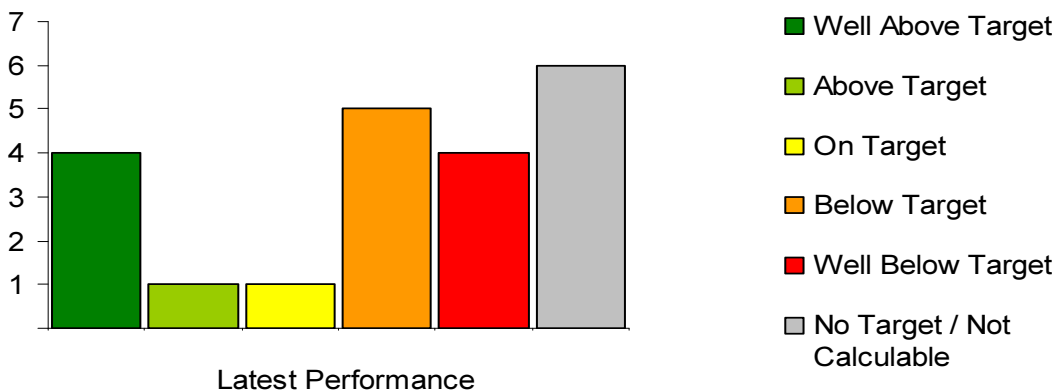
---

This is the 3<sup>rd</sup> quarterly performance report for 2011-12, showing the performance data for the period 1 April 2011 – 31 December 2011 or latest available. The Strategic Balanced Scorecard allows officers to be more focused and enables Members and officers to have a clear picture of the performance against the Strategic Objectives.

### How have we performed so far in 2011/12?

All performance indicators have a target set (where applicable) for the 2011/12 year, and one Performance Indicator is still to be developed. Six of the thirteen strategic objectives are currently performing on or above target and three are below, this is an improvement on quarter 2 when five objectives were on target. Of the remaining four objectives, three have no entities (Performance Indicators, Projects or Risks) against them, as work needs to be developed in these areas, and one is on hold.

Of the indicators with performance recorded on the Strategic Scorecard 29% (6) have performed on or ahead of target, this is an improvement on quarter 2. Below is a break down of the latest status available for the nineteen performance indicators linked to the Strategic Scorecard.



Recovery plans have been included for those indicators that are currently behind target where appropriate for the Senior Leadership Team (SLT) to review and approve.

### Safeguarding - Adults Social Care

Support (NI130 and NI133) - The percentage of adult social care clients receiving self directed support (NI130 and the percentage of social care packages being delivered on time ((NI133) are both performing above target. NI130 is currently performing at 1.2% better than the expected target for November and NI133 at 11.1%

Timeliness of Assessments (all adults) (NI132) - This indicator refers to acceptable waiting times for assessments of new adult clients. Current performance is below target and the latest update from the Care Trust identifies this at high risk of not meeting its year end target. Further information can be found in the Adult Social Care recovery plan.

### Safeguarding - Children's Services

Initial and Core Assessments Completed on Time (NI59 and NI60) - Both these indicators continue to be below target. It should be noted that in-month figures are showing improvement.

Stability of Placements (NI62) - This indicator continues to track above the monthly trend line (it's better to be low) and if this continues it is estimated that the year end status will not achieve the target.

A recovery plan has been deferred for the above three indicators subject to a meeting with the Department for Education scheduled to take place on 19th January 2012. The recovery plan will be included in next month's report.

## **Financial Position**

Torbay Council Variance from Approved Budget (FCF8) - Data is not available for quarter 3 until 31st January 2012. The position at the end of quarter 2 reported a 1.2% overspend.

Delivery of Capital Receipts (FS002) - This indicator refers to the amount of income received from disposing of fixed assets such as land, buildings, vehicles, plant and equipment. At the end of quarter 3 the income received had increased to £537,618 from £264,162 at the end of quarter 2.

Torbay Care Trust Finance (Budget5) - Projected outturn is £43,587m from the approved budget of £41,937m. Draft proposals/consequences to address the savings challenge have been shared with the Council and have been made available separately. The in year impact of these schemes provided they are successful is estimated to be £685k leading us to present a net forecast outturn of just over £1.6m.

## **Contract Performance**

Torbay Care Trust - Annual Strategic Assessment - Torbay Care Trust collects data for 31 performance indicators as set out in the Annual Strategic Assessment (ASA), currently 63% of those indicators are on or above target. A recovery plan is included as part of this report.

TOR2 Assets Client Group - The TOR2 contract is divided into 3 areas – Assets, Street Scene and Waste. The Assets group of indicators, which monitor the performance of Building Services, Car Park Maintenance and Fleet Services, is performing exceptionally well with 100% of indicators on or above target.

TOR2 Street and Environment Cleanliness (NI195a) - A selection of streets and land are assessed against acceptable levels of litter, performance continues to be below the target of 4.5% and currently stands at 2.9% reflecting improvements made to the service by TOR2.

TOR2 Household Recycling and Waste (NI192) - Although the performance for this indicator is currently below target, our current recycling rate is predicted to be approximately 45% for 2011/12 which is 6% higher than 2010/11. By 9th December 2011, the rollout of additional materials including more plastics and many new products to be recycled was completed which will further increase performance.

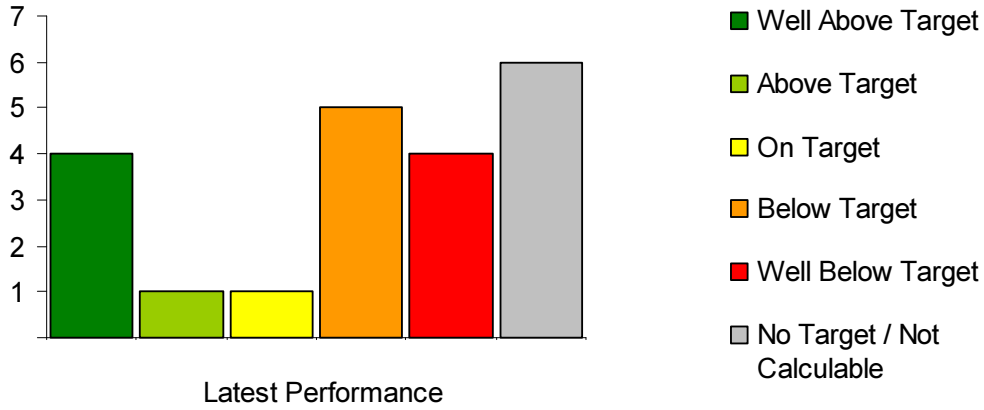
Feedback on the enhancements made and contents of these reports is welcomed.

**Prepared by the Performance and Partnership Team**

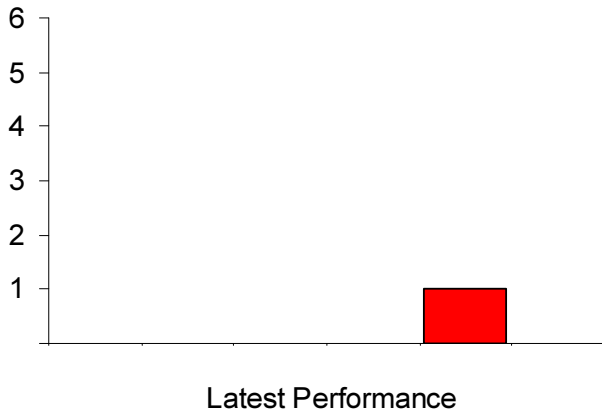
**Mark Bennett – Executive Head of Business Services - January 2012**

# Performance Summary

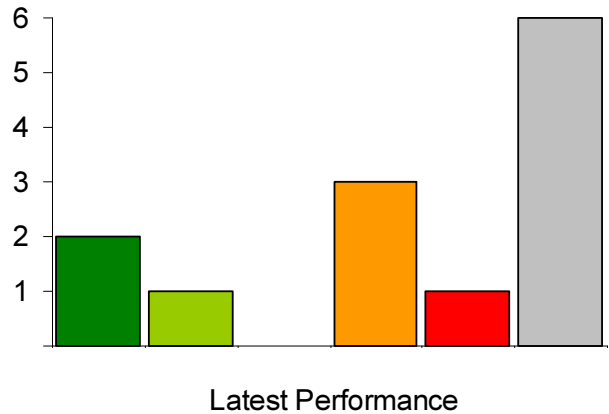
## Strategic Scorecard Overall Performance Quarter Three 2011-12



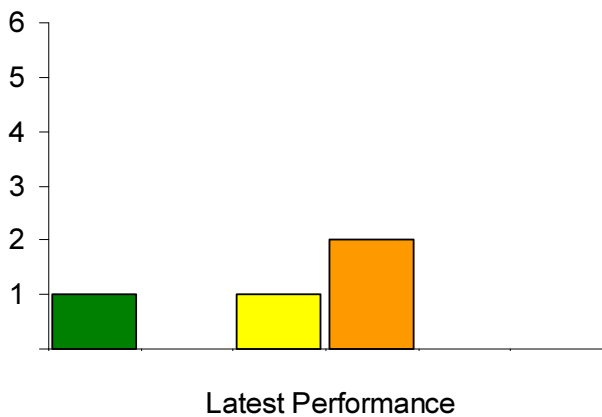
### Communities & Local Democracy



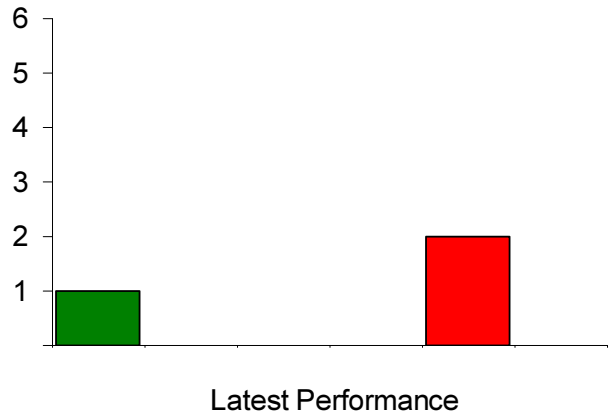
### Adults & Operations



### Place and Environment



### Children, Schools and Families



## Strategic Scorecard – Objectives

Colours represent overall status for each objective – this could include performance indicators or projects that fall below each objective.

Finance	Customer	Internal Processes	Learning and Innovation
01. Deliver a reduced budget and maximise revenue			
02. Managing our assets	05. Securing a cleaner Bay and improving its appearance for both residents and visitors	08. Delivering the People, Place, Partnership and Productivity Programme	11. Highly skilled and valued employees and councillors
03. Delivering value for money	06. Ensuring the safety of our most vulnerable children and adults	09. Effective commissioning, contract, performance and risk management	12. Strengthen community leadership and partnership working
04. Torbay Care Trust Financial Performance	07. Regeneration and Economic Prosperity	10. Develop radical solutions for service delivery over the next four years	13. Targeted and integrated service delivery

■ = Well Above Target

■ = Above Target

■ = On Target (Possibly Data not Due)

■ = Below Target,

■ = Well Below Target (Possibly No Target)

■ = On Hold

■ = No Entities (Possibly No

## Strategic Scorecard – Entities

Below is a break down of the Performance Indicators and Projects that form the Strategic Balanced Scorecard.

Entity	Code	Title	Frequency	Status
<b>Deliver a reduced budget and maximise revenue</b>				
PI	FCF8	Degree of variance from approved budget	Quarterly	Below Target
PI	HRC Sec 2f	Total cost of Core Council, Casual Staff and Agency Staff	Monthly	No Target
PI	FS001	General Fund Reserve	Quarterly	Above Target
PI	BS001	Employee Total Direct Costs	Monthly	No Target
<b>Managing our Assets</b>				
PI	FS002	Delivery of Capital Receipts	Quarterly	No Target
Project	CCRP-01	Office Rationalisation Project	Monthly	On Target
Project	ASM001	Asset Rationalisation Project	Monthly	On Target
<b>Value for Money</b>				
Project	V4M001	Deliver Value for Money through a comprehensive corporate approach	Monthly	On Hold
<b>Torbay Care Trust Financial Performance</b>				
PI	Budget5	Adult Social Care - Degree of variance from budget	Quarterly	Below Target
<b>Securing a cleaner Bay and improving its appearance for both residents and visitors</b>				
PI	NI192	% of household waste sent for reuse, recycling and composting	Quarterly	Below Target
PI	NI195a	Improved street and environmental cleanliness (litter)	Quarterly	Well Above Target
<b>Ensuring the safety of our most vulnerable children and adults</b>				
PI	NI032	Repeat incidents of domestic violence	Quarterly	Well Below Target
PI	NI059	% of initial assessments for Childrens Social Care carried out within 7 working days	Monthly	Well Below Target
PI	NI060	% of core assessments for children's social care carried out within 35 working days	Monthly	Well Below Target
PI	NI062	Stability of placements of looked after children: number of moves	Monthly	Well Above Target
PI	NI130	Social care clients receiving self directed support per 100,000 population	Monthly	Well Above Target
PI	NI132	Timeliness of social care assessment (all adults)	Quarterly	Below Target
PI	NI133	Timeliness of social care packages following assessment	Quarterly	Well Above Target



Entity	Code	Title	Frequency	Status
<b>Regeneration and Economic Prosperity</b>				
PI	NI166	Median earnings of employees in the area	Annually	Below Target
PI	PPsc4	Proportion of working age residents claiming Job Seekers Allowance in Torbay	Monthly	No Target
PI	PPsc5	Key out of work benefits claimants	Monthly	No Target
PI	PPsc7	Job Seekers Allowance claimants per unfilled jobcentre vacancy	Monthly	No Target
Project	ERP-00	Employment & Regeneration Programme Delivery		On Target
<b>Delivering the People, Place, Partnership and Productivity Programme</b>				
<b>Effective commissioning, contract, performance &amp; risk management</b>				
PI	TCT01	% of Torbay Care Trust Indicators Performing on or above target from SLA	Monthly	Well Below Target
PI	EDC01	% of Economic Development Company Indicators Performing on or above target from SLA	Monthly	
PI	TOR201	% of TOR2 Indicators Performing on or above target from SLA	Monthly	On Target
<b>Deliver radical solutions for service delivery over the next four years</b>				
<b>Highly skilled and valued employees and councillors</b>				
Project	DS-PA-1999	Develop and Deliver an annual Members Development Programme		On Target
Project	PPrc08	Undertake Staff Satisfaction Survey		On Hold
<b>Strengthen community leadership and partnership working</b>				
Project	PP001	Closing the GAP / Hele Project		On Target
<b>Targeted and integrated service delivery</b>				

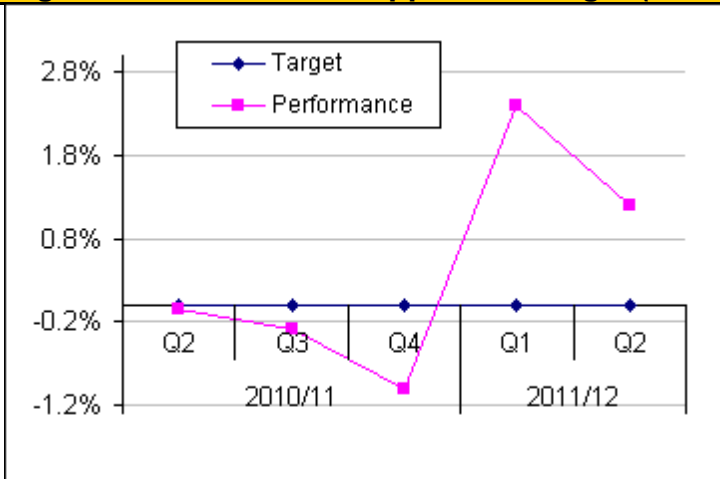
## Strategic Scorecard - Latest Performance up to Quarter 3 (2011/12)

Colours are representative of overall status for each objective – this could include performance indicators and projects that form the Strategic Balanced Scorecard.

### FINANCE

#### 01 - Deliver a reduced budget and maximise revenue

##### Degree of variance from approved budget (FCF8)



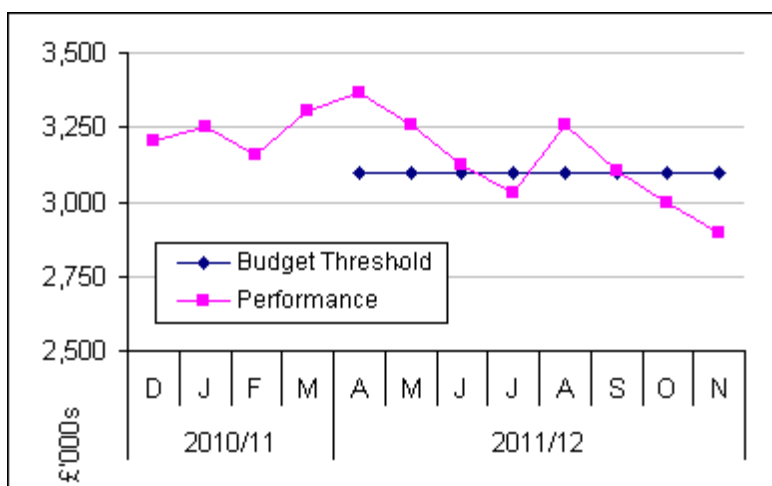
Current Status:	Below Target
Since last period:	Improved
Target:	0.00%
Latest Performance:	1.20%
Responsible Officer:	Paul Looby

##### It's best to be low – Data is not yet available for quarter 3

Variance calculated by finance teams based upon actual expenditure to date and projected spend to the end of the financial year.

Budget monitoring and Outturn have reported a 1.2% overspend for quarter two. Quarter 3 data is expected to be available on the 31 January 2012, to be reported in the next monthly performance report.

##### Total cost of Core Council, Casual Staff and Agency Staff (HRC Sec 2f)



Current Status:	N/A
Since last period:	Decreased
Target:	N/A
Latest Performance:	£2,893,362
Responsible Officer:	Mark Bennett

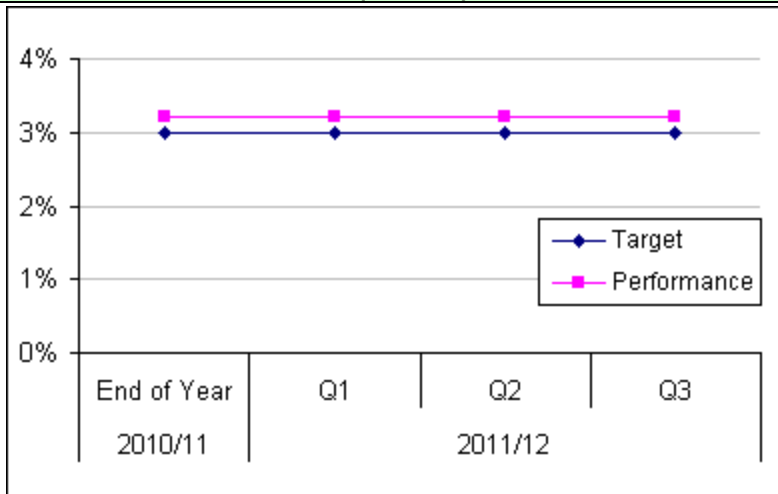
##### It's best to be low

The total cost of Core Council, Casual Staff and Agency Staff wages and allowances in period. This data is taken from the Human Resources payroll system. This data includes agency, overtime, and teachers that are employed directly by the Council, but excludes schools, and the majority of Job Evaluation payments and redundancy payments. It also excludes employees National Insurance Contributions and Pensions.

## FINANCE

### 01 - Deliver a reduced budget and maximise revenue

#### General Fund Reserve (FS001)



Current Status: Above Target

Since last period: Static

Target: 3.0%

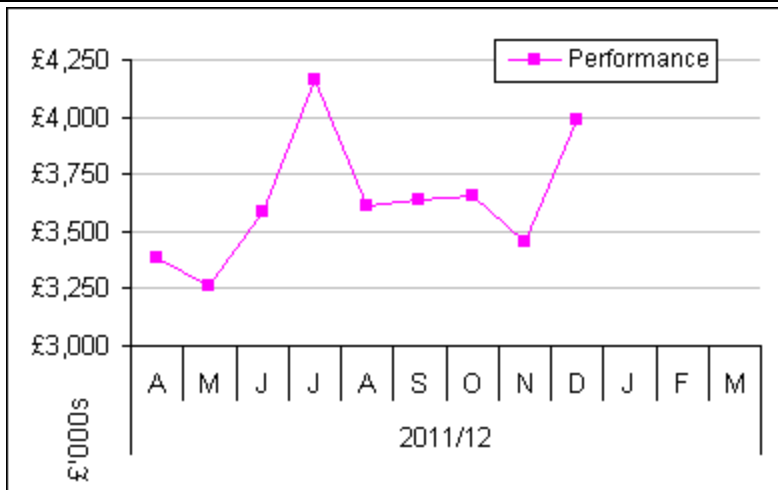
Latest Performance: 3.2%

Responsible Officer: Paul Looby

#### It's best to be high

This indicator shows what percentage of the net revenue budget the Council has in its General Fund Reserve. The Council's Target is to always have 3% of net revenue budget in the general reserves. This has remained static between end of year 2010-11 and quarter 3 of 2011-12.

#### Employee Total Direct Costs (BS001)



Current Status: N/A

Since last period: Increased

Target (to date): N/A

Latest Performance: £3,984,196.13

Responsible Officer: Paul Looby

#### Its best to be low

This Indicator shows the Council's Employee Total Direct Costs for each month taken from the Financial Information Management System (FIMS) for the 2011-12 financial period.

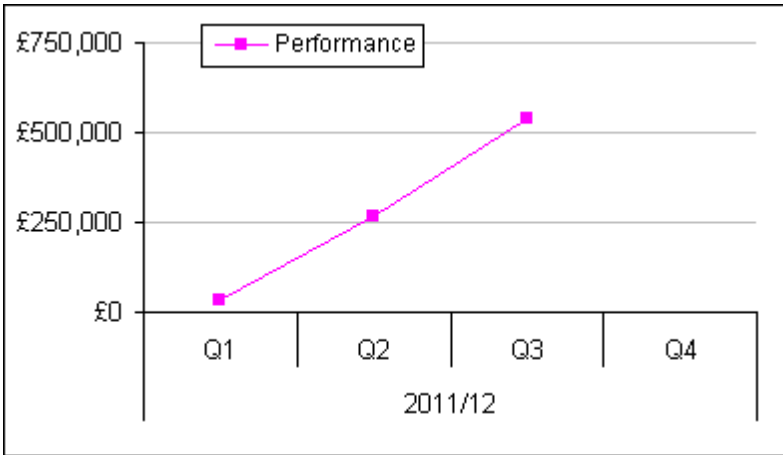
This is a new indicator that has not been collected before.

This is raw data that has been pulled from FIMS and is subject to exceptions. The increase in December is due to a lump sum pension payment made to Devon County Council covering the last six months. In future payments will be spread monthly avoiding such extremes between months.

**FINANCE**

**02 - Managing our assets**

**Delivery of Capital Receipts (FS002)**



Current Status:	N/A
Since last period:	Increased
Target:	N/A
Latest Performance:	£537,618
Responsible Officer:	Paul Looby

**Its best to be High**

This Indicator shows the amount received through Capital Receipts which is the money received from disposing of fixed assets such as land, buildings, vehicles, plant & equipment. At the end of quarter 3 the income received had increased to £537,618 from £264,162 at the end of quarter 2.

**Office Rationalisation Project (CCRP-01)**

Review Date:	27th December 2011	Current Status:	On Target
Responsible Officer:	Chris Lethbridge	Previous Status:	On Target

**Achieved:**  
 In January 2012 Mark Bennett will formally take over from Clare Tanner as Project Executive. Work on completing the final elements of refurbishment for Tor Hill House (THH) continues, as does the planned office moves that will see further staff relocated from various council buildings into THH over the winter/spring period.  
 Planning is also underway for the next set of office moves and limited aspects of refurbishment, to support the council's approach to rationalising the number of buildings it operates out of, including the potential vacation of Oldway if the sale of this asset goes ahead. Project Support is also being provided to enable the CCTV function to move to the Town Hall and Community Safety Team to relocate from Paignton Police Station to St. Edmunds by March 2012.

**Missed:**  
 N/A

**Arising:**  
 N/A

**FINANCE**

**02 - Managing our assets****Asset Rationalisation Project (ASM001)**

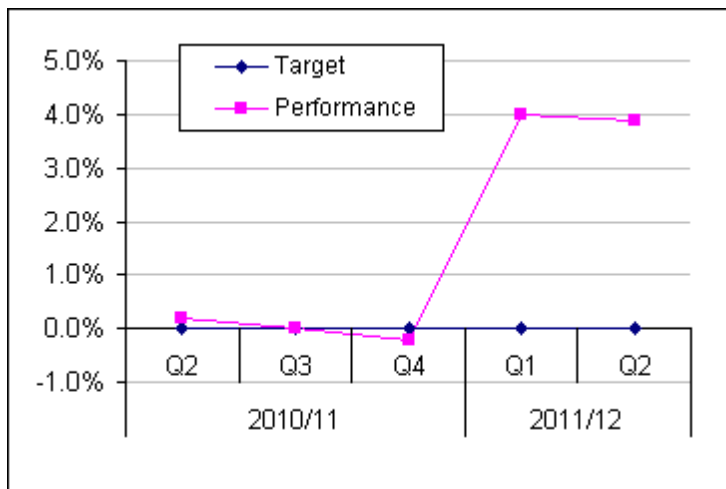
Review Date:	4th January 2012	Current Status:	On Target
Responsible Officer:	Emma Billingham	Previous Status:	On Target
Achieved:			
<p>The freehold disposal of Land adjoining 27 Braddons Street was completed on 19th December 2011. There are currently seven assets under offer. The closing date for expressions of interest for Community Asset Transfer for The Old Cemetery Lodge, 88 Colley End Road, Paignton and 289 Totnes Road, Paignton is 9th January 2012.</p>			
Missed:			
N/A			
Arising:			
<p>Sale of land is a complex process which is very timely. The sales can be subject to Legal and Planning issues and also issues on the buyer's side.</p>			

**03. Delivering Value for Money****Deliver value for money through a comprehensive corporate approach (V4M001)**

Review Date:	1st December 2011	Current Status:	On Hold
Responsible Officer:	Jo Beer	Previous Status:	Behind Target
Achieved:			
<p>Spatial Planning Value for Money Review completed. Full benchmarking report and recommendations reported to Executive Head.</p>			
Missed:			
N/A			
Arising:			
<p>This project has been put on hold so that a more pertinent project regarding VFM can be created.</p>			

## 04 - Care Trust Financial Performance

### Adult Social Care - Degree of variance from approved budget (Budget5)



Current Status: Below Target

Since last period: Improved

Target: 0.0%

Latest Performance: 3.9%

Responsible Officer: Martin Phillips

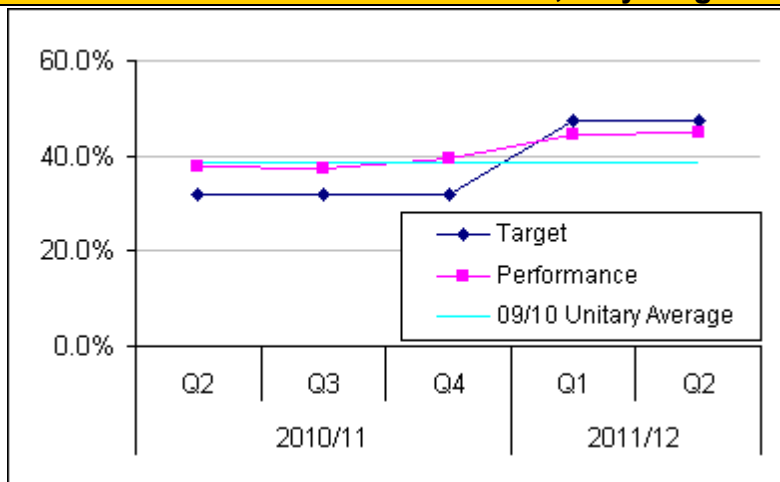
#### It's best to be low - Data is not yet available for quarter 3

This figure is calculated by the Care Trust Finance Team, variance is calculated based upon actual expenditure to date and projected spend to the end of the financial year. Budget £41.937m: Projected Out-turn £43.587m: Variance £1.650m Delayed implementation of savings identified as part of 2011/12.

## CUSTOMER

### 05 - Securing a cleaner Bay and improving its appearance for both residents and visitors

#### % of household waste sent for reuse, recycling and composting (NI192)



Current Status: Below Target

Since last period: Improved

Target: 47.5%

Latest Performance: 44.7%

Responsible Officer: Les Crump

#### It's best to be high - Data is not yet available for quarter 3

The percentage of household waste arising which have been sent by the authority for reuse, recycling, composting or anaerobic digestion.

The introduction of the new recycling and food waste collection service has greatly improved recycling rates in the Bay, and has already saved 4,000 tonnes of material from being sent to landfill.

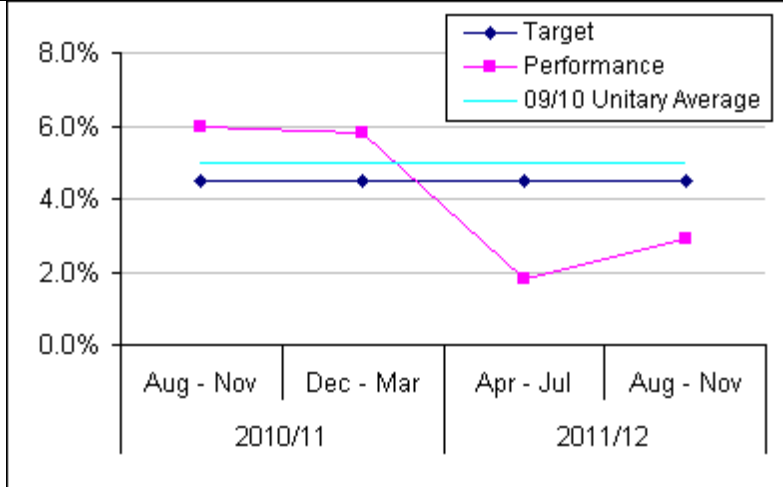
Our current recycling rate is predicted to be about 45% for 2011/12 +6 % year on year on 2010 /11.

By 9/12/11 the rollout of additional materials including more plastics and many new products to be recycled was completed. This has proved to be very popular with the public and created very little additional demand on the call centre. The overall demand on the call centre is now at its lowest level since TOR2 took over.

**CUSTOMER**

**05 - Securing a cleaner Bay and improving its appearance for both residents and visitors**

**Improved street and environmental cleanliness (litter) (NI195a)**



Current Status: Well Above Target

Since last period: Worsened

Target: 4.5%

Latest Performance: 2.9%

Responsible Officer: Patrick Carney

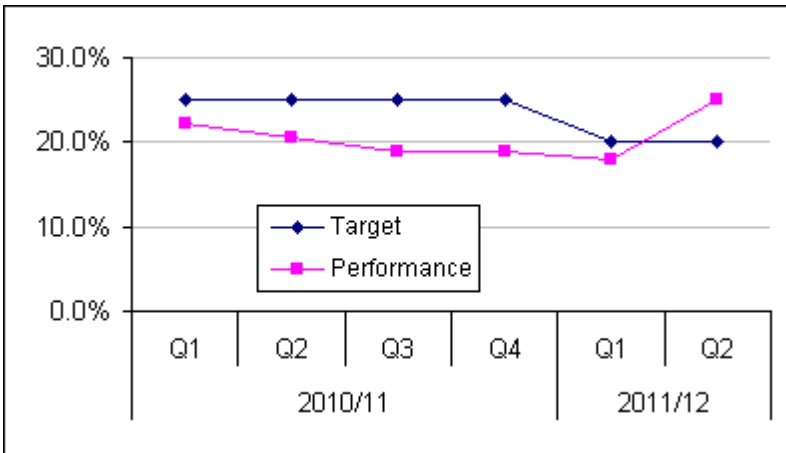
**It's best to be low**

The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level. The target is from schedule 4 of the relevant contracts for TOR2 (Assets, Waste and Streetscene). The performance for levels of litter and detritus are below the targets set. This is partly due to the poor performance of Direct Services and Waste within the first four months of the year during the JVCo transition period. TOR2 have shown an improvement on these standards and have invested in a number of new road sweepers and street washing machines. The issuing of a performance penalty to TOR2 will depend on the nationally published benchmarking data, as the contract standard is for TOR2 to remain in the top quartile. The survey data is being provided to TOR2 to allow them to target areas of failure and amend their cleansing schedules; performance is being monitored through the TOR2 liaison meetings. Officers from Community Safety are also working with TOR2 in relation to any required enforcement.

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**Repeat incidents of domestic violence (NI032)**



Current Status: Well Below Target

Since last period: Worsened

Target: 20.0%

Latest Performance: 25.0%

Responsible Officer: Vashti Wickers

**It's best to be low - Data is not yet available for quarter 3**

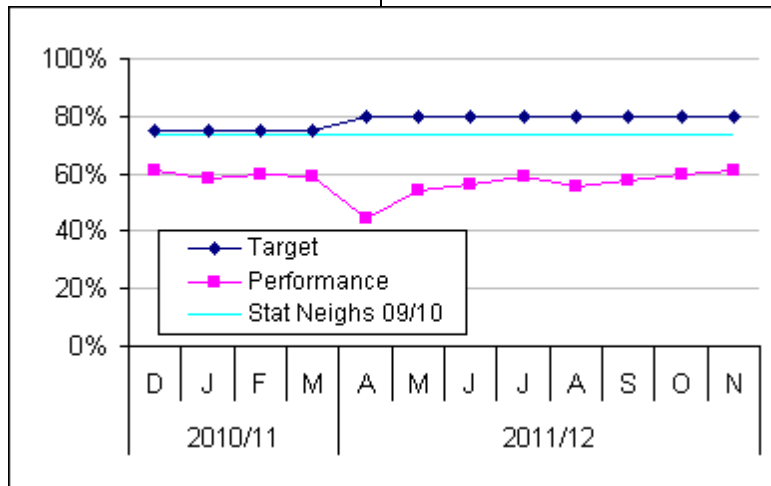
Percentage reduction of repeat victimisation for those domestic violence cases reviewed by a MARAC (Multi-Agency Risk Assessment Conference).  
 Of the 106 cases at MARAC, 26 were repeat cases. In quarter 2, the rate was 31% (17/55) compared to 18% in Q1 (9/51). July and August had 14 repeat cases. There are no specific reasons for the rise in the summer, though summer tends to be a peak time for domestic abuse. Please refer to the recovery plan later in the report for more information.



**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**% of initial assessments for Childrens Social Care within 10 working days (NI059)**



Current Status:	Well Below Target
Since last period:	Improved
Target	80.0%
Latest Performance:	60.9%
In Month Performance:	71.3%
Responsible Officer:	John Skinner

**It's best to be high**

The number of initial assessments completed between 1 April and 31 March, within ten working days of referral, as a percentage of the number of initial assessments completed in the period. An 'initial assessment' is defined as a brief assessment of any child who has been referred to social services with a request that services be provided.

**NI 59 - Initial Assessments Completed Within 10 Working Days**

For 2010/11, 59.3% of initial assessments were completed within 10 working days. Performance to end September was 57.6% (509/884) and this increased to 59.6% in October and to 60.9% in November. The target for improvement was 80% for the period 1st April to 30th September 2011.

**In-month performance**

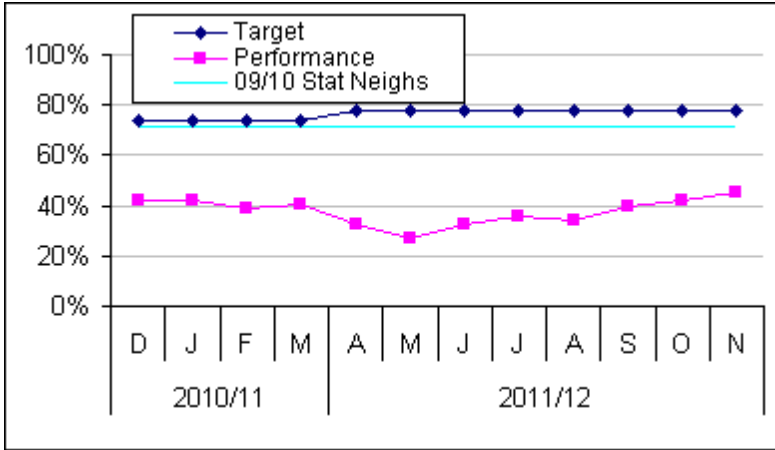
The in month performance for September was 66.1% (111/168). This increased to 70.6% for October and 71.3% for November (97/136). The target for the improvement notice was 80% for April to September.

The 2010/11 England average was 79.6% and statistical neighbour average was 83%.

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**% of core assessments for children's social care carried out within 35 working days (NI060)**



Current Status:	Well Below Target
Since last period:	Improved
Target	78%
Latest Performance:	44.9%
In Month Performance:	62.8%
Responsible Officer:	John Skinner

**It's best to be high**

The percentage of core assessments that were completed within 35 working days of their commencement. Following an initial assessment where a child has been identified as being in need of services and more information is required to determine this need a core assessment is requested. A 'core assessment' is defined as an in-depth assessment which addresses the central or most important aspects of the child's needs. In the year to 31st March 2011, 40.4% of core assessments were completed within 35 working days. The percentage for September was 40% (189/473). This increased to 42.1% in October and 44.9% at 30th November (290/646). The target for the improvement notice was 78% on time between April and September 2011.

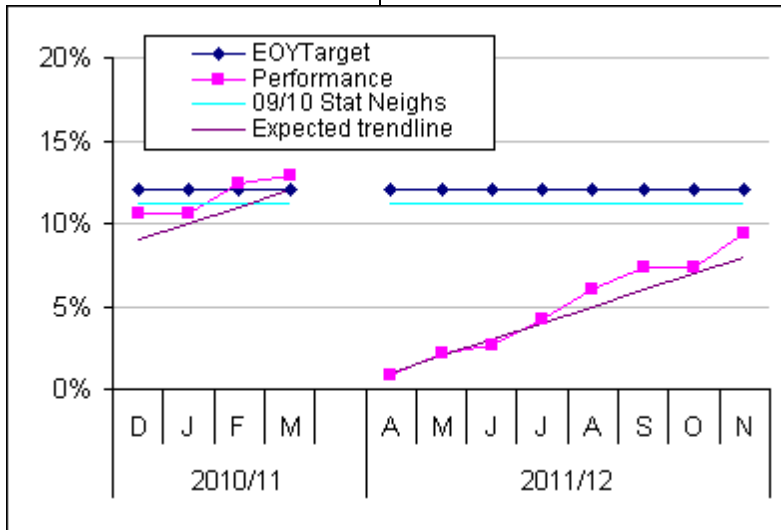
**In-month performance**

In-month performance was 75.7% for September (49/67), dropping to 50% for October and rising to 62.8% for November (54/86). The England average for 2010/11 was 75.1% and statistical neighbour average was 76%.

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**Stability of placements of looked after children: number of moves (NI062)**



Current Status	Well Above Target
Estimated end of year status:	Below Target
Current Target (Annual):	12%
Latest Performance:	9.4%
% Change From Last Month	1.4%
Responsible Officer:	John Skinner

**It's best to be low**

The percentage of children looked after at 31st March with three or more placements during the year.

18 of 48 (7.3%) children looked after had 3 or more placements between 1st April and 30th September, this increased to 9.4% (24/254) at the end of November. The England average was 10.7% and the statistical neighbours' average was 13.1% for 2010/11. The 2011/12 target is 12%.

It must be noted that this indicator is cumulative and can only rise or stay the same each month.

Children's Services has taken action to address the increased demand for placements by improving recruitment services for in-house foster carers and working with regional colleagues to improve the quality and cost of independent foster carers

**In-month performance**

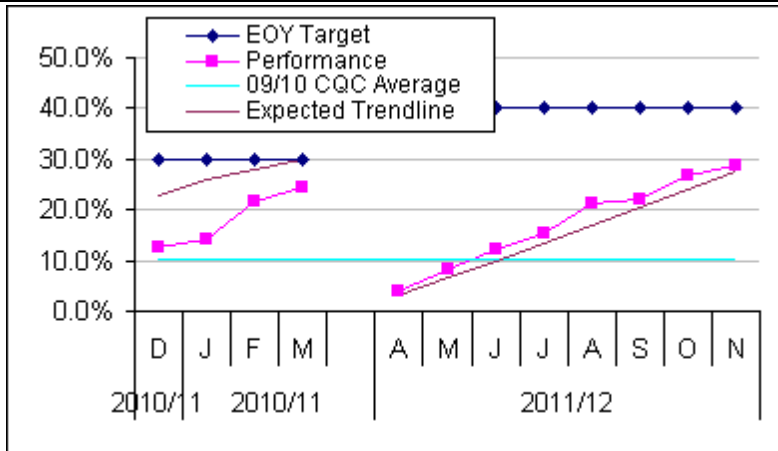
In-month performance was 75.7% for September (49/67), dropping to 50% for October and rising to 62.8% for November (54/86).

The England average for 2010/11 was 75.1% and statistical neighbour average was 76%.

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**Social care clients receiving self directed support (NI130)**



Current Status: Well Above Target

Since last period: Improved

Target: 27.5%

Latest Performance: 28.7%

Responsible Officer: Trudy Corsellis

**It's best to be high**

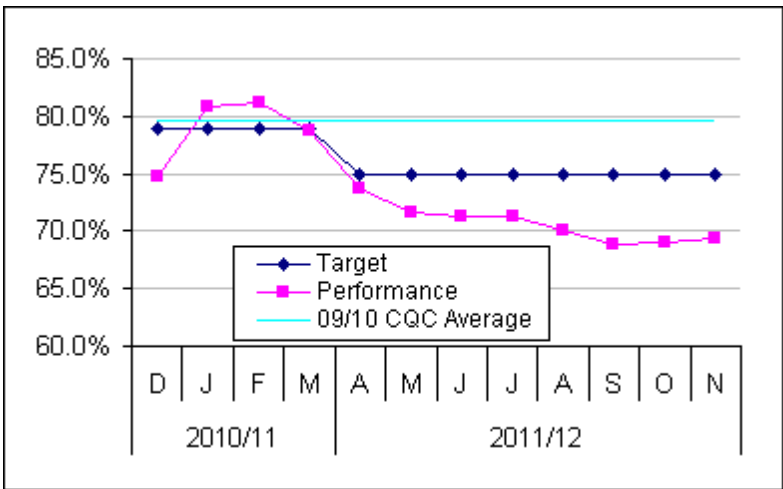
Number of adults (aged 18 or over), older people and carers (aged 16 or over but caring for an adult aged 18 or over) receiving self-directed support in the year to 31st March as a percentage of clients (aged 18 or over) receiving community based services and carers receiving carer's specific services (carers may be under 18 but are caring for an adult aged 18 or over).

The target is set as 40% for the year, and is evenly proportioned over each month; therefore the November target is 27.5%, as agreed in the Annual Strategic Agreement (ASA).

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**Timeliness of social care assessment (all adults) (NI132)**



Current Status: Below Target

Since last period: Improved

Target: 75.0%

Latest Performance: 69.4%

Responsible Officer: Trudy Corsellis

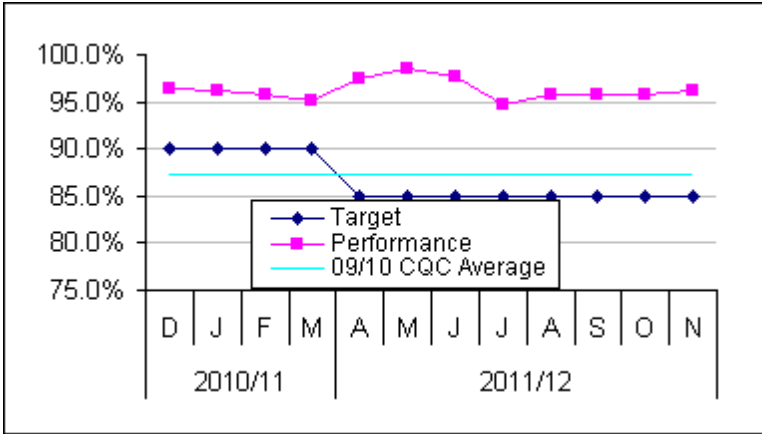
**It's best to be high**

Users and carers should expect practical help and other support to arrive in a timely fashion soon after their problems have been referred to social services. Acceptable waiting times for assessments: for new clients (aged 18+), the percentage from where the time from first contact to completion of assessment is less than or equal to four weeks. Referrals, Assessment and Packages of Care Data (RAP). NHS Information Centre for Health and Social Care based on information provided by Councils with Social Services Responsibilities. Target is set at 75% as agreed in the Annual Strategic Agreement (ASA). A recovery plan has been included later in this report.

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**Timeliness of social care packages following assessment (NI133)**



Current Status: Well Above Target

Since last period: Improved

Target: 85.0%

Latest Performance: 96.1%

Responsible Officer: Trudy Corsellis

**It's best to be high**

Acceptable waiting times for delivery of care packages following assessment: For new clients (For 2008/09: Adults aged 65+, from 2009/10 Adults all ages 18+) the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks. Referrals, Assessment and Packages of Care Data (RAP).

NHS Information Centre for Health and Social Care based on information supplied by Councils with Adult Social Services Responsibilities.

Target is set at 85% as agreed in the Annual Strategic Agreement (ASA).

**07 - Regeneration and Economic Prosperity**

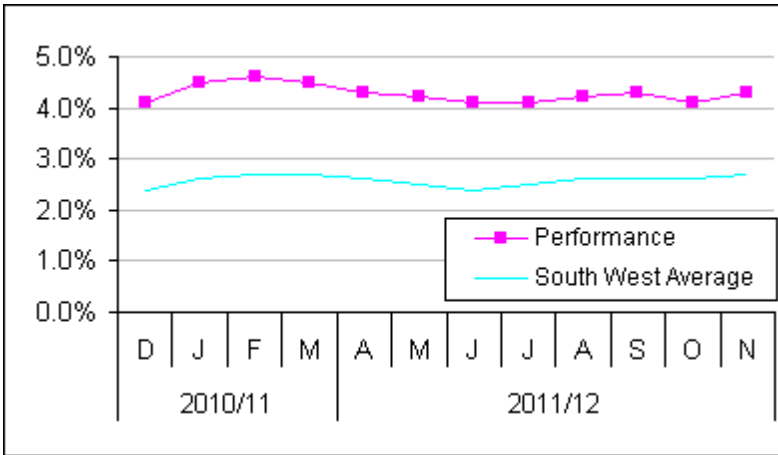
**Median earnings of employees in the area (NI166)**

This indicator is collected annually and will be included again at the end of year.

**CUSTOMER**

**07 - Regeneration and Economic Prosperity**

**Proportion of working age residents claiming Job Seekers Allowance in Torbay (PPsc4)**



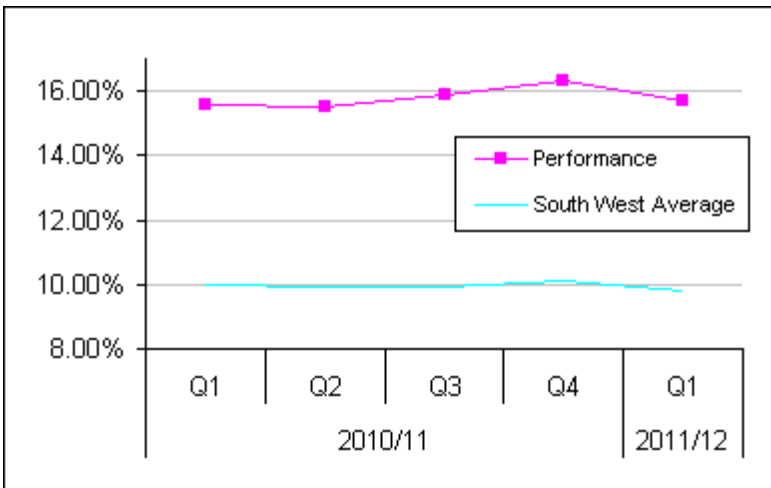
Current Status:	N/A
Since last period:	Increased
Target:	N/A
Latest Performance:	4.3%
Responsible Officer:	Jo Beer

**It's best to be low**

The proportion of working age residents claiming Job Seekers Allowance in Torbay, as published on the NOMIS.

This is an increase on the same period last year of 0.4%. The proportion of working age population claiming JSA in Torbay is higher than both regional (2.7%) and national rates (3.8%).

**Key out of work benefits claimants (PPsc5)**



Current Status:	N/A
Since last period:	Decreased
Latest Target:	N/A
Latest Performance:	15.7%
Responsible Officer:	Jo Beer

**It's best to be low**

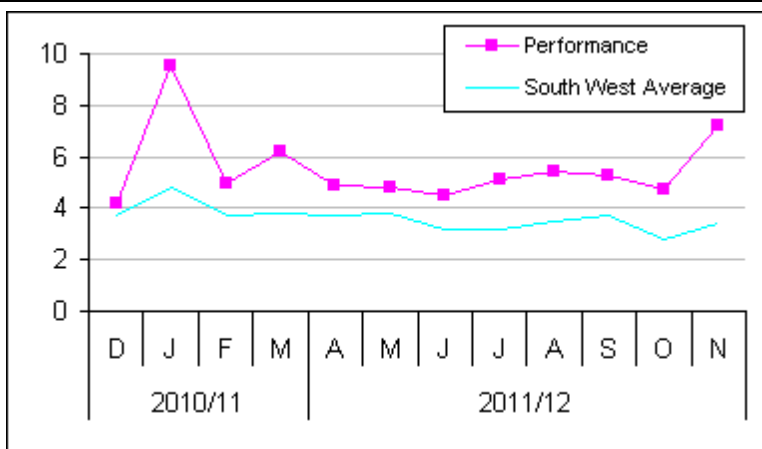
The proportion of the working age population in Torbay who are claiming key out of work benefits (job seekers, ESA and incapacity benefits, lone parents and others on income related benefits) as published on the NOMIS - Official Labour Market Statistics - website.

The proportion of the working age population claiming key out work benefits is higher than the same period last year (May 2010 = 15.6%). Rates throughout 2010/11 to date have been slightly lower than 2009/10. The higher rates in 2009 could be an impact of the recession.

**CUSTOMER**

**07 - Regeneration and Economic Prosperity**

**JSA Claimants per unfilled jobcentre vacancy (PPsc7)**



Current Status:	N/A
Since last period:	Increased
Previous Years Target:	N/A
Latest Performance:	7.2
Responsible Officer:	Jo Beer

**It's best to be low**

The number of Job Seekers Allowance claimants per unfilled job centre vacancy. The number of JSA Claimants per unfilled jobcentre vacancy is higher than the November last year (November 2010 = 5.2). This is higher than the South West Region average 3.4, and the Great Britain Average of 4.7. This highlights the potential lack of job opportunities within the bay.

**Employment and Regeneration Programme Delivery Implementation (ERP - 00)**

Review Date:	4th January 2012	Current Status:	On Target
Responsible Officer:	Norma Paynton	Previous Status:	On Target

**Achieved:**

At December 2011 project board/team meeting the Employment & Regeneration programme was reviewed and was re-structured into short, medium and long term project. These include additional projects that have been raised by the current administration.

**Missed:**

N/A

**Arising:**

General monitoring of all projects will be found by looking on SPAR at the individual projects that are within the programme i.e. Oldway, Union Street, Goodrington etc.

**INTERNAL PROCESSES**



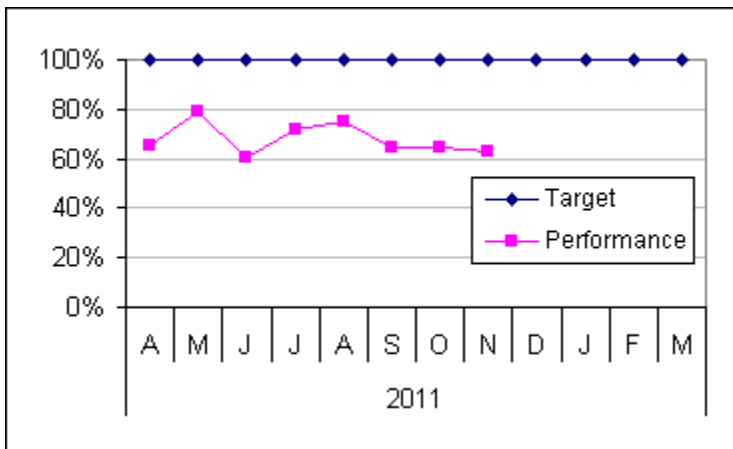
**08 - Delivering the People, Place, Partnership and Productivity Programme**

Due to the changes happening at both the senior management level and within our own Business Unit at the moment, the future direction of any change programmes has still to be formalised. However, the likelihood is that this will be a combination of the Children’s Services programme, together with one or more other programmes built around the existing or revised Office Rationalisation Project and Performance Improvement Plan project, together with anything else that emerges.

**INTERNAL PROCESSES**

**09 - Effective commissioning, contract, performance and risk management**

**% of TCT indicators performing on or above target (TCT01)**

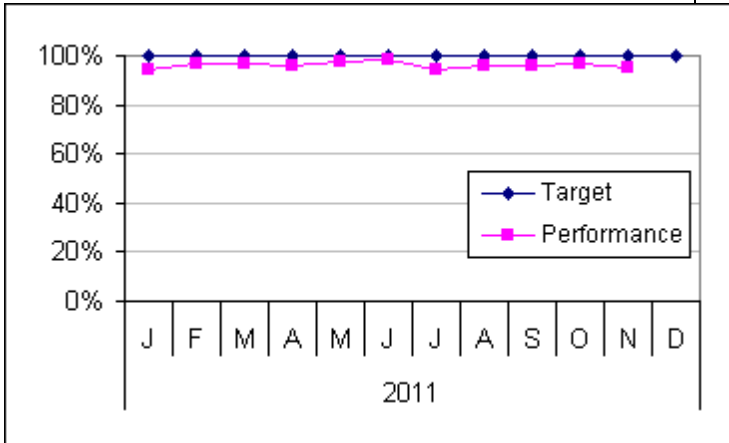


Current Status:	Well Below Target
Since last period:	Worsened
Latest Target:	100%
Latest Performance:	63.0%
Responsible Officer:	Trudy Corsellis

**It's best to be high**

Torbay Care Trust collects performance for 31 performance indicators as set out in the Annual Service Agreement (ASA) on the Council's Performance and Monitoring System - SPAR.net. At November 17 performance indicators were on target or better, 8 were below or well below target and 2 did not have data entered. Data for the remaining 4 of the indicators is not due until the end of the year and these are omitted from the percentage calculation. A recovery plan with further information regarding the actions being undertaken/planned is included later in this report.

**% of TOR2 indicators performing on or above target**



Current Status:	On Target
Since last period:	Worsened
Latest Target:	100.0%
Latest Performance:	95.2%
Responsible Officer:	Steve Hurley

**It's best to be high**

There are 209 performance indicators that monitor the performance of the TOR2 contract, this indicator shows the percentage of indicators that have met or exceeded target. Performance data will always be at least a month behind due to the timings in the contract and time needed to challenge the data. For November 189 of these indicators have data available. The target has been set based on best practice and to continue to deliver a good level of service at 100%.

Performance in the Assets client area continues to be high with 100% of indicators on or above target. The Waste area has 91% and Street Scene 94%. A steering group has been formed to see if recycling rates can be improved which would improve the Waste percentage. In Street Scene client liaison meetings are looking to improve performance in relation to emergency and urgent response rates for works.

**INTERNAL PROCESSES**

**09 - Effective commissioning, contract, performance and risk management**

**% of EDC indicators performing on or above target**

New Indicator to be collected once the Service Level Agreement (SLA) has been set up and implemented

**10 - Develop radical solutions for service delivery over the next four years**

To be agreed

<b>LEARNING AND INNOVATION</b>			
<b>11 - Highly skilled and valued employees and councillors</b>			
<b>Develop and Deliver an annual Members Development Programme (DS-PA-1999)</b>			
Review Date:	3rd January 2012	Current Status:	On Target
Responsible Officer:	June Gurry	Previous Status:	On Target
Achieved:			
<p>The Annual Members' Development Plan is now being delivered with Core (mandatory) training on Corporate Parenting due on 18 January 2012.</p> <p>One remaining one to one personal development review is outstanding and once this is complete all members will have personal development plans.</p>			
Missed:			
N/A			
Arising:			
N/A			
<b>Undertake Staff Satisfaction Survey (PPrc08)</b>			
Review Date:	12th January 2012	Current Status:	On Hold
Responsible Officer:	Jo Beer	Previous Status:	On Hold
Achieved:			
Last staff survey carried out in 2009.			
Missed:			
Arising:			
Currently on hold awaiting a decision from SLT. Recommendation that we carry out the survey in February March 2012.			

<b>LEARNING AND INNOVATION</b>			
<b>12 - Strengthen community leadership and partnership working</b>			
<b>Closing the Gap / Hele Project (PP001)</b>			
Review Date:	1st December 2011	Current Status:	On Target
Responsible Officer:	Tracey Cabache	Previous Status:	On Target
<p>Achieved: Riviera video shop acquired converted and now open as a community shop selling donated goods and run by volunteers. This is first of 4 social enterprises planned in the next 3 years which are on Hele's Angels business plan for sustainability and their charter.</p> <p>Missed: N/A</p> <p>Arising: N/A</p>			
<b>LEARNING AND INNOVATION</b>			
<b>13 - Targeted and integrated service delivery</b>			
To be Developed			

## Recovery Plans

<b>Name and Number of NI:</b> Repeat Cases at MARAC NI32	
<p><b>Reasons for Under Performance:</b> This indicator relates to the number of cases referred to MARAC that have been previously discussed within the past 12 months. There have been 42 repeat cases out of 158 cases discussed between April and December. This compares to 29 out of 150 cases in the same period last year. The indicator is 11 cases off target in year to date. The past 2 quarters have both had a repeat rate of 31%. No particular reason has been identified for the rise in repeat cases.</p> <p>Analysis of NI32 trend data indicates that a rise in domestic abuse incidents, crimes and arrests correlate with a rise in repeat cases, though the correlations are low to medium. There has been a rise in domestic abuse incidents and crimes in 2011 so a rise in the repeat rate is to be expected.</p> <p>A rise in NI32 is not necessarily a bad thing. CAADA have stated that this can be a sign of the MARAC process working well in that further problems are effectively identified and further action taken. One of the IDVAs has mentioned how some of the recent repeat cases have been positive outcomes as the victim would not previously have had the confidence to report to the police and this was a sign of progress.</p> <p>The target is a local target. The previous target was 25%, set by government to all MARACs. The 20% target looked realistic based on the previous 2 years when the rate was below 20% for both years, but may prove to be too ambitious with the continuing increase in domestic abuse and the impact of the recession.</p>	
<b>Date of Recovery Plan:</b>	8 September 2011
<b>Actual Start Date of Recovery Plan:</b>	8 September 2011
<b>Actual end date of Recovery Plan (Once completed):</b>	
<b>Key Actions:</b>	<b>Milestones (Dates):</b>
Monitor performance on a monthly basis and investigate where necessary increase in repeat rate.	In place from October 2011
Undertake trend analysis of NI32 and examine relationship with crime, incident and detection data. This should help us examine whether other indicators have a relationship with NI32. It may also identify any additional analysis required.	Completed and awaiting feedback on analysis
One of the main ways to reduce repeat cases is through the MARAC IDVA working with victims of domestic abuse to reduce their risk of further abuse. An additional MARAC IDVA has been recruited and they will be starting in the near future.	New IDVA Started work in October 2011.
Approved by Executive Head:	Yes
Approved by Senior Leadership Team	
Name of Responsible Officer and Contact details:	Kirsty Mooney (01803) 841274

<b>Indicators from the Annual Strategic Agreement (ASA):</b>	
<b>Reasons for Under Performance:</b> The scope of indicators and measures within the ASA is broad, and for the 8 (from 24) currently identified as being under target, an outline of the actions being taken / planned is provided below:	
<b>Date of Recovery Plan: 12<sup>th</sup> January 2012</b>	
<b>Actual Start Date of Recovery Plan:</b>	Ongoing
<b>Actual end date of Recovery Plan (Once completed):</b>	31.3.2012
<b>Key Actions:</b>	<b>Milestones (Dates):</b>
<p><b>NI 132</b> Timeliness of social care assessment (all adults) [11-12 target 75%; trajectory 75%; current outturn 69.4%]</p> <p>The performance of the Operations Directorate of Torbay care Trust is performing at Target (73.2% November'11), with that of Devon Partnership Trust currently significantly below target at 45.2%. The variance in the DPT performance against 2010-11 is considerable and may be linked to the change in client database to RIO.</p> <ul style="list-style-type: none"> <li>Assistant Director Planning and Performance has set up a monthly performance meeting with colleagues from DPT following a letter from Torbay Care Trust Chief Executive to DPT concerning their performance reporting. Further meeting in January is also planned with Liz Davenport – DPT's Chief Operating Officer.</li> <li>The Torbay Care Trust performance has been analysed and the result of this has shown a problem in one zone. The new zone manager has put an action plan in to rectify the situation.</li> <li>An exercise is currently underway to check the Data Quality of entries to PARIS within this zone.</li> </ul> <p>Discussion took place at Integrated Governance Committee on 13<sup>th</sup> January, with Council in attendance, confirming position is likely to improve slightly but unlikely to reach 75% by year end.</p>	December '11
<p><b>NI 135</b> Carers receiving needs assessment or review and a specific carer's service, or advice &amp; information [11-12 target 35%; trajectory 26%; current outturn 21.5%]</p> <p>It should be noted that the model of carer support in Torbay does not align directly with this indicator in that our focus is on direct access to support for carers. The Torbay provision is a universal offering of support to all carers (information, advice &amp; services) so that the need for a more 'formal' joint or carer assessment may have been negated. The focus is on early intervention and prevention, e.g. Torbay currently has 2,485 Carers holding the Carers Emergency card and receiving associated services (almost four times the number for the whole of Devon).</p> <ul style="list-style-type: none"> <li>Monthly data reporting at zone/team level is in place, with review at the monthly Performance Assurance Meeting by the Assistant Director Planning and Performance with Zone Managers and the Deputy Director of Operations.</li> </ul>	Ongoing

<ul style="list-style-type: none"> <li>• Ongoing work with the voluntary sector around supported self-assessments to increase the number of carers receiving assessments, information &amp; advice and services. Arrangements with Crossroads to provide data of Carers Self assessments to include within this indicator.</li> <li>• Assistant Director Planning and Performance has set up a monthly performance meeting with colleagues from DPT. Further meeting in January is also planned with Liz Davenport – DPT’s Chief Operating Officer.</li> <li>•</li> </ul>	<p>Ongoing</p> <p>December’11</p>
<p><b>PAF D39</b> People receiving a Statement of Need (DPT) [11-12 target 95%; trajectory 95%; current outturn 51.2%]</p> <p>The information to confirm that a Statement of Need has been provided is not readily available following the change in the client database to the RIO system.</p> <ul style="list-style-type: none"> <li>• Assistant Director Planning and Performance has set up a monthly performance meeting with colleagues from DPT following a letter from Torbay Care Trust Chief Executive to DPT concerning their performance reporting. Further meeting in January is also planned with Liz Davenport – DPT’s Chief Operating Officer.</li> </ul>	<p>December ‘11</p>
<p><b>TCT 02</b> Emergency readmission rate for over 65s within 28 days [11-12 target 348; trajectory 174; current outturn 235]</p> <p>This is a newly developed indicator for 2011-12, still in its infancy and so outturns and perceived performance need to be treated with some caution at this stage.</p> <ul style="list-style-type: none"> <li>• Interagency working between the acute hospital, hospital discharge team and community hospitals (through daily coordination, control room meetings and other mechanisms) to ensure that patients are discharged safely to the right care settings</li> <li>• Investment in community intermediate care teams to allow increased support to managing more people at home and in community settings – additional staff have been recruited and trained, expecting to see and impact between December 11 and year end.</li> <li>• Increase spot purchasing of nursing home and residential beds to allow community teams to support emergencies and crisis patients at home</li> </ul>	<p>Ongoing</p>
<p><b>TCT03</b> Emergency bed days for over 75s with 2+ admissions to acute hospital [11-12 target 11368; trajectory 11780; current outturn 12786]</p> <p>This is a newly developed indicator for 2011-12, still in its</p>	

<p>infancy and so outturns and perceived performance need to be treated with some caution at this stage.</p> <ul style="list-style-type: none"> <li>This indicator has only appeared as “red” in August and November. As such, we plan to enter a period of watchful waiting with no further action being taken at this present moment in time especially as delayed transfers of care are minimal.</li> </ul>	
<p><b>TCT 09</b> Number of people aged &lt;65 living in residential or nursing homes [11-12 target 119; trajectory 121; current outturn 130]</p> <p>November saw a large increase in total numbers of clients living in a care home – 9 above plan. Large decreases were apparent in December and TCT now finds itself only 3 above plan. Therefore, the reduction of 40 client placements during this financial year is still deemed feasible.</p>	
<p><b>TCT 13</b> Proportion of Safeguarding case conferences held within 20 working days of strategy meeting [11-12 target 35%; trajectory 35%; current outturn 23%]</p> <p>Following an Information Governance Committee agreement has been reached to reduce this year end target.</p> <p>Police investigations can adversely affected this measure due to their nature, a way of holding case conference’s without waiting for the result of these investigations is being considered.</p> <p>The outturn of this indicator is now subject to weekly management review, with close liaison with the SPOC Team to manage improvement in this area.</p> <p>Additional administrative staff have now been recruited. The team are now in place and beginning to develop and fulfil the roles identified as part of the improvement programme. This should have a positive impact on this indicator in the future.</p> <p>An exercise is being undertaken to check the Data Quality of entries to PARIS to identify where case conferences have occurred but have not been recorded in a way that is identifiable for reporting purposes.</p>	<p>December’11</p> <p>(Ongoing)</p>
<p><b>TCT 16 Social Care Revenue Budget Vs Actual Spend</b> [11-12 target £41,411,000; trajectory 10,352,750; current outturn 10,927,750]</p> <p>Draft proposals/consequences to address the savings challenge have been shared with the Council and have been made available separately. The in year impact of these schemes provided they are successful is estimated to be £685k leading us to present a net forecast outturn of just over £1.6m.</p> <p>As discussed at the Integrated Governance Committee on 13<sup>th</sup></p>	<p>(Ongoing)</p>



<p>January 2012, savings plans favour reductions in domiciliary care spend and so achieving a 58:42 apportionment between care home and dom care funding is now unlikely. Consequently, the 60:40 split currently being experienced is likely to continue.</p>	
<p>Approved by Executive Head:</p>	
<p>Approved by Senior Leadership Team</p>	
<p>Name of Responsible Officer and Contact details:</p>	<p>Trudy Corsellis  Assistant  Director  Planning and  Performance  (01803)  210498</p>

## **Strategic Risk Register**

---

Following the implementation of the revised 'Risk and Opportunity Management Strategy and Toolkit 2011', the Strategic Risk Register is currently under development.

As a result of the risk identification workshop held in August, 37 new strategic risks have been identified and Risk Owners have now been assigned.

All these risks require initial reviews; Risk Owners have been asked to complete the risk reviews as soon as possible and have been offered support from the Risk and Resilience Team. These reviews are to be conducted by the end of January; this will then provide an accurate and up to date picture of the current risk profile.

Once this process has been completed, a new Strategic Risk Register will be made available in SPAR.net and the old risk register will be archived. Until then, you can view the Strategic Risk Register for 2010-11 on SPAR.net. For more information please contact the Risk and Resilience Team on 8754.

## **Torbay Strategic Partnership – Community Plan**

---

The Community Plan has been finalised and is published on the Council website.

A performance management framework is to be developed, and will be recorded within this Performance Overview and Monitoring Report, for agreement by the TSP by March 2012.

## Children's Safeguarding – November 2011

---

Please refer to appendix 1 for performance tables containing data in relation to the comments below.

### Data Highlights

- Number of first time entrants to youth justice system was 252 in June and 546 in September.
- There were 16 MARAC cases in November, (15 in October and 17 in September). There were 7 repeat cases compared to 3 in the same period.
- The number of cases at MARAC up 5% compared to previous year (158 compared to 150). 215 children resident in household in year to date, average of 24 per month.
- DA incidents up by 4% on last year with crimes up by 9%. Sanction detections at 40% compared to 43% previous year. Arrests down by 7%. Children resident at 31% of DA incidents. Alcohol/drugs involved in 39% of incidents. 40% of victims were repeat victims.
- Number of contacts increased from 90 in September to 120 in November and duration increased from 0.4 to 2.2 working days.
- 2875 referrals in last 12 months; 210 September, 289 October and 270 in November
- There are 245 children looked after (96.5 per 10,000 under 18s). The 2011 England rate was 59 and statistical neighbour rate was 73
- 9.4% of children looked after have had 3 or more placements this year (7.4% last month)
- 93.5% of CiC reviews are on time (96.7% last month)
- In-month performance for initial assessments was 71.3% (September target of 80%)
- In-month performance for core assessments was 62.8% (September target 78%)
- The number of children subject to child protection plans has reached 283. This is a rate of **111.4** per 10,000 (England rate 2011 was **38.7** and statistical neighbours was 53.3).
- 61.2% of initial child protection conferences on time in November (from 64% in September).

## **Ensuring Young People are Safe and Supported**

### **Contacts to Children in Need Team**

109 contacts were received per week in August and 90 for September. This increased to 120 for November. The average duration of these contacts was 1.2 working days for August, 0.4 days in September and increased to 2.2 for November. Of contacts received in the last 12 months, 29.6% were from police (1719), 10.9% from the local authority (633), 9.6% from probation/prisons/courts (560), 9.6% from education (558), 8% from Health (465) and 7.3% were from the public (426).

### **Referrals**

Of 2875 referrals received in the last 12 months, 23.6% were from police (635), 17% from the local authority (458), 13.6% from the public (367), 10% from health (269) and 12.2% from education (328). The number of referrals was 246 in August, 210 in September, 289 in October and 270 in November. Referral numbers are steadily rising. The number of referrals allocated within one day dropped in August but has increased to 188/194 referrals allocated within one working day during November.

### **NI 61 – Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption**

4 children were adopted since 1<sup>st</sup> April, 3 within a year of the decision to adopt (75%). The 2011/12 target is 75%. 2011 England average was 72.4 and statistical neighbours were 74.5.

### **NI 62 - Stability of placements of children looked after: number of placements**

18 of 48 (7.3%) children looked after had 3 or more placements between 1<sup>st</sup> April and 30<sup>th</sup> September, this increased to 9.4% (24/254) at the end of November. The England average was 10.7% and the statistical neighbours' average was 13.1% for 2010/11. 2011/12 target is 12%.

### **NI 66 - Timeliness of reviews of children looked after**

230 out of 246 children (93.5%) had their reviews on time to the end of November, a drop from 96.7% in October. This is higher than the 2010/11 England average (90.5%) but slightly below statistical neighbours (94.7%). The 2011/12 target is 95%.

### **Number of Children Looked After**

At the end of November there were 245 children looked after (96.5 per 10,000 under 18s), from 244 in October. The England rate for 2011 was 59 and statistical neighbour rate was 73.

### **NI 59 - Initial Assessments Completed Within 10 Working Days**

For 2010/11, 59.3% of initial assessments were completed within 10 working days. Performance to end September was 57.6% (509/884) and this increased to 59.6% in October and to 60.9% in November. The target for improvement was 80% for the period 1<sup>st</sup> April to 30<sup>th</sup> September 2011.

The in month performance for September was 66.1% (111/168). This increased to 70.6% for October and 71.3% for November (97/136). The target for the improvement notice was 80% for April to September.

#### **NI 60 - Timing of Core Assessments**

In the year to 31<sup>st</sup> March 2011, 40.4% of core assessments were completed within 35 working days. The percentage for September was 40% (189/473). This increased to 42.1% in October and 44.9% in November (290/646). The target for the improvement notice was 78% on time between April and September 2011.

In-month performance was 75.7% for September (49/67), dropping to 50% for October and rising to 62.8% for November (54/86).

#### **NI 64 - Duration on a Child Protection Plan**

During 2010/11, 13 of 163 child protection plans ceased which had lasted longer than 2 years (8%). To the end of September, this was 6.1% (6 of 98) and this has decreased to 5.5% (7 of 127) for November. The England and statistical neighbour averages for 2010/11 were 6.0% and 4.7% respectively.

#### **NI 65 - Children subject to a repeat Child Protection Plan**

During 2010/11, 22 of 231 (9.5%) Child Protection Plans were repeat plans. 9 out of the 106 children subject to a protection plan that started between April and September had previously been subject to a protection plan (8.5%). This increased to 15.4% in October and was 13.1% for November (25/191). The England average for 2010/11 was 13.3% and the statistical neighbour average was 14.4%.

#### **LI - Percentage of Initial Child Protection Conferences (ICPCs) held within 15 days**

59.8% of conferences were on time for August (73 of 122). This rose to 64% for September, then decreased to 62.8% in October and 61.2% in November (96 of 150) against an 80% target.

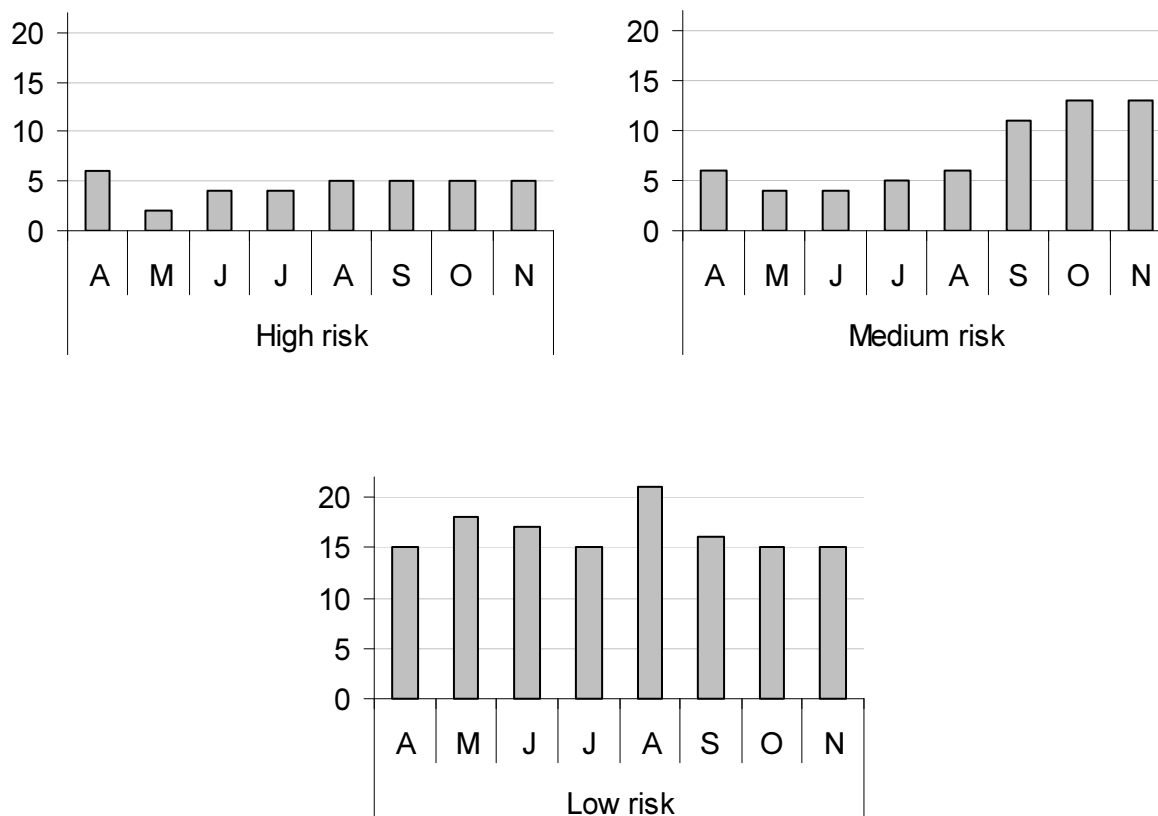
#### **Number of Children Subject To A Child Protection Plan**

At the end of March, there were 220 children subject to a child protection plan. This rose to 249 in August, 253 at the end of September, 268 in October and 283 in November. This is a rate of **111.4** per 10,000. The England average rate at 31<sup>st</sup> March 2011 was **38.7**. The statistical neighbour average rate was 53.3. Torbay was 86 at this time (third highest in the country behind Salford at 95.8 and Blackpool at 107.1).

## Adult Social Care Performance

Of the indicators with performance recorded in the Adults Social Care Scorecard 45.5% are at a low risk of not meeting their target, the same amount as in October. The number of high risk indicators has remained constant since August (five) and the number of medium risk indicators remains at its highest for the year (thirteen).

### Breakdown of Performance Indicators 2011-2012



### Areas of Strong Performance

- NI130 - Social Care clients receiving self-directed support.
- NI133 - Timeliness of social care packages following assessment (similar to PAF D56) Target = 85%, Actual = 96.1%.
- NI145 – Adults with learning disabilities in settled accommodation. Target = 45%, Actual = 62.6%
- NI149 - Adults in contact with secondary mental health services in settled accommodation Target = 35%, Actual = 68.9%.

## Indicators at risk of not meeting target

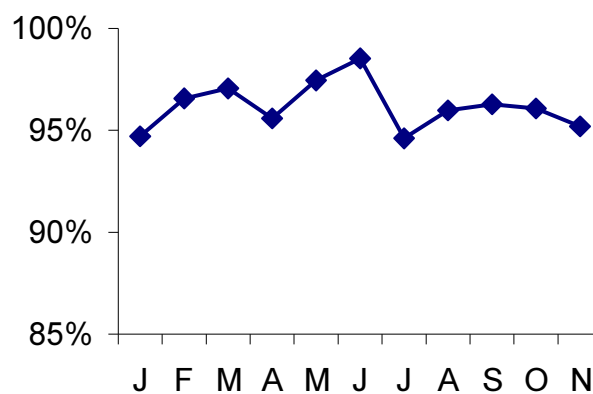
- NI 132 - Timeliness of social care assessment (all adults) TCT + DPT Combined  
Target = 75%, Actual = 69.4% (better than previous month). The TCT element is classed as being at medium risk of not meeting target and current trajectory is 1.8% off target. The DPT element is a high risk and 29.8% off trajectory target.
- NI135 (VSC18) - Carers receiving needs assessment or review and a specific carer's service, or advice and information (DPT element) Target = 35%, Actual = 0.3% (better than previous month). The indicator NI135 for TCT + DPT combined is a medium risk and is 13.5% off trajectory target, the DPT element is 34.7% off trajectory target, and thus a high risk in not meeting year end target (Actions are included in ASA recovery Plan earlier in the report).
- NI150 – Adults in contact with secondary mental health services in employment  
Target = 5%, Actual = 2.40% (better than previous month), thus at risk of not meeting year end target.
- D39 - People receiving a Statement of Needs (DPT element) Target = 95%, Actual = 51.2% (worse than previous month). This is a high risk of not meeting year end target and current trajectory is 43.8% off target. The People receiving a Statement of Needs (TCT + DPT combined) is being impacted on by this performance, target = 95%, Actual 89.3% and is at medium risk of not meeting year end target (Actions are included in ASA recovery Plan earlier in the report).
- TCT13 – Proportion of Safeguarding case conferences held within 20 working days of strategy meeting Target = 70%, Actual = 23% (same as previous month) and is at High risk of not meeting year end target (Actions are included in ASA recovery Plan earlier in the report). It has been agreed between the Council and Torbay Care Trust that as of December the target for this indicator will be reduced to 35%.



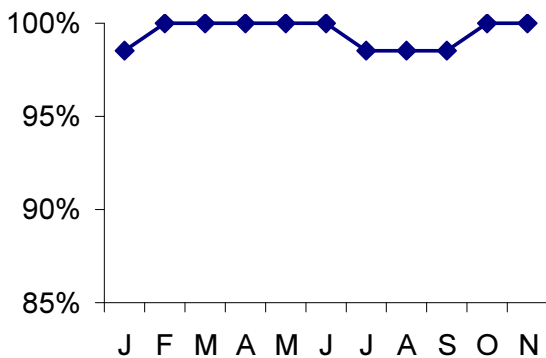
## TOR2 Performance for November 2011

209 performance indicators are used to monitor the effectiveness of the various areas of the TOR2 contract. This summary highlights the percentage of indicators that have met or exceeded their target both for the contract as a whole and then broken down by the three client groups. At the end of November 189 indicators had data available and 180 (95.2%) of these had a performance status of on target or better. Performance data will always be a month behind due to the timings in the contract and time needed to challenge the data, therefore the performance information below is up to the end of November 2011.

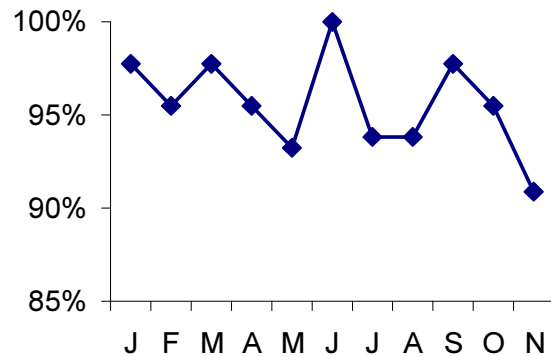
### Overall Contract - % Indicators on or above target



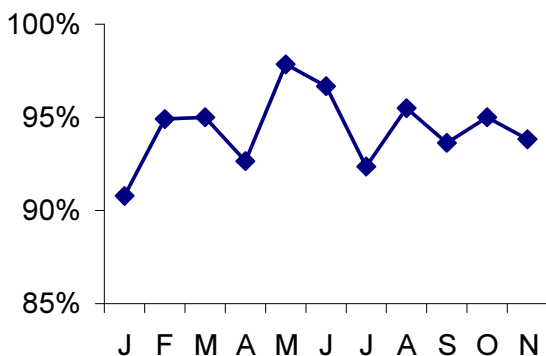
### Assets



### Waste



### Street Scene



## Areas of Strong Performance

- Assets  
Due to the wide spread client base for assets there is still a need to continue to improve coordination of performance monitoring although indications are that performance levels are regularly meeting the minimum requirements. This is highlighted by 100% of the indicators in this area being on target or better.
- Waste  
In partnership with TOR 2 the National Indicator's 191 - Residual household waste per household, 192 - Percentage of household waste sent for reuse, recycling and composting, and 193 - Percentage of municipal waste land filled, are all showing significant improvement. Continued improvement at these current levels, should see Torbay achieving its 2020 recycling targets well ahead of time. It will also mean that Torbay should meet all the Landfill Allowance Trading Scheme (LATS) targets up to 2012/13 when this scheme is to be discontinued, thus avoiding any financial penalties.

By 9/12/11 the rollout of additional materials including more plastics and many new products to be recycled was completed. This has proved to be very popular with the public and created very little additional demand on the call centre. The overall demand on the call centre is now at its lowest level since TOR2 took over.

- Street Scene  
Response rates for dealing with enviro-crime issues such as graffiti and fly tipping continue to be quicker than set out within the contract. Reporting has also shown significant signs of improvement.

## Areas of Concern

- Assets  
None
- Waste  
The recycling performance is now at a very impressive 45% and has leveled off at this rate, which is below what was originally forecast. With regard to this Torbay Council and TOR2 have formed a steering group, to see if we can enhance this rate further and move it to the anticipated levels of around 50%.
- Street Scene  
TOR2 are on occasion failing to achieve targets in relation to emergency and urgent response rates for works. These issues are currently being raised at the Client Liaison meetings and progress towards resolution is being made.

TOR2 did not complete the street washing schedule for 2010/11 and have admitted that they will not be able to recover this and, therefore the Council are seeking a refund for this works. There are disagreements between the Council and TOR2 in relation to the responsibilities for dealing with pests; this is being dealt with through the procedures set out within the contract.

# Customer Contact Report

---

## Summary

This section contains up to date monthly data for key targets, local and National Indicators for Revenues and Benefits, Finance business unit.

**It is important to note that this section contains data that at the time of writing is unaudited and may subsequently be subject to change.**

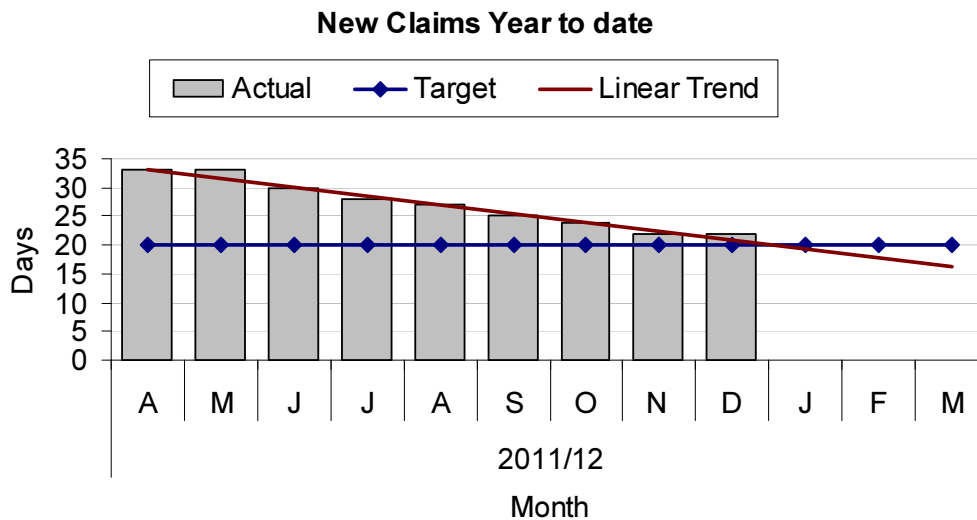
Key		
Above Target	On Target	Below Target

Service Area	Target / Indicator	Current Status	Estimated Year End Status
<b>Benefits</b>	New Claim Processing	Below Target	Above Target
	Changes Processing	On Target	Above Target
	NI181 – Time taken to process Benefit New Claims and Change events	On Target	Above Target
	Subsidy – qualify for maximum subsidy based on LA error	Above Target	Above Target
<b>Revenues</b>	% Council Tax collected	Below Target	On Target
	% NNDR collected	Below Target	On Target

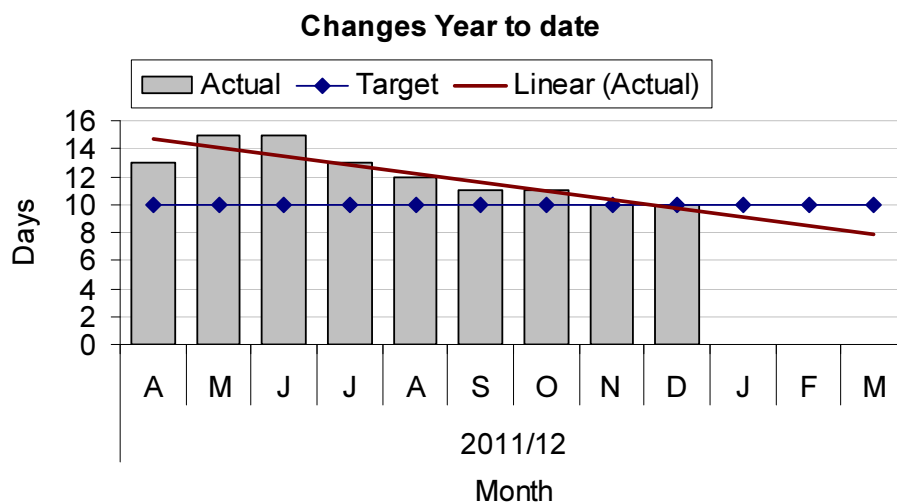
## Benefits

From April 2011 the Department for Work and Pensions will be publishing new claim and changes processing separately in order to provide a clearer picture of LA performance. The combined processing time recorded in NI181 will no longer be published at national level.

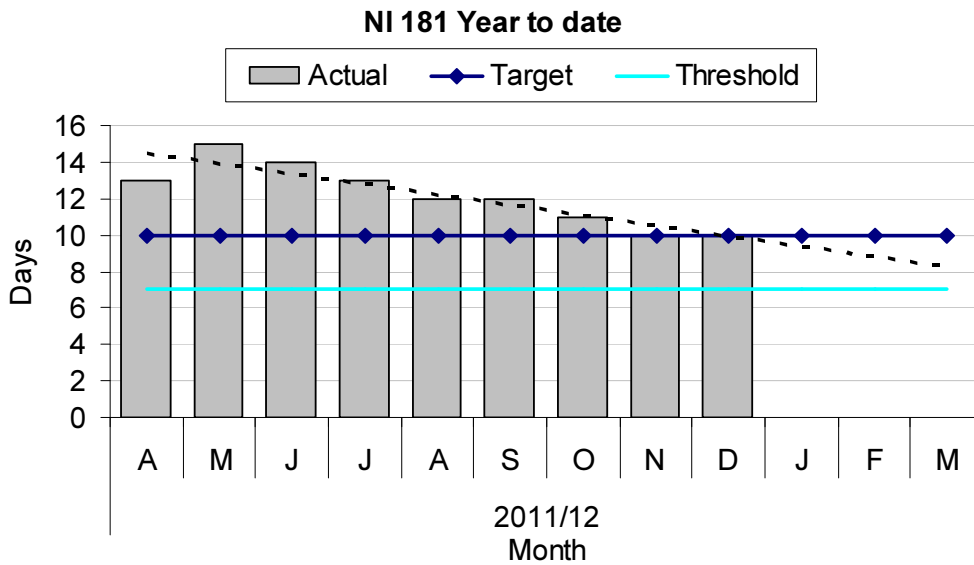
### Time taken to process Housing Benefit and Council Tax Benefit New Claims



### Time taken to process Housing Benefit and Council Tax Benefit Changes of Circumstances



**NI 181 – Time taken to process Housing Benefit / Council Tax Benefit New Claims and Change Events - includes error corrections and annual up-rating**

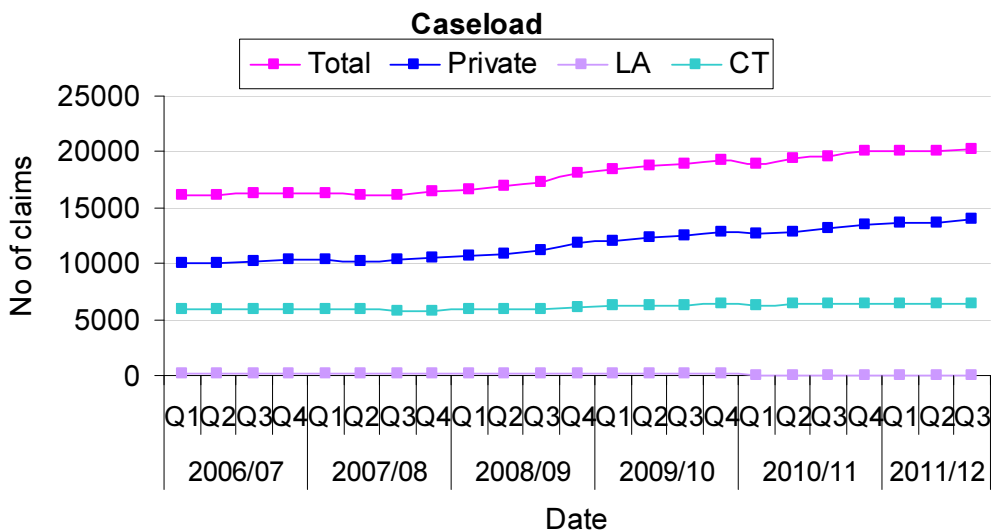


The threshold marks the point at which work is consistently cleared quickly enough to negate the need to suspend claims at point of contact.

**Local Performance Indicators**

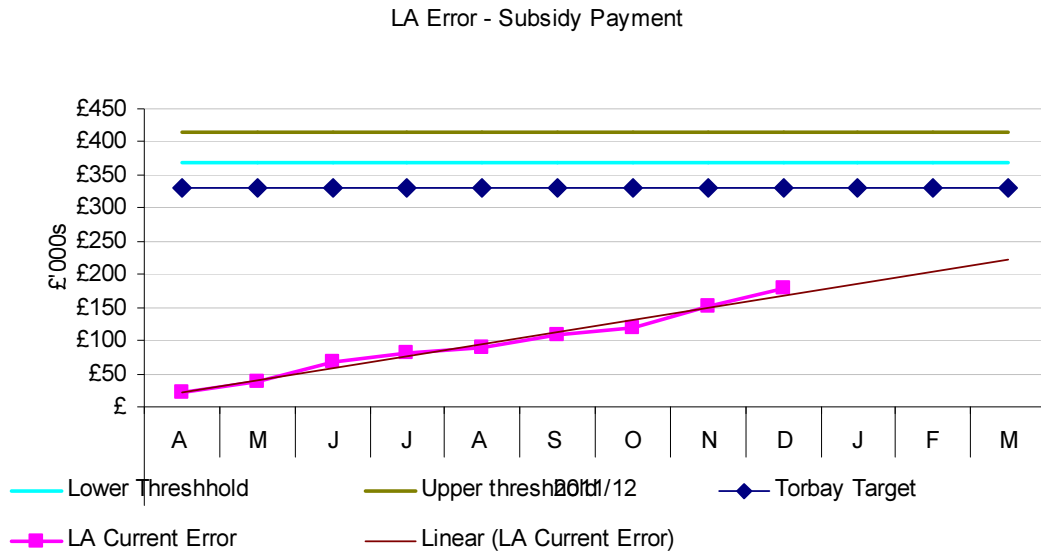
**Caseload**

The benefits caseload has been steadily rising since 2006 as shown by this graph. The number of customers receiving benefit in the bay increased by 756 in 2011, to 20,004 at the end of March 2011.



## Subsidy Payments

This graph shows current and anticipated error for the current year. To qualify for maximum subsidy the error must remain below the lower threshold.



(Figures in this graph are unaudited)

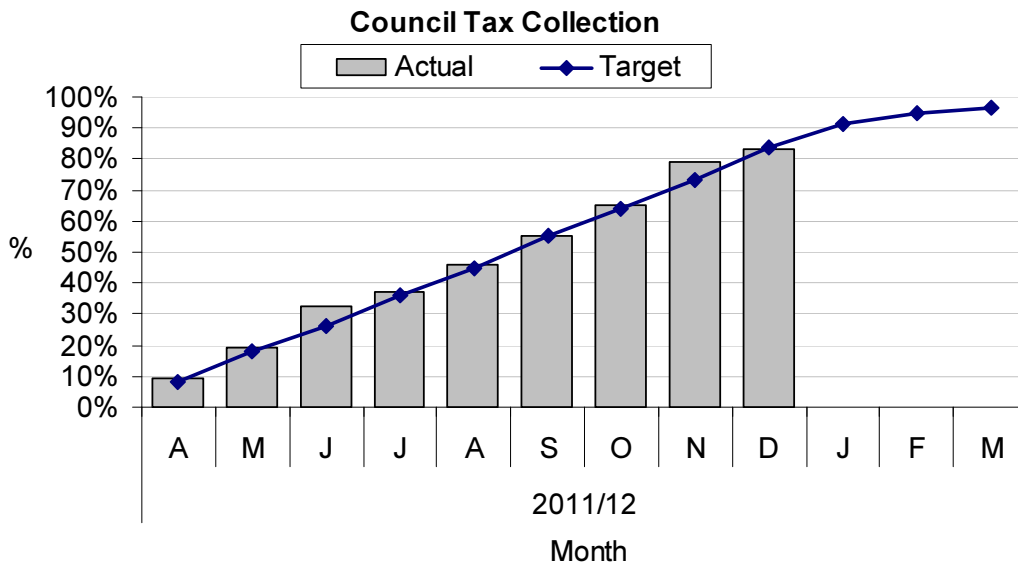
### Service Area Comment

We remain on track to either meet or exceed our Revenue and Benefits targets by the end of the financial year.

Our focus throughout 2012 will be on maintaining and continuing our progress against significant challenges we face from Welfare Reforms that ultimately reduce housing benefit entitlements, require us to design and implement a new localised council tax rebate scheme, implement business rates reform and prepare for Universal Credit.

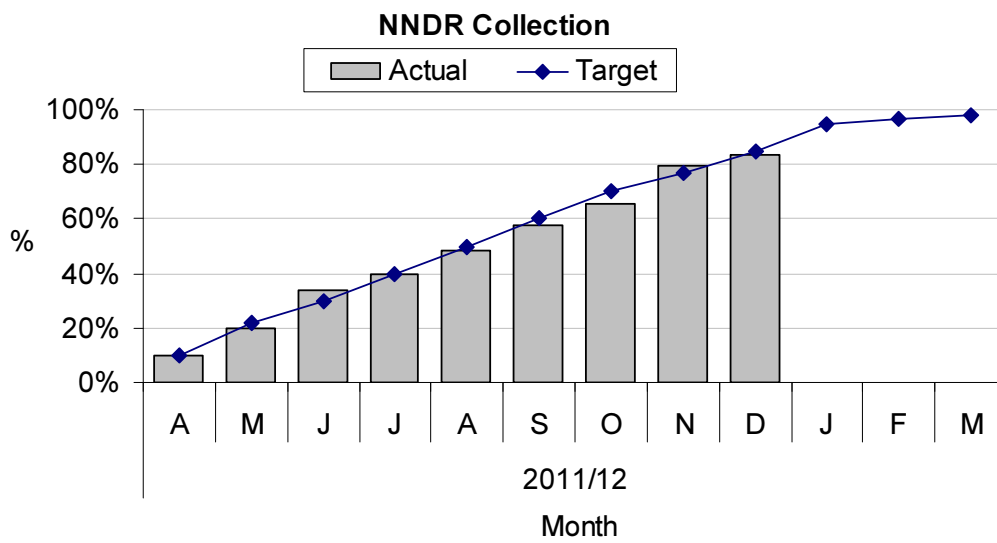
# Revenues

## Council Tax Collection



Collection of Council Tax is 0.76% below target.

## Business Rates Collection (NNDR)



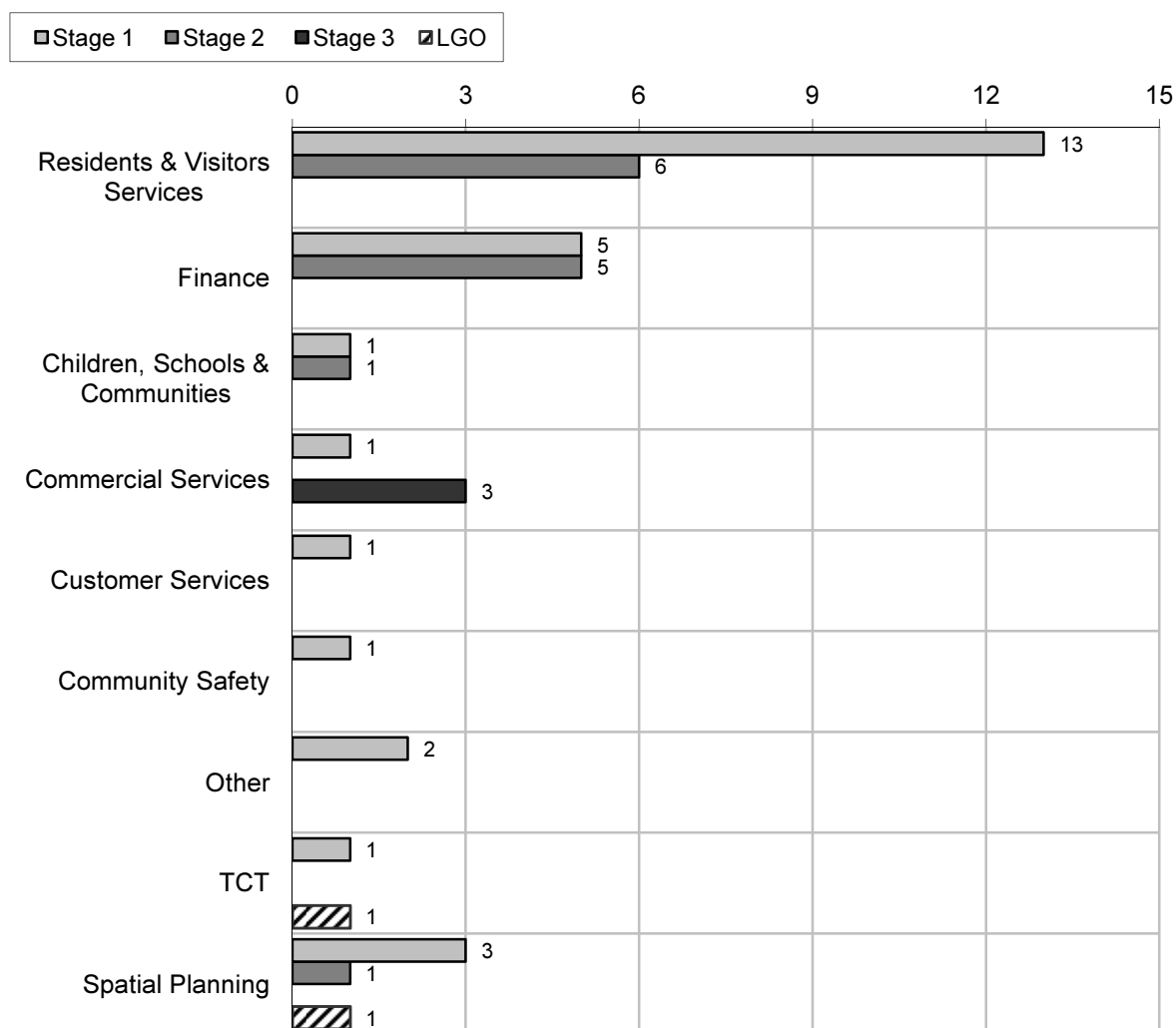
Collection of Business Rates is 1.28% below target.

## Corporate Complaints & Compliments

Officers are required to record all complaints received on the Council's electronic complaints recording form. Corporate Complaints have decreased to 46 from 54 from previous quarter.

Overview					
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	Total to date
Stage 1	23	26	28		77
Stage 2	7	10	13		30
Stage 3	12	7	3		22
Ombudsman	14	11	2		27
<b>Total</b>	<b>56</b>	<b>54</b>	<b>46</b>		<b>156</b>

### Stage 1, 2, 3 & Ombudsman Complaints Completed 1 Oct 2011 to 31 Dec 2011



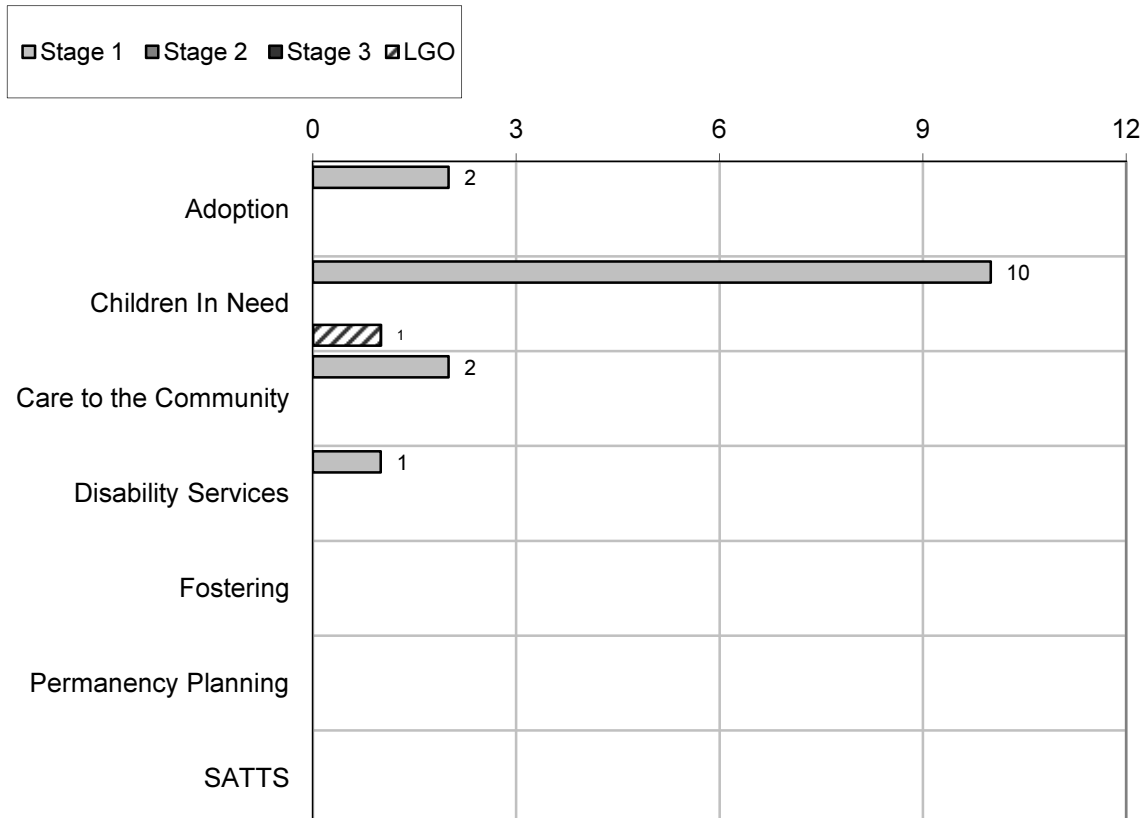


## Children's Services Social Care Complaints

Most complaints received about Children's Services Social Care are required to be dealt with under the Children Act 1989 Representations Procedure (England) Regulations 2006

Overview					
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	Total to date
Stage 1	18	17	15		50
Stage 2	1	2	0		3
Stage 3	0	0	0		0
Ombudsman	0	0	1		1
Total	19	19	16		54

## Stages 1, 2, 3 and Ombudsman Complaints received 1 Oct 2011 to 31 Dec 2011

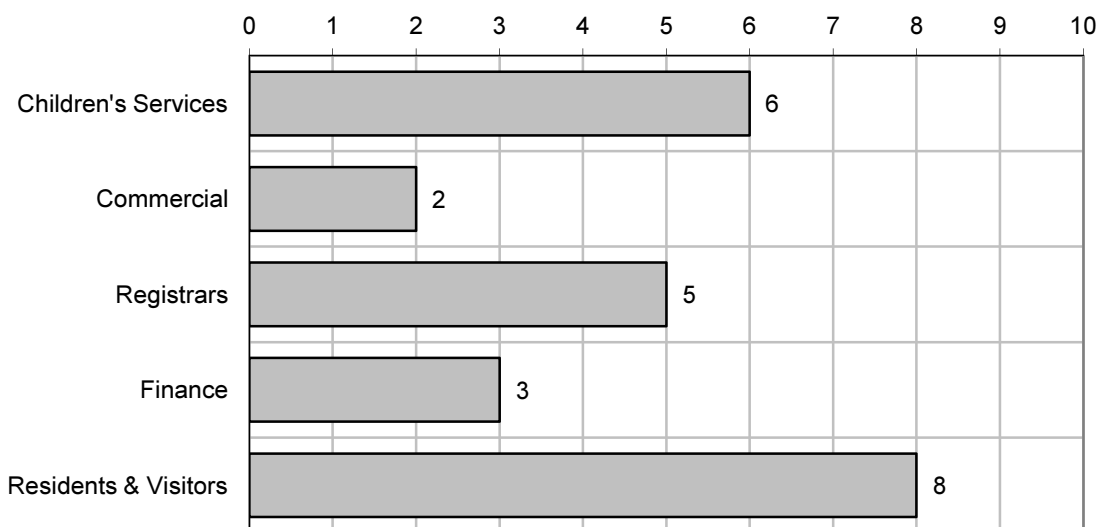


**Number of recorded compliments for the Council 1 Oct 2011 to 31 Dec 2011**

The figures provided below show the number of compliments recorded by officers on the Council's electronic compliments recording form

Overview					
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	Total to date
Compliments	12	39	24		75

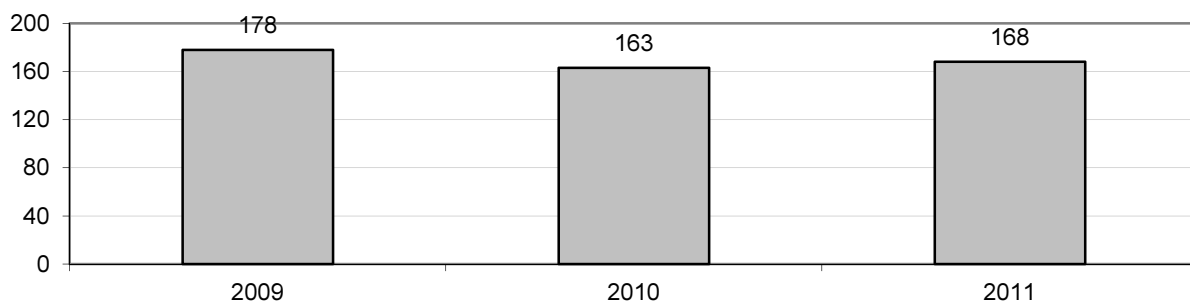
**Compliments recorded 1 Oct 2011 to 31 Dec 2011**



**Number of Freedom of Information and Environmental Information Requests 1 October 2011 to 31 Dec 2011**

Overview					
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	Total to date
FOI & EIR	183	191	168		542

**Number of Freedom of Information and Environmental Information 1 Oct 2011 to 31 Dec 2011 Comparison with Previous Years**

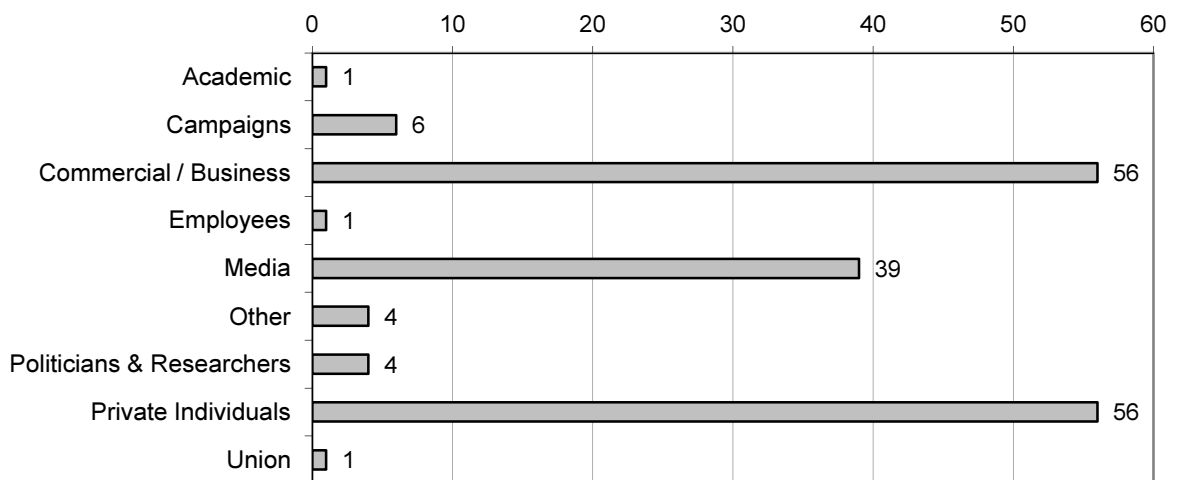


**Number of Requests by Executive Unit - 1 Oct 2011 to 31 Dec 2011**

Where requests for information are not required to be sent out to departments to provide a response these are assigned to the Information Compliance Team



**Number of Requests by Source - 1 Oct 2011 to 31 Dec 2011**



## Human Resources - Workforce Profile to 31 December 2011

	Headcount	FTE
December 2011	1392	1177.52
November 30 <sup>th</sup> 2011	1400	1187.96
October 31 <sup>st</sup> 2011	1399	1188.29
December 30 <sup>th</sup> 2010	1539	1320.59

Period	Agency Staff/Service Cost
January 2011 to December 2011	£2,843,664
January 2010 to December 2010	£1,990,013

(12-Month Agency Staff/Service Cost increased by £853,651-)

### Staff Turnover

Staff Turnover	Per Month	Annualised equivalent rate
December 2011	0.72%	8.64%
November 2011	0.79%	9.46%
October 2011	0.36%	4.29%
<b>Annual Staff Turnover</b>		
2010/11		10.60%
2009/10		9.49%
2008/09		12.84%

### Sickness

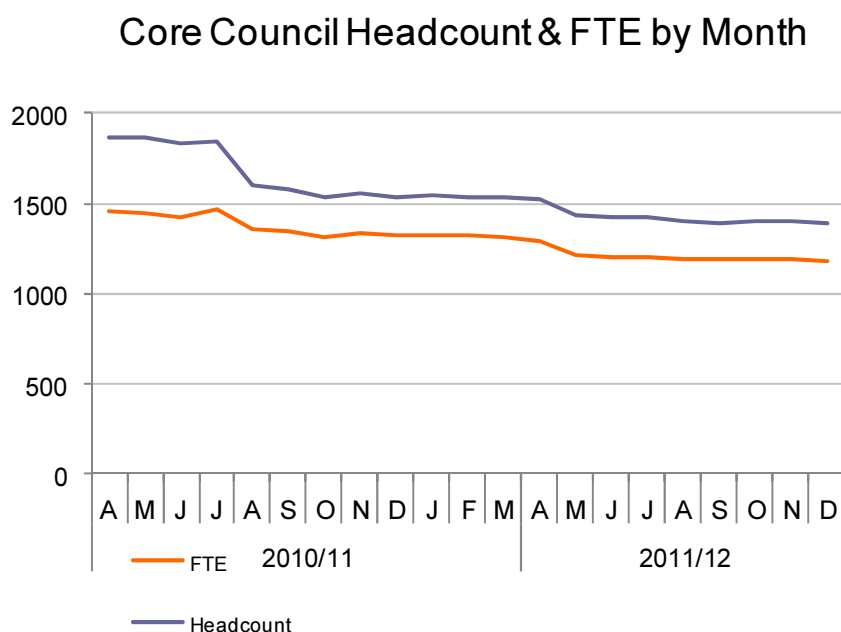
	FTE WDs per FTE per Month	Target
October 2011	0.64	0.71
September 2011	0.66	0.71
August 2011	0.71	0.71
July 2011	0.63	0.71
June 2011	0.55	0.71
May 2011	0.48	0.71
April 2011	0.44	0.71
March 2011	0.71	0.71
	<b>FTE WDs over 12 Months</b>	<b>FTE WDs per Year Target</b>
April 2010 to March 2011	8.15	8.00

**Torbay Council –  
Core Council Workforce Profile as at December 31<sup>st</sup> 2011**

**Part 1 – Headcount & FTE**

The data held on the payroll system indicates that the headcount of working staff in **December 2011** changed only slightly – down to 1392 compared with 1400 in November. The FTE also changed little, down to 1177.52 at the end of **December 2011** compared with 1187.96 at the end of November.

Figure 1, Headcount & FTE Changes April 2007 to December 2011



**Part 2 – Pay Costs - Fixed, Variable & Agency**

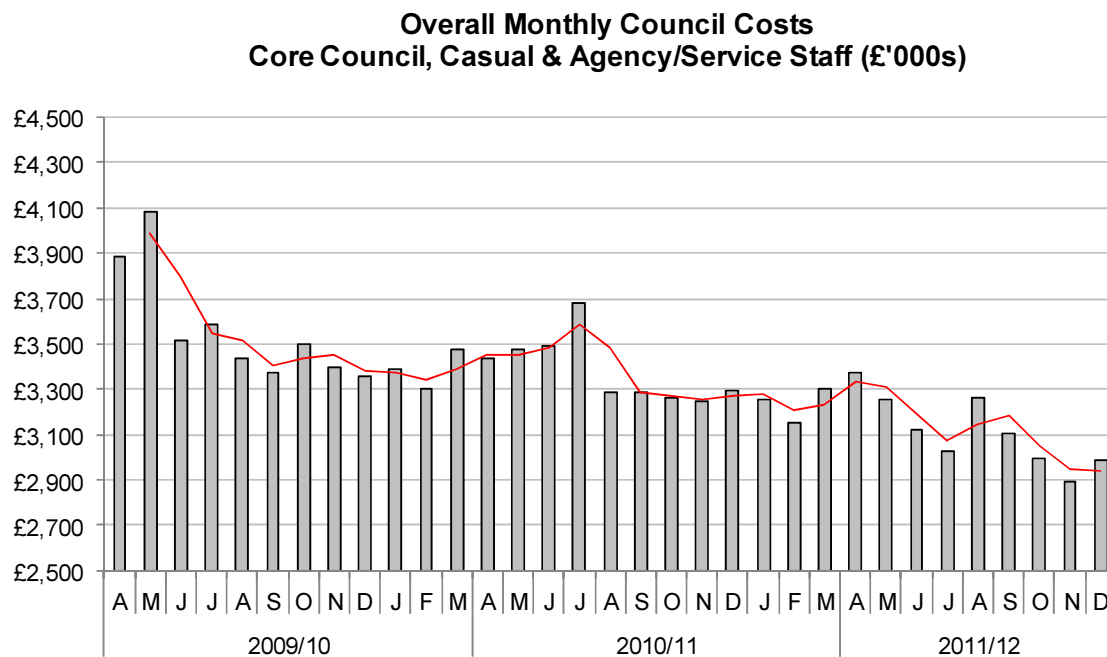
**Core Council Costs (all values in £1000's) January 2011 onwards**

Month	Jan-11	Feb-11	Mar-11	Apr-11	May-11#	Jun-11	Jul-11	Aug-11	Sept-11	Oct-11	Nov-11	Dec-11
Fixed Cost	2945	2900	3022	3148	2942	2808	2723	2843	2639	2677	2620	<b>2611</b>
Variable Cost	310	255	283	221	314	316	303	418	467	321	273	<b>375</b>
Overall Total Council Cost	<b>3255</b>	<b>3155</b>	<b>3305</b>	<b>3369</b>	<b>3256</b>	<b>3124</b>	<b>3026</b>	<b>3261</b>	<b>3106</b>	<b>2998</b>	<b>2893</b>	<b>2986</b>

In order that the following figures and charts are not unduly distorted by the changes arising from JE, identified payments which are reported on elsewhere have been removed to leave the amounts which would be applicable during a normal month.

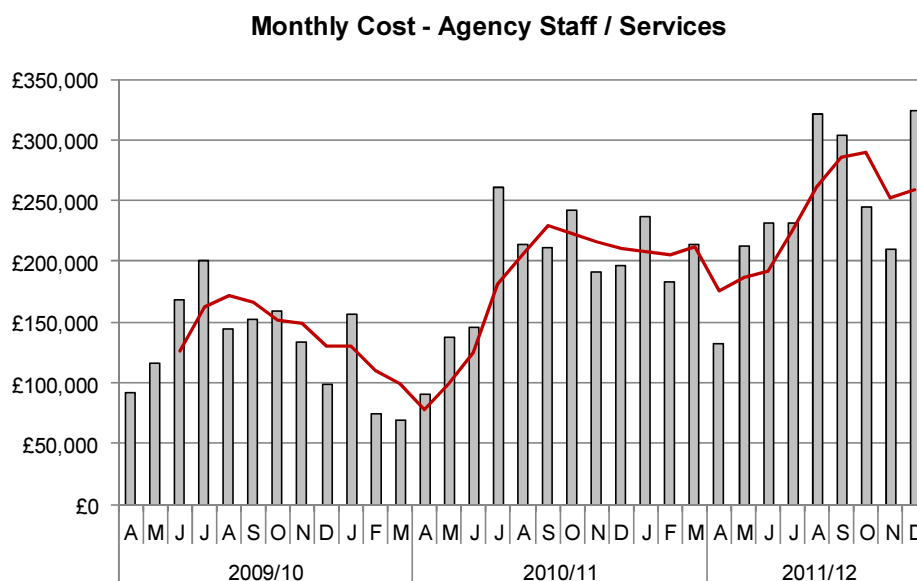
# From 1<sup>st</sup> May 2011 the staff of the TDA were TUPE'd into an external private company.

Figure 2. Overall Total Council Costs  
Costs in £'000's



The Overall Costs fell slowly from August 2010 to February 2011 but, because the costs of Agency and Service provision remained higher than in previous years the Overall costs rose from February to April rather than going down as would otherwise have been expected. Those decreases which did materialise from April onwards came from the transfer of the TDA staff and then from the effect of redundancies that came into play. These were small because the cost of Agency / Services was rising. Then, in August 2011 the scale of the increase in the Agency Staff/Services Cost was so large that it reversed this trend and actually made the Overall Costs rise. It fell back between September and November as the Variable costs were reduced – probably because of the new employment regulations – but has now increased with the large jump in Variable Costs.

Figure 3a. Monthly Agency Staff / Services Costs



### Changes in Costs

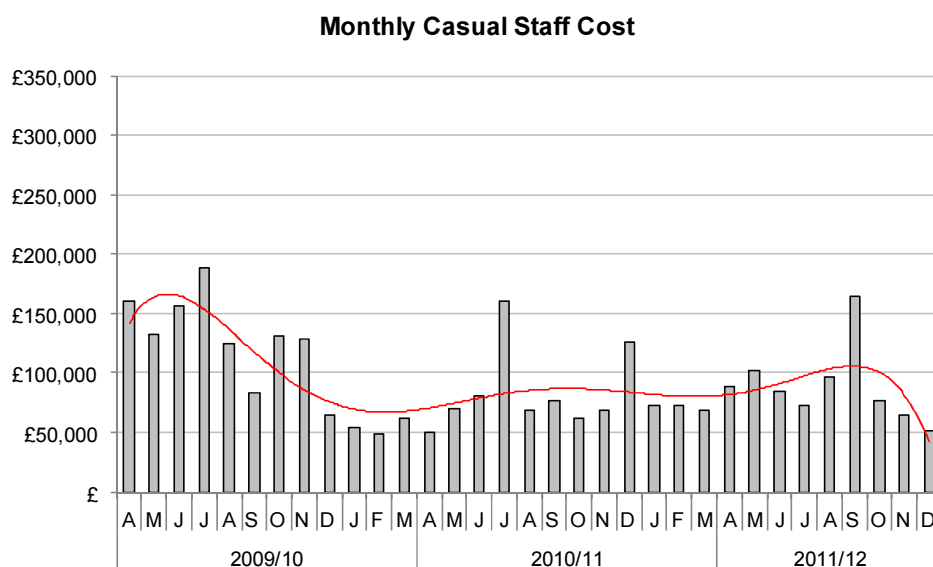
Figure 3a charts the monthly cost to the council of buying in Agency Staff and Services since April 2009. Earlier years followed the same pattern as in 2009/10 namely a rise from April to mid-year (July/August) followed by a slow fall towards the next March. In 2010/11 the drop did not take place to the expected degree.

The average monthly spend since July 2010 did not exceed the peak reached in that month until August 2011 when it went above the £300,000 level for the first time in four years and stayed above it in September. Since then it continued to decline but now, in December 2011, it has risen once again to £374,550- with some £178,770- going on Children in Need staffing.

The main reason for the earlier falls appeared to be the introduction of the new employment regulations and it had been expected that there would be further decreases as these took further effect.

The Monthly Casual Staff Costs (Figure 3b) fell below £100,000- per month by December 2009 and generally remained below this level since then. September 2011 was an exceptional month, rising to over £150,000- for the first time in fifteen months as some Units such as Childrens used extensive Casual staff instead of Agency ones. Again the new regulations brought a drop in October which has continued through November and December.

Figure 3b. Monthly Casual Staff Costs



The long term spending on Agency & Service staff, for the twelve months from January to December 2011 was **£2,843,664**- compared with that of **£1,990,013**- from January to December 2010. This meant that the most recent 12-month rolling period cost **£853,651** more than its predecessor.

### Part 3 – Turnover

From April 2011 the monthly turnover rate (based on the number of leavers per month) fluctuated widely – from a low of 0.36% to a high of 1.64%.

The highest month included persons taking Voluntary Redundancy at the years end and the level in the following months (excluding the TUPE leavers) was generally lower as can be seen from the cumulative rate which can be seen to be declining to previous levels – around 10% per year.

#### Monthly & Cumulative Leaving Rates

Month	Monthly Leaving Rate	Annualised Rate (based on each Month)	Cumulative Rate (based on all months)
April 2011	1.64%	19.68%	19.68%
May 2011	0.49%	5.87%	13.43%
June 2011	0.84%	10.09%	12.33%
July 2011	0.63%	7.59%	11.18%
August 2011	1.07%	12.81%	11.62%
September 2011	0.87%	10.38%	11.54%
October 2011	0.36%	4.29%	10.42%
November 2011	0.79%	9.46%	10.32%
December 2011	0.72%	8.64%	9.96%



## **Part 4 – Staff Sickness**

The last virtually complete month for which data could be extracted was October 2011. The initial analysis of this data gave a provisional Core Council sickness absence figure of 0.64 FTE Working Days lost per FTE per month, better than the Council target of 0.71.

The cumulative 12-month sickness rate (November 2010 to October 2011) amounted to 7.74 FTE Working Days per FTE per Month lost against the annual target of 8.

Figure 4. Working Days Lost to Sickness

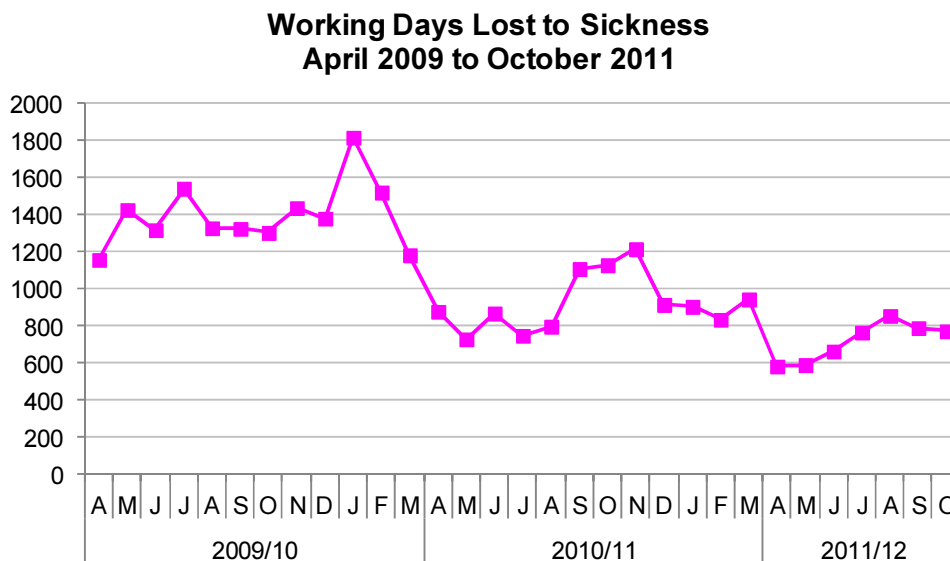
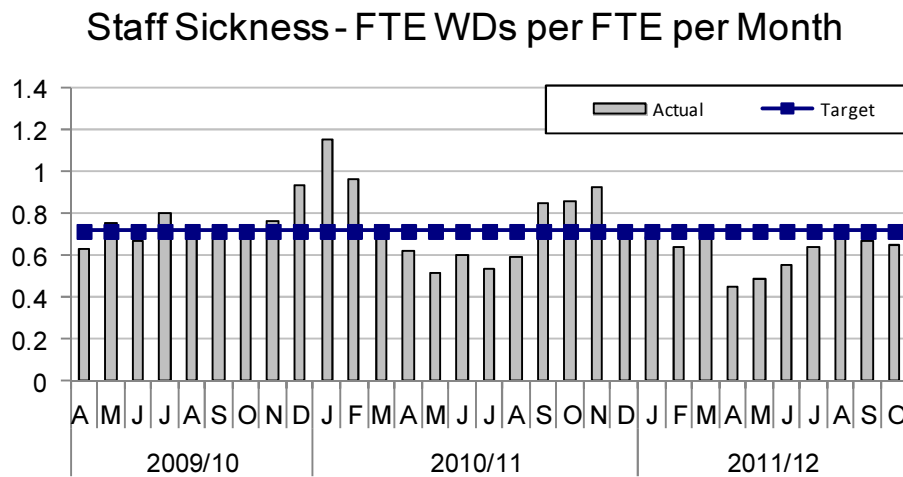


Figure 4 shows the ongoing position in total Working Days Lost per Month since April 2009 – a generally downward trend – but, as the size of the workforce has been changing over the period, an overall reduction is not unexpected.

The data used as the basis for Chart 5 does, however, compensate for changes in staff numbers by measuring the rate of sickness per FTE per month.

Figure 5. FTE Working Days per FTE lost to Sickness per Month



Month	Target - FTE Working Days per FTE per Month	Actual - FTE Working Days per FTE per Month
Nov - 10	0.71	0.92
Dec - 10	0.71	0.69
Jan - 11	0.71	0.68
Feb - 11	0.71	0.63
March - 11	0.71	0.71
April - 11	0.71	0.44
May - 11	0.71	0.48
June - 11	0.71	0.55
July - 11	0.71	0.63
August - 11	0.71	0.71
Sept - 11	0.71	0.66
Oct - 11	0.71	0.64
Cumulative 12-Month Rate (November 2010 to October 2011)		7.74

This is just below the target level of 8 FTE Working Days per FTE per Month.

Part 5 – Demographic Points of Interest as at December 2011

**All Staff**

	<b><u>December 2011</u></b>	<b><u>November 2011</u></b>
% of all staff on flexible working terms (below 1 FTE)	<b>34.48%</b>	33.79%
% of staff working at 0.5 FTE or below	<b>11.64%</b>	11.21%
% of all staff by headcount who are female	<b>66.24%</b>	66.26%
% of all staff by headcount who are from ethnic minority groups	<b>0.72%</b>	0.71%
% of all staff by headcount who have a declared disability	<b>4.53%</b>	4.43%
% of all staff by headcount who are over <b>55</b> years of age	<b>21.77%</b>	21.09%

**Top 5% of Staff**

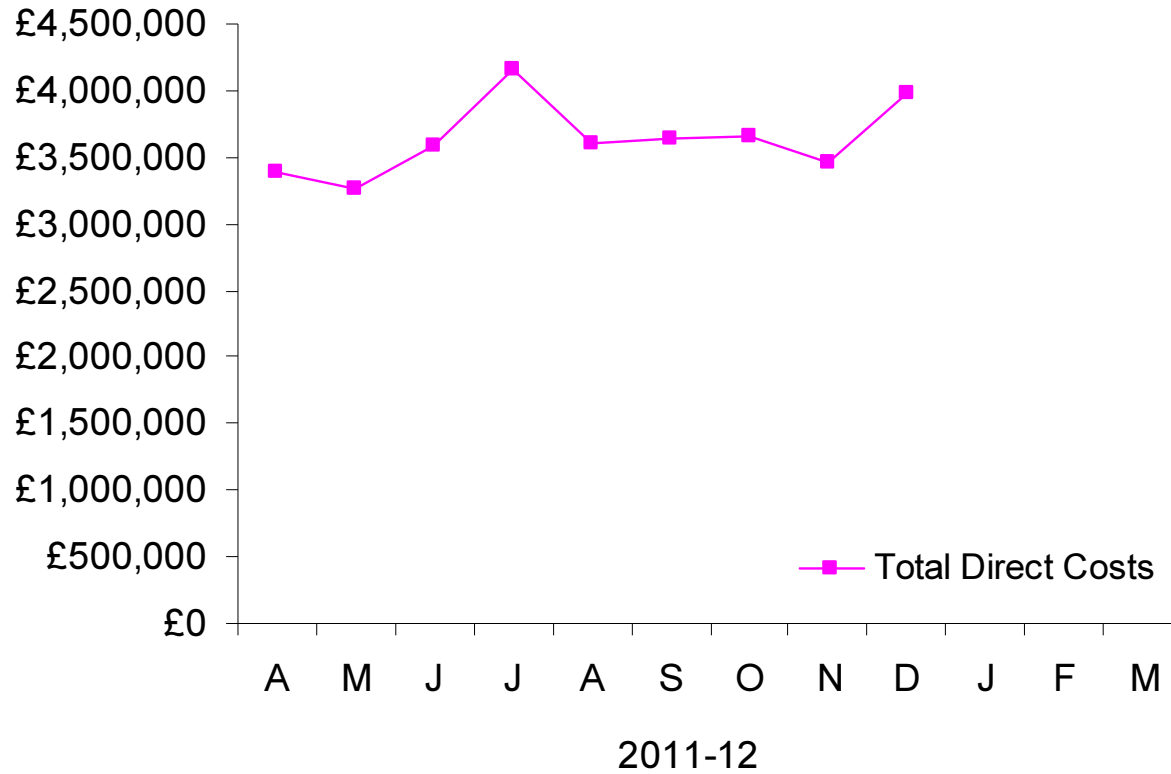
	<b><u>December 2011</u></b>	<b><u>November 2011</u></b>
% of all staff on flexible working terms (below 1 FTE)	<b>1.43%</b>	<b>1.00%</b>
% of staff working at 0.5 FTE or below	<b>0.00%</b>	<b>0.00%</b>
% of all staff by headcount who are female	<b>50.00%</b>	<b>50.00%</b>
% of all staff by headcount who are from ethnic minority groups	<b>0.00%</b>	<b>0.00%</b>
% of all staff by headcount who have a declared disability	<b>5.71%</b>	<b>7.14%</b>
% of all staff by headcount who are over <b>55</b> years of age	<b>28.57%</b>	<b>28.57%</b>

## Employee Total Direct Costs and Vacancies

This is the third quarterly report Employee Total Direct Costs has been included.

The graph below shows the Employee Total Direct Costs for the whole Council for each month in 2011-12.

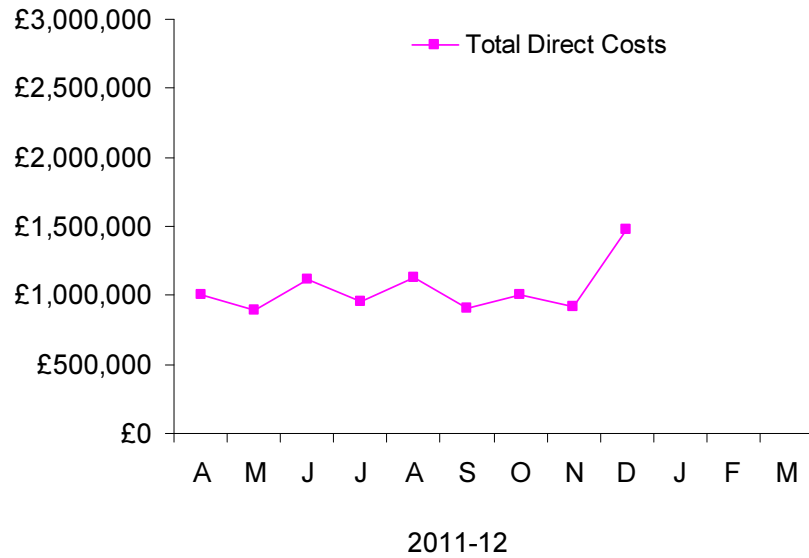
Page 104



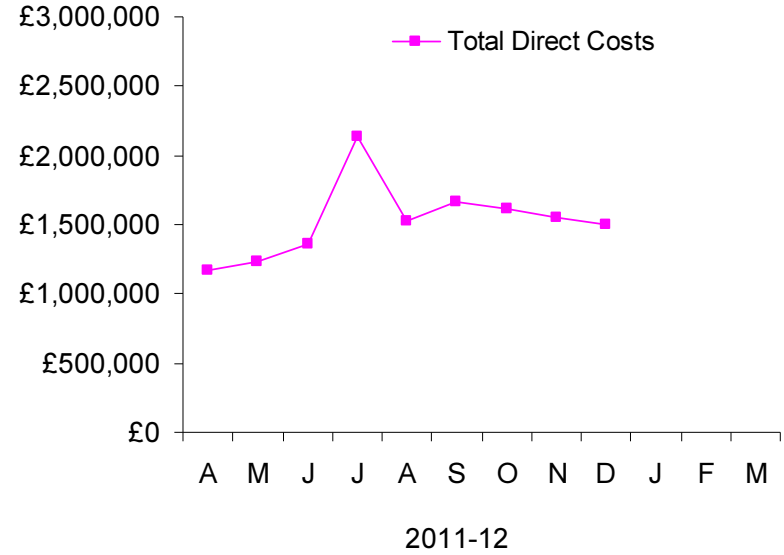
<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>
£3,385,629	£3,263,674	£3,587,578	£4,162,763	£3,608,366	£3,640,304
<b>O</b>	<b>N</b>	<b>D</b>	<b>J</b>	<b>F</b>	<b>M</b>
£3,659,807	£3,451,554	£3,984,196			

The next four graphs show this spilt by the four Commissioner Areas for the Council.

### Adult and Operations



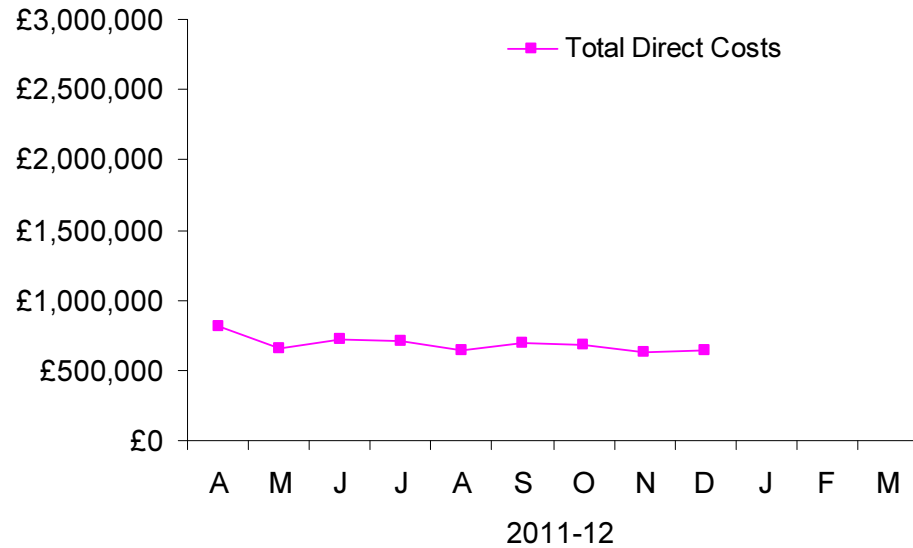
### Children's, Schools and Families



A	M	J	J	A	S
£1,003,003	£893,421	£1,114,473	£953,420	£1,125,055	£907,817
O	N	D	J	F	M
£999,429	£911,970	£1,474,517			

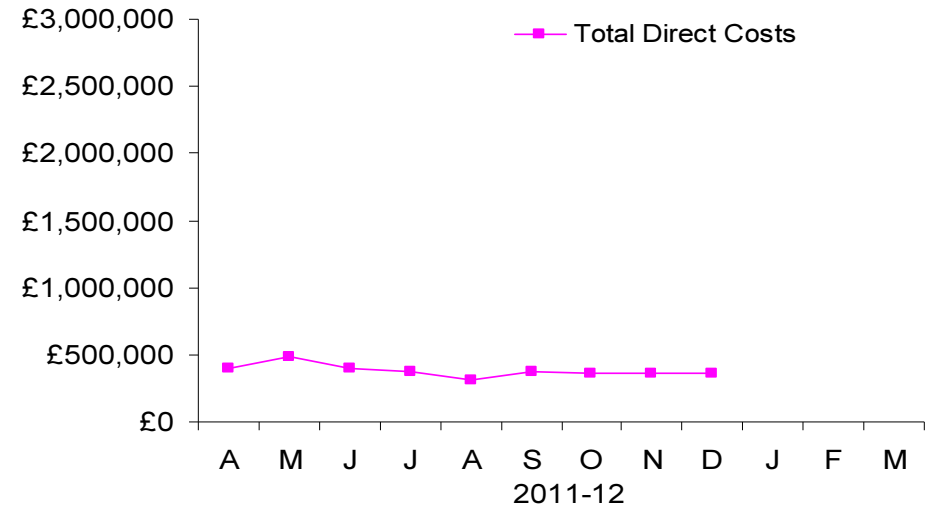
A	M	J	J	A	S
£1,165,661	£1,230,200	£1,364,911	£2,131,882	£1,530,668	£1,666,131
O	N	D	J	F	M
£1,618,601	£1,551,069	1,499,834			

Place and Environment



A	M	J	J	A	S
£815,676	£656,989	£715,837	£702,423	£635,593	£691,612
O	N	D	J	F	M
£674,730	£628,281	£648,272			

Communities and Local Democracy



A	M	J	J	A	S
£401,290	£483,064	£392,357	£375,038	£317,050	£374,743
O	N	D	J	F	M
£367,047	£360,234	£361,574			

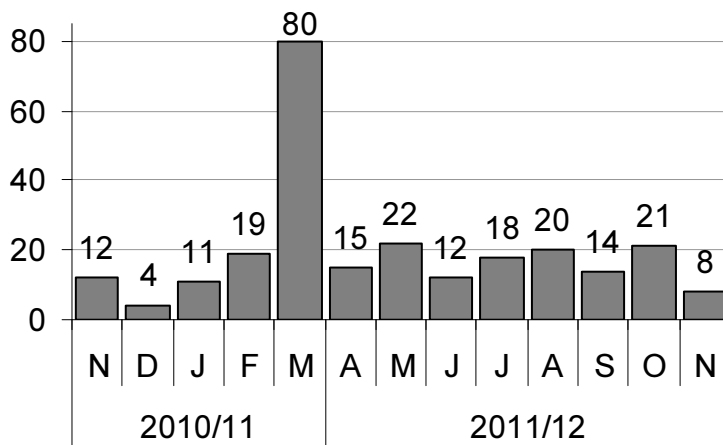


### **Vacancies Agreed at Establishment Control Panel (ECP)**

The following approach to managing vacancies has been taken as all vacancies now have to go through this process; Initial discussions with a HR Change Lead, an Establishment Control Form is completed and submitted to the Commissioning Management Team, if successful it will then go to the Establishment Control Panel (ECP) which makes the final decision to agree or not.

Below shows the amount of posts that were agreed at the Establishment Control Panel each month since November 2010 through to November 2011.

### **Number of Posts agreed at Establishment Control Panel**



There is an increase in the number of posts approved in March which mainly relates to seasonal staff from Residents and Visitors including 20 Beach Attendants, 6 Beach Managers and 8 Pool Lifeguards.

It is also important to note that this doesn't include Agency posts, changes in contract, temporary to permanent roles or vacancies that are on the Establishment Control Exemption list which includes such posts as Social Workers, Community Care Workers, Sessional Workers, Social Work Managers, Practitioners, Senior Practitioners and nursery workers.



## **Glossary**

---

### **Benchmarking**

Benchmarking is a continuous process looking at what others do; comparing their performance with ours, and seeing whether there is anything others do better that can help us improve.

### **CIN**

Children in Need

### **COG**

Commissioning Officers Group – comprising Chief Executive and Commissioners, this has since been replaced with **SLT**.

### **Core Assessment**

A 'core assessment' is defined as an in-depth assessment which addresses the central or most important aspects of the child's needs.

### **Core Council Staff**

Those people directly employed by the Council on contracts.

### **CQC**

Care Quality Commission – the independent regulator of health and social care in England. A statistical neighbour group defined by the CQC is used in this report for the benchmarking of adult social care performance data.

### **DfE**

Department for Education

### **EDC**

Economic Development Company – formerly known as the Torbay Development Agency (TDA) – aims to generate economic prosperity in the Bay, is to bring about the regeneration of Torbay and deliver the economic benefits to the whole community.

### **Establishment Control Panel**

All vacancies must be considered by the Establishemet Control Panel before being filled. This includes the appointment of temporary/ agency staff, contractors and casual staff, as well as requests to advertise or re-advertise either internally or externally.

### **FTE**

Full Time Equivalent – the number of full time equivalent jobs defined by total hours the total number of hours worked in a period divided by the total number of working hours in that period.

**Initial Assessment**

An 'initial assessment' is defined as a brief assessment of any child who has been referred to social services with a request that services be provided.

**Performance Indicator**

A tool to define and measure progress against an objective or goal.

**PPS**

Permanency Planning Service

**Project**

A finite process with a definite start and end, SPAR.net is used to monitor the progress of projects through regular reviews and against project milestones.

**Risk**

An uncertain event or set of events which, should it/they occur, could affect the achievement of our objectives; whether the effect is positive or negative.

**SLB**

Senior Leadership Board – comprising Chief Executive, Commissioners, Elected Mayor, Executive Head of Finance, and Executive Leads.

**SLT**

Senior Leadership Team – comprising Chief Executive, Commissioners and Executive Heads.

**SPAR.net**

The Council's performance management system.

**Strategic Scorecard**

A tool used to monitor how effectively the Council is achieving its strategic objectives from Financial, Customer, Internal Process, and Learning and Innovation perspectives.

**TOR2**

The joint partnership between Torbay Council and May Gurney, which is responsible for delivering a wide range of essential front-line services to the residents of Torbay.

**Torbay Care Trust**

The NHS organisation responsible for providing and buying (commissioning) health and adult social care services in Torbay.

## List of Appendices

---

Appendix 1 – Torbay Safeguarding Children Board – Performance Summary

## Appendix 1 – Torbay Safeguarding Children Board – Performance Summary

	Description	2007/08	2008/09	2009/10	2010/11	April 2011	May 2011	June 2011	July 2011	August 2011	Sept 2011	Oct 2011	Nov 2011	Numerator	Denominator	England 10/11	Stat Neighs 10/11	2011/12 Plan
<b>Children Looked After</b>																		
LI	No. of Children Looked After	176	182	181	217	219	223	230	239	250	246	244	245					n/a
CH39	Number of CLA per 10,000	67.3	70.3	69	76	86.2	87.8	90.6	94.1	98.5	96.9	96.1	96.5	246	2.53 93	59.0	73	n/a
C19a	% CLA under 5 Health assessments on time				57.9	0.0	13.5	41.7	54.3	60.0	88.6	0.0	38.5	5	13			90
C19b	% Health assessments for CLA 5 years + on time				82.4	7.1	12.9	20.5	30.9	45.6	54.9	58.6	69.2	99	143			80
C19c	Dental checks for children looked after on time				73.6	3.3	9.2	14.4	19.3	27.5	39.4	48.4	49.2	87	177			60
C19	Health of children looked after				63.9	4.5	11.1	19.3	27.2	37.8	50.3	47.3	54.0	95.5	177			76
C23	% Adoptions of children looked after	6.1	7.4	14.1	7.9	0.0	0.5	0.9	1.3	1.6	1.6	1.8	1.8	4	224	11.0	16.0	
LI	No. of care leavers at month end					117	120	123	122	126	129	130	134					
NI 147	% Care leavers in suitable accommodation	100	93.3	93.8	100	100	100	100	100	100	66.7	80.0	80.0	4	5	90.3	92	90
NI 148	% Care Leavers' Employment, Education & Training	83.0	93.3	87.5	52.4	0	0	0	50.0	50.0	33.3	60.0	60.0	3	5	62.1	62.5	65

	Description	2007/08	2008/09	2009/10	2010/11	April 2011	May 2011	June 2011	July 2011	August 2011	Sept 2011	Oct 2011	Nov 2011	Numerator	Denominator	England 10/11	Stat Neighs 10/11	2011/12 Plan
NI 58	Emotional and behavioural health of CLA	17	17	16.0	15.2	15.6	15.5	15.7	15.8	15.9	16.0	16.1	15.8	1625	103	14.2 '10	14.7' 10	15
LI	% of school-age CLA with Personal Education Plan				90.8	89.4	92.0	92.0	91.1	92.4	88.4	82.6	83.3	100	120			100
LI	% of CLA allocated to Qualified Social Worker	100	98.9	99.5	97.7	98.2	99.6	99.1	99.6	99.6	98.8	98.8	97.6	239	245			100
C63	Participation of children looked after in reviews	99.3	97.1	96.4	97.5	100.0	98.6	94.9	96.0	95.9	93.7	91.1	90.2	165	183			95.0
NI 69	Distance CLA are placed from home address	15.0 %	6.5 %	10.9 %	11.4 %	14.3	15.4	22.7	23.1	24.0	25.5							25
NI 62	% CLA with 3 or more placements in year	18.2	13.7	11.1	12.8	0.9	2.2	2.6	4.2	6.0	6.3	7.4	9.4	24	254	10.7	13.1	12.0
NI 63	% CLA in long term placements	66.2	66.2	67.1	75.0	55.0	62.0	68.4	67.9	70.5	71.4	71.4	68.9	53	77	68.6	69.8	68.0
NI 66	% of reviews of CLA on time	98.8	97.0		98.5	99.5	99.5	99.1	97.4	97.2	98.0	96.7	93.5	230	246	90.5	94.7	95.0
NI 99	% CLA reaching level 4 in English at Key Stage 2	28.6	20.0	58.3	11.1					42.9						45.0		
NI 100	% CLA reaching level 4 in Maths at KS2	28.6	20.0	33.3	22.2					28.6						44.0		
NI 101	% CLA with 5 A*-C GCSE's (inc English & Maths)		0.0	0.0	6.3					38.5						11.6		
NI 61	% Adopted CLA placed within 12 months	100	41.7	66.7	54.5	0.0	100.0	50.0	50.0	66.7	75.0	75.0	75.0	3	4	72.4	74.5	75.0

	Description	2007/08	2008/09	2009/10	2010/11	April 2011	May 2011	June 2011	July 2011	August 2011	Sept 2011	Oct 2011	Nov 2011	Numerator	Denominator	England 10/11	Stat Neighs 10/11	2011/12 Plan
<b>Children in Need and Child Protection</b>																		
LI	No. of Children Subject to a Child Protection Plan	74	98	152	220	224	224	252	253	249	253	268	283					
LI	Rate per 10,000 children subject to a CP Plan				86.6	88.2	88.2	99.2	99.6	98.1	99.6	105.5	111.4					
NI 59	% Initial assessments completed in 10 wkg days				59.3	44.7	54.5	56.5	58.9	55.5	57.6	59.6	60.9	722	1185	79.6	83.0	80.0
NI 59b	% Initial assessments on time IN MONTH					46.1	62.9	58.1	66.7	40.3	66.1	70.6	71.3	97	136			
NI 60	% of Core Assessments completed in 35 wkg days	62.2	76.0	52.2	40.4	32.6	27.1	32.8	35.9	34.2	40.0	42.1	44.9	290	646	75.1	76.0	78.0
NI60b	% Core Assessments on time IN MONTH					36.4	20.7	39.6	42.2	30.5	75.7	50	62.8	54	86			
NI 67	% of Reviews of child protection cases on time	100	97.3	99.1	92.6	95.5	94.6	92.3	92.3	92.5	92.6	95.7	94.3	265	281	97.1	96.3	98.0
NI 68	% Social Care Referrals going on to initial assessment	78.7	94.6	94.3	53.3	58.8	49.2	60.9	57.9	55.9	59.1	58.2	56.6	1185	2093	65.5	74.9	65.0
csap1	Monthly Initial Child Protection Conferences on time				66.7	66.7	78.6	59.8	58.4	59.8	64.0	62.8	61.2	96	150			80
csap2	% Cases supervised in the last 2 months				62.0	60.6	58.2	57.8	55.1	57.8	60.9	63.1	66.6	819	1229			90

	Description	2007/08	2008/09	2009/10	2010/11	April 2011	May 2011	June 2011	July 2011	August 2011	Sept 2011	Oct 2011	Nov 2011	Numerator	Denominator	England 10/11	Stat Neighs 10/11	2011/12 Plan
csap3	CIN Team average caseload per worker				23.6	22.8	23.7	15.3	13.8	14.9	13.1	16.6	17.0	40.7	691			17.5
csap3b	FIT Team average caseload per worker				20.3	21.1	22.0	20.1	18.2	17.2	15.4	16.5	15.4	20.6	317			15
csap3c	Intake Team average caseload per worker				34.6	30.8	28.5	14.8	13.0	13.5	13.7	17.1	19.3	13.5	260			20
csap4	PPS Team average caseload per worker				9.8	9.8	9.1	8.8	8.3	15.2	8.7	9.7	9.0	18.6	168			15
LI	No. of section 47s going to initial conference held in month					10	24	40	22	23	24	26	33					n/a
LI	No. of unsubstantiated section 47 investigations during month					13	15	16	19	27	7	11	27					n/a
LI	No. of conferences resulting in CP plan during the month					9	19	35	16	16	21	23	35					n/a
LI	No. of contacts in month					352	544	600	499	527	464	619	528					
LI	No. of referrals in month		904	1148	3031	512	718	745	674	685	601	785	707					
LI	No. of contacts during the month that progressed to referral					176	291	292	263	262	216	306	288					n/a
LI	% of repeat referrals in month					33.1	38.2	64.4	47.9	46.9	42.6	45.1	35.4	102	288			n/a
LI	No. of repeat S47s in month					4	15	12	7	5	13	19	15					n/a
NI 64	Duration on a Child Protection Plan	3.4	4.7	3.2	8.0	20.0	8.3	11.1	10.3	7.7	6.1	5.6	5.5	7	127	6.0	4.7	

	Description	2007/08	2008/09	2009/10	2010/11	April 2011	May 2011	June 2011	July 2011	August 2011	Sept 2011	Oct 2011	Nov 2011	Numerator	Denominator	England 10/11	Stat Neighs	2011/12 Plan
NI 65	Children subject to Repeat CP Plans	17.6	9.1	7.4	9.5	0.0	6.5	11.9	10.0	8.5	8.5	15.4	13.1	25	191	13.3	14.4	
Munro	% of referrals that led to a service					9.8	8.0	5.8	6.5	7.1	8.0	9.3	8.9	186	2093			
Munro	Average time in working days to decide if a child is in need					21	21	28	28	35	31	28	26		750			
Munro	% cases where CYP who were CP in last yr are re-referred					2.6	7.0	8.3	11.7	15.4	19.0	27.5	29.2	175	599			
Munro	Rate of initial assessments per 10,000 under 18s					39.8	88.2	177.6	228.8	281.6	348.1	410.0	463.9	3	1178			
Munro	Rate of core assessments per 10,000 under 18s					17.3	38.2	73.2	113.0	158.7	186.7	220.5	254.4	3	646.0			
Munro	Rate of section 47 investigations per 10,000 under 18s					8.7	28.0	47.7	63.8	75.6	92.5	118.1	148.1	3	376.0			
Munro	Rate of abuse/neglect referrals per 10,000 under 18s					20.1	46.9	74.8	102.8	137.0	164.6	201.2	233.9	3	594.0			
Munro	% of referrals that came from the Police					33.7	28.6	25.9	23.6	23.8	21.6	20.1	19.9	416	2089			
Munro	% of referrals that came from Education					2.4	7.8	9.2	9.6	7.7	8.2	8.9	10.2	213	2089			
Munro	% of referrals that came from Health					7.3	8.5	9.1	9.3	9.2	9.7	10.1	10.0	209	2089			
Munro	% of nfa'd referrals that came from the Police					41.0	29.2	22.4	20.1	19.2	17.7	15.2	14.9	109	730			



	Description	2007/08	2008/09	2009/10	2010/11	April 2011	May 2011	June 2011	July 2011	August 2011	Sept 2011	Oct 2011	Nov 2011	Numerator	Denominator	England 10/11	Stat Neighs 10/11	2011/12 Plan
Munro	% of nfa'd referrals that came from Education					4.9	8.1	6.6	7.4	6.0	5.4	5.0	6.8	50	730			
Munro	% of nfa'd referrals that came from Health					3.3	4.9	6.6	6.7	7.1	8.0	8.2	8.2	60	730			
Munro	Rate of children becoming subject to a CP plan for neglect					0.4	3.2	9.8	14.2	14.6	17.3	19.7	22.1	3	56			
Munro	Rate of children becoming subject to CP for emotional abuse					3.2	5.1	9.8	14.2	18.9	24.0	30.3	38.6	3	98			
Munro	Rate of children becoming subject to CP for physical abuse					0.0	0.4	2.8	3.2	3.2	4.7	6.3	9.5	3	24			
Munro	Rate of children becoming subject to CP for sexual abuse					0.4	3.9	3.9	3.9	5.1	5.1	5.1	5.1	3	13			



**This document can be made available in other languages and formats. For more information please email [performance@torbay.gov.uk](mailto:performance@torbay.gov.uk) or telephone 01803 207022.**



[www.torbay.gov.uk](http://www.torbay.gov.uk)

This page is intentionally left blank