

## **OVERVIEW AND SCRUTINY BOARD**

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

**Wednesday, 16 December 2015**

commencing at **5.30 pm**

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

### **Members of the Board**

Councillor Lewis (Chairman)

Councillor Barnby  
Councillor Bent  
Councillor Bye  
Councillor Darling (S)

Councillor Stockman  
Councillor Stocks  
Councillor Tolchard  
Councillor Tyerman

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

Penny Burnside, Diocese of Exeter

---

**A prosperous and healthy Torbay**

---

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

**Kate Spencer, 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** (Pages 4 - 6)  
To confirm as a correct record the minutes of the meetings of the Board held on 23 November 2015.
3. **Declarations of Interest**
  - a) To receive declarations of non pecuniary interests in respect of items on this agenda  
  
**For reference:** Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
  - b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda  
  
**For reference:** Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.  
  
**(Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)
4. **Urgent Items**  
To consider any other items that the Chairman decides are urgent.
5. **SMART Recovery** (Pages 7 - 8)  
To receive a briefing on the programme of SMART Recovery being developed by Devon Partnership NHS Trust.
6. **Performance and Risk** (Pages 9 - 24)  
To consider the performance and risk dashboards which align to the targeted actions within the Council's Corporate Plan.
7. **Exclusion of press and public**  
To consider passing a resolution to exclude the press and public from the meeting prior to consideration of the following item on the agenda on the grounds that exempt information (as defined in Schedule 12A of the Local Government Act 1972 (as amended)) is likely to be disclosed.

8. **Relocation of Torbay School to My Place, Paignton**  
To receive a verbal update on the proposals in relation to Torbay School and My Place, Paignton.



## Minutes of the Overview and Scrutiny Board

23 November 2015

**-: Present :-**

Councillor Lewis (Chairman)

Councillors Barnby, Bent, Bye, Darling (S), Stockman, Tyerman and Stringer

(Also in attendance: Councillors King, Amil, Cunningham, Haddock, Kingscote, Parrott, Sanders and Thomas (D))

---

### **28. Apologies**

An apology for absence was received from Councillor Tolchard. It was also reported that, in accordance with the wishes of the Liberal Democrat Group, the membership of the Board had been amended to include Councillor Stringer in place of Councillor Stocks.

### **29. Minutes**

The minutes of the meetings of the Board held on 14 October and 4 November 2015 were confirmed as a correct record and signed by the Chairman.

### **30. Urgent Item**

The Board considered the item in Minute 31 and not included on the agenda, the Chairman being of the opinion that the matter was urgent by reason of special circumstances, i.e. the matter having arisen since the preparation of the agenda and it was unreasonable to delay a decision.

### **31. Appointment of the Priorities and Resources Review Panel**

**Resolved:** that the Priorities and Resources Review Panel be appointed to comprise the councillors on the Overview and Scrutiny Board with the terms of reference:

To scrutinise the Mayor's proposals for his budget including his proposals for service change, increasing income and savings and to make comments, conclusions and recommendations as necessary.

### **32. Torbay Housing Strategy - 2015 2020**

The Executive Lead for Housing, Transport and Waste attended the meeting of the Board and presented the draft Housing Strategy which included the draft Homelessness Strategy.

The Board raised a number of questions in relation to the Council's role in ensuring an appropriate number of affordable homes to meet the varying needs of the communities in Torbay, the linkages between the Housing Strategy and the Local Plan and how the proposed Aligned Investment Plan would be managed.

**Resolved:** that the following views and recommendations of the Overview and Scrutiny Board be forwarded to the Council:

- The Board would wish to see more detail within the Housing Strategy in order to give it confidence that the Strategy can be delivered practically over its lifetime.
- The Housing and Health Needs Assessment clearly identifies the needs of the different communities in Torbay. The Housing Strategy should be amended to articulate how those needs will be met.
- The targets for the delivery of units of affordable housing within the lifetime of the Housing Strategy should be explicit within the Strategy.
- Alternative methods of bringing forward affordable housing units should be explored within the Strategy rather than just relying on the requirement within the Local Plan that 30% of new housing developments should be affordable.
- There should be reference in the Housing Strategy to the policy in relation to Community Investment Areas in the Local Plan.
- There should be a representative of the Overview and Scrutiny Board on the Housing Partnership Steering/Monitoring Group.
- The criteria for the Aligned Investment Plan should include outcomes which meet the identified needs of the community rather than being wholly treasury management led (as indicated within the Supporting Information for the Housing Strategy). The timescale for the implementation of that Fund should also be included within the Strategy.
- The timescale for the preparation of the delivery plans which sit below the Housing Strategy should be included within the document.
- The Board notes that, within the Housing and Health Needs Assessment (summarised in My Home is My Life), there has been a significant increase in referrals for Disabled Facilities Grants and is pleased that this stream of funding has not been re-allocated at this stage.

### **33. Oddicombe and Meadfoot Beach Huts - Review of Capital Budget Standing Orders**

Further its meeting held on 2 April 2015, the Board noted a Further Report of the Monitoring Officer on the decision making process in connection with works undertaken at Meadfoot and Oddicombe Beaches. A review of the Standing Orders in relation to Contracts and the Council's Financial Regulations had been

undertaken and would be considered by the Mayor and Group Leaders at a meeting to be held in December 2015.

#### **34. Revenue Budget Monitoring 2015/2016 - Quarter 2**

The Board considered the revenue budget monitoring report for the second quarter of the 2015/2016 financial year. It was noted that the revenue budget was predicted to be £2.6 million overspent at the end of the year as a result of issues in both children's and adult services.

In accordance with Standing Orders, the Board also received an exempt report setting out the write-offs over £5000 for the second quarter of the year.

**Resolved:** that a review the Council's debt recovery procedures be added to the Board's Work Programme for the current year.

(**Note:** During consideration of the item in Minute 34, the press and public were formally excluded from the meeting on the grounds that exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 may be disclosed.)

#### **35. Capital Investment Plan Monitoring 2015/2016 Quarter 2**

The Board considered the Capital Plan Update for quarter 2 of the financial year and asked questions in relation to section 106 contributions towards the costs of the South Devon Link Road and the fall-back position. The Board noted that a report on the proposed relocation of Torbay School to MyPlace at Parkfield would be presented to its next meeting.

(**Note:** During consideration of the item in Minute 35, the press and public were formally excluded from the meeting on the grounds that exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 may be disclosed.)

#### **36. Baytree House, Torquay**

The Board considered the consultation document which had been prepared by Torbay and South Devon NHS Foundation Trust on the future of Baytree House short breaks unit for people with learning disabilities in Torbay. The representative of the Trust reassured the Board on how the consultation would be undertaken and agreed to report back to the Board on the results.

Chairman

---

## **SMART Recovery Briefing**

**Torbay Council, Overview and Scrutiny Committee, 16 December 2015**

### **Background**

Devon Partnership NHS Trust is making some transformational changes over the next few years to ensure that it can continue to provide high quality services to people with mental health and learning disability needs and remain financially viable. This change programme is called SMART Recovery and its overall objective is to improve people's experience and the quality of their care. It has three underpinning objectives:

- To design and deliver clear pathways of care for people
- To enable mobile/flexible working and better use of technology
- To make the best possible use of the Trust's estate (land and buildings).

### **What has prompted the changes?**

Our services have grown and developed over the years and the time is now right to take a fresh look at how we provide care and support for people. We want our services to be modern, safe, effective and to meet people's needs.

We want to make the best possible use of mobile technology and flexible working, so that our frontline staff can support more people and spend less time in their cars or in front of their computers. We need to become more efficient and to make the best possible use of our £130m annual budget. This includes making better use of our buildings. We currently use around 60 buildings across Devon and this accounts for around 10% of our annual budget. We want to spend less money on buildings and more money on frontline staff wherever we can.

### **What will it mean for Torbay?**

Many of our buildings are old, under-used and/or unfit for purpose, which includes two of our properties in Torbay – Waverley House (Torquay) and Culverhay (Paignton). We have made the decision to close these two buildings in February 2016 and to relocate the teams to other locations in Torbay.

We are creating a new Mental Health and Wellbeing Clinic at Torbay Hospital, downstairs at the Haytor Unit. This will be the main centre for our services in Torbay and will provide a safe, comfortable and welcoming environment. It will start to become operational in January 2016, starting with new arrangements for assessment. This is the process that takes place when people have been referred to our service, it is where we first assess their diagnosis and needs, before drawing-up their ongoing care plan with them.

As well as this main clinic, there will be a smaller 'satellite' clinic located at the Chadwell Centre in Preston, Paignton. We are also exploring the possibility of using Brixham Hospital as a satellite clinic where we can see people from the south of Torbay.

We know that some people cannot travel or may have real concerns about travelling to one of these locations. In these cases, we will arrange to see them at a location that suits them.

One of the key benefits of the Mental Health and Wellbeing Clinic approach is that full, multidisciplinary assessments can take place in an environment that brings together the full range of clinical disciplines – including doctors, nurses, psychologists, occupational therapists and many others. This does not currently happen. The new model mirrors that which exists in physical health services, where some services are available locally, but most specialist services are co-located in larger acute general hospitals where there can be a greater concentration of professional disciplines.

It is important to remember that much of people's care will still remain local, meaning that they will still be supported in their own homes or a more local satellite clinic, as they are now.

As well as the clinical benefit, co-locating core services on a smaller number of main clinic sites also brings important efficiency gains. Although the Trust currently has a balanced financial position, it has to achieve annual savings targets of around £6m.

### **Engagement and involvement**

We have engaged with users of services of our services on some aspects of the SMART Recovery Programme, for example what a Single Point of Access for all services would look like and what people would value about the new Mental Health and Wellbeing Clinics. We are planning to engage more widely about the SMART Recovery programme as a whole – for example to seek people's views about pathways of care and the use of mobile technology.

We have written to existing users of services to explain the changes, and produced a simple leaflet. Early in the new year, we will be holding a series of drop-in sessions across Torbay to talk to people about the changes we are making and to hear their views.

We are also explaining the changes we are making at each of the GP locality meetings across Torbay and taking these opportunities to listen to the views of GPs. The first of these meetings has already taken place and they will be completed early in the new year.

Jacque Mowbray-Gould

**Deputy Director of Operations, Devon Partnership NHS Trust**





**Meeting: Overview and Scrutiny Board**

**Date: 16 December 2015**

**Wards Affected: All**

**Report Title: Performance and Risk**

**Is the decision a key decision? No**

**When does the decision need to be implemented? N/A**

**Executive Lead Contact Details:** Cllr Andy Lang, Executive Lead Corporate Services

**Supporting Officer Contact Details:** Anne-Marie Bond, Assistant Director Corporate and Business Services, 01803 207160, [Anne-Marie.Bond@torbay.gov.uk](mailto:Anne-Marie.Bond@torbay.gov.uk)

---

## **1. Proposal and Introduction**

- 1.1 The Council's approach to performance and risk management has recently been reviewed and updated.
- 1.2 The revised approach brings together performance and risk management into one framework. This framework identifies how the Council will meet its priorities, how we will monitor how well we are meeting those priorities and what are the risks associated with the priorities. Monthly monitoring reports in the form of performance and risk dashboards will be prepared for consideration by the Senior Leadership Team (SLT). SLT will then be able to review and challenge the Council's performance, monitor risks and where appropriate target resources.
- 1.3 Once a quarter, performance and risk information will be considered by the Overview and Scrutiny Board which will mean that there is open, democratic review and challenge to how well the Council is meeting its priorities.
- 1.4 Performance and risk measures have been identified and are aligned to the targeted actions set out in the Corporate Plan:
  - Protecting all children and giving them the best start in life
  - Working towards a prosperous Torbay
  - Promoting healthy lifestyles across Torbay
  - Ensuring Torbay remains an attractive and safe place to live and visit
  - Protecting and supporting vulnerable adults
- 1.5 In addition to the five dashboards for the above, there are an additional two dashboard, the first being 'running and efficient Council', which covers corporate issues and the second for arms-length organisations.

1.6 This Performance and Risk Framework is intended to be dynamic to ensure that operational issues can be escalated as and when required. It is also important to note that these measures may be subject to change as the Corporate Plan Delivery Plans are developed and presented to Council for approval.

1.7 Attached for your consideration and review are the current Performance and Risk dashboards.

## **2. Recommendation**

2.1 For Overview and Scrutiny Board to review and note the current Performance and Risk dashboards.

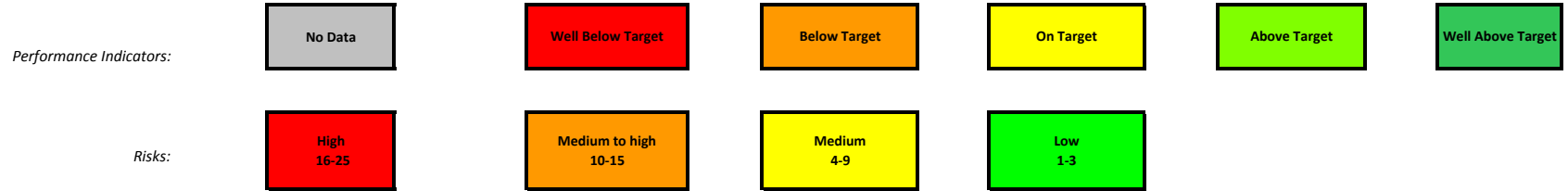
2.2 For Overview and Scrutiny Board to identify any areas of performance and risk from the attached dashboards which they would like to investigate further and their next meeting.

## **Appendices**

Appendix 1: Performance and Risk Dashboards

# Performance and Risk Report

Key to Performance Status:



## An Attractive and Safe Place 2015/16

### Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Annual Target	Quarter 3 2014/15	Quarter 4 2014/15	Quarter 1 2015/16	Quarter 2 2015/16	Cumulative to date
ASP02	<a href="#">Recorded crime</a>	It's better to be low	On Target	8,988	8,988	2316	2041	2,266	2,176	4,442
ASP03	<a href="#">Violent crime</a>	It's better to be low	On Target	2,635	2,635	636	603	718	734	1452
ASP04	<a href="#">Domestic violence incidents</a>	It's better to be low	On Target	3,481	3,481	859	794	878	842	1720
ASP05	<a href="#">Number of individuals sleeping rough</a>	It's better to be low	Well Above Target	5	5	2014				17

## Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation
ASPR01	<a href="#">Increased demand on housing services</a>	Medium to high (12)	22/10/15	4 - Likely	3 - Moderate	Terry Gibson	Increased usage of in particular B & B on a spot purchase basis will impact on budget.	Alternative provision is being explored i.e. Public Sector Leasing PSL. Feasibility studies and business case being completed.
ASPR02	<a href="#">Failure to meet statutory thresholds</a>	High (16)	22/10/15	4 - Likely	4 - Major	Terry Gibson	Standards are predominantly with Food Standards also some H & S and Trading standards, report by exception.	Maintain sufficient resilience within teams providing statutory services to meet thresholds
ASPR03	<a href="#">Increasing cost of highways improvements and maintenance</a>	Medium to high (12)	03/11/15	4 - Likely	3 - Moderate	Ian Jones	If costs increase for highways maintenance and improvements this will impact on the Authority's ability to meet its statutory duties to maintain the highway in a safe condition and leading to further deterioration of the condition of the asset and increased compensation claims against the Authority.	Asset Management Plan in place to ensure that available budget is managed effectively. The Asset Management Plan has a particular priority to preventative maintenance. Preventative maintenance has been increased, however this is under threat in future years due to levels of likely budget cuts.
ASPR04	<a href="#">Cliff and Sea defence failures through storm/ lack of maintenance</a>	Medium to high (12)	03/11/15	3 - Possible	4 - Major	Dave Stewart	If there is a breach failure of the sea defence or rock falls from the cliff this necessitates emergency repair works as there is potential for roads to be closed, properties to be lost, risk of pollution and the loss of life.	Continue maintenance and apply for capital funding from council and grant aid funding from Environment Agency. Goodrington Cliff is currently being stabilised, Oddicombe stabilisation will start in January. A number of coastal defence schemes are on the Environment Agency medium term plan which covers the next 6 years.
ASPR05	<a href="#">Increasing cost of waste disposal.</a>	Medium to high (12)	03/11/15	3 - Possible	4 - Major	Terry Gibson	This presents one of the biggest financial risks to the authority.	Contract review being undertaken
ASPR06	<a href="#">Reduction of Police funding and possible cost shunt to the council</a>	High (20)	13/11/15	4 - Likely	5 - Critical	Fran Hughes	A risk of reduction to police finding resulting in a possible cost shunt to the council	Ensure that a robust Community Safety Partnership remains in place to identify and address escalating issues.
ASPR07	<a href="#">Lack of capacity to deliver and manage large scale events</a>	Medium (9)	13/11/15	3 - Possible	3 - Moderate	Fran Hughes	Lack of capacity to deliver and manage large scale events e.g. air show	Ensure that robust event planning takes place to identify any resource gaps and mitigation before commitments are made to deliver the events.

## Promoting healthy lifestyles

### Performance Indicators

Code	Title	Polarity	Status	Prev Year End	England Value		Last period value
PHOF2.06i	<a href="#">Excess weight in 4-5 and 10-11 year olds – 4-5 year olds (Per 100,000)</a>	It's better to be low	Well Above Target	28.0%	22.5%	2013/14	25.3%
PHOF2.15i	<a href="#">Successful completion of drug treatment – opiate users</a>	It's better to be high	Below Target	8.4%	7.8%	2014	7.4%
PHOF2.18F	<a href="#">Admission episodes for alcohol related conditions –narrow definition (Female) per 100,000</a>	It's better to be low	Well Above Target	594	475	2013/14	642
PHOF2.18M	<a href="#">Admission episodes for alcohol related conditions –narrow definition (Male) per 100,000</a>	It's better to be low	Well Above Target	1,070	835	2013/14	1,102
PHOF2.22iv	<a href="#">Cumulative % of the eligible population aged 40-74 received an NHS Health Check</a>	It's better to be high	Below Target	n/a	18.6%	2014/15	16.8%
PHOF2.14	<a href="#">Smoking Prevalence</a>	It's better to be low	Well Above Target	17.5%	18.0%	2014	19.9%
PHOF2.13i	<a href="#">Percentage of physically and inactive adults - active adults</a>	It's better to be high	Below Target	52.8%	57.0%	2014	52.4%
PHOF2.13ii	<a href="#">Percentage of physically and inactive adults - inactive adults</a>	It's better to be low	Well Above Target	32.7%	27.7%	2014	34.2%

## Risks

Score	Code	Title	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation
PHLR01	<a href="#">Pandemic - i.e. Flu/Ebola</a>	Medium to high (12)	03/11/15	3- Possible	4 - Major	Caroline Dimond		Emergency plans
PHLR02	<a href="#">Reduction in the public health grant</a>	Medium to high (12)	03/11/15	4 -Likely	3 - Moderate	Caroline Dimond	Reduction in the public health grant from Public Health England to invest in the commissioning of public health services	Forecast budget planning taking into account potential impact of reduction. Awaiting actual cut, Planning mitigating actions.
PHLR03	<a href="#">Reduction in funding for sport and leisure services</a>	Medium (8)	17/11/15	4 -Likely	2 - Minor	Fran Hughes	In light of reduced funding to local authorities the budget for sport and leisure services has reduced and may reduce further.	

## Prosperous Torbay

### Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Quarterly Target	Quarter 1 2015/16	Quarter 2 2015/16	Quarter 3 2015/16	Quarter 4 2015/16	Last period value
CU-06	<a href="#">Number of inward investment enquiries received</a>	It's better to be high	On Target	51	20	5	21			21

Code	Title	Polarity	Status	Prev Year End	Great Britain / Quarter's target	Dec 14 - Feb 15	Mar 15 - May 15	June 15 - August 15	Sept 15 - Nov 15	Last period value
PTPI03	<a href="#">Main benefit claimants</a>	It's better to be low	Well Above Target	13.9%	9.4%	14.1 %	13.4			13.4% (10,370)

PTPI04	<a href="#">Gross rateable value of Business Rates (NNDR)</a>	It's better to be low	TBC	n/a	2% increase on start of year					TBC
--------	---	-----------------------	-----	-----	------------------------------	--	--	--	--	-----

Code	Title	Polarity	Status	Prev Year End	Great Britain / Month's target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Last period value
PTPI04	<a href="#">Total JSA Claimants</a>	It's better to be low	Well Above Target	2.3%	1.6%	2.1%	2.0%	1.9%	1.9%	1.9%	1.8%	1.9%						1.9% (1,439)

Code	Title	Polarity	Status	Prev Year End	Great Britain Value												Last period value
PTPI01	<a href="#">Earnings by Residence (weekly full time)</a>	It's better to be high	Well Below Target	£424.80	£520.80	2014											£433.20

PTPI02	<a href="#">Earnings by Workplace (weekly full time)</a>	It's better to be high	Well Below Target	£415.20	£520.20	2014											£421.90
--------	--	------------------------	-------------------	---------	---------	------	--	--	--	--	--	--	--	--	--	--	---------

## Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation
BURTDAR-001	<a href="#">Business growth, opportunities and diversification</a>	Low (3)	12/10/15	1 - Rare	3 - Moderate	Alan Denby	This is a strategic risk. Where reduced contract fee income from Torbay Council, a failure to secure income targets or other external factors inhibit the TDA's ability to deliver its business plan and/or other plans. This may have an impact not only on delivery of TDA activity but may also translate into other risks for our key client such as higher risk that we will not be able to stimulate business growth or maintain the Council's estates in an optimum condition	Develop support structures for businesses. 1. Develop Innovation centre programme. 2. Work with Business Link and others to increase public sector business support availability and access in Torbay. 3. Potential for more innovative solutions Develop investment programme 1. Develop Inward investment programme, 2. Identify public sector relocation opportunities, 3. Develop skills and retraining opportunities Develop sector networks and links. Identification of business growth & attraction of public money.
PTR01	<a href="#">Local Plan not adopted by end December 2015</a>	Medium (5)	02/11/15	1 - Rare	5 - Critical	Pat Steward	A new Local Plan is needed to replace the existing Local Plan and set the Bay's spatial strategy to 2030. Failure to adopt the Local Plan would result in low or unsustainable growth in Torbay. Adoption in December 2015 or early 2016 is required to ensure 15 years before expiry of the Plan in 2030	Inspectors report - Positive Inspector's report now received. Members briefed - members briefings lined up Report to 15 Dec Council meeting - Forward Plan includes Local Plan; report completed and considered by SLT. Member conversation on 2 November; MEG on 26 November
PTR02	<a href="#">Local Plan not delivered</a>	Medium to high (15)	02/11/15	3 - Possible	5 - Critical	Pat Steward	The Local Plan contains targets (eg re employment growth) and policies (e.g. Delivery of development sites) that need to be delivered. Performance on delivery is critical to sustainable growth in Torbay.	Limited resources in place within Spatial Planning to undertake delivery and monitoring work; prioritised work plan over next 5 years; work with other services including TEDC to deliver; exploring shared services with other Councils.
PTR03	<a href="#">Failure to meet national planning performance targets</a>	Medium to high (12)	18/11/15	3 - Possible	4 - Major	Pat Steward	The Council is required to make high quality and quick planning decisions. Performance is assessed against a) 50% of major applications determined in 13 weeks and b) 50% of minor applications determined in 8 weeks and c) no more than 20% of major decisions overturned on appeal. Performance is reported, on a monthly basis, to Government. Speed, quality and consistency of decision making is key to securing investment and high quality outcomes in Torbay.	Spatial Planning informs and monitors returns to Government every month; Reports are provided to Development Management Committee every 6 months; Spatial Planning works with applicants to help ensure applications are 'right first time'; Spatial Planning adjusts its resources to deal with workload pressures; Spatial Planning will refuse planning applications, without negotiation, where there has been no pre-application submission by applicants and there are robust reasons for refusal.
PTR04	<a href="#">Five year housing land supply</a>	Medium to high (12)	18/11/15	3 - Possible	4 - Major	Pat Steward	The Council is required to maintain a rolling 5 year supply of housing land. A supply of new homes is important in meeting housing needs and securing economic growth.	Spatial Planning maintains a list of sites to be delivered over a rolling 5 year period; this list is refreshed and published every year as part of the Annual Housing Monitoring Review; in order to meet this target the Council needs to enable delivery of around 500 new homes per annum. Performance against this target will be reported, biannually, to the Development Management Committee. In addition, the Council will undertake a major review of the Local Plan every 5 years or more frequently / partial reviews if required
	<a href="#">Further reductions made under welfare reforms</a>	TBC				TBC	TBC	TBC



## Protecting All Children and Giving Them the Best Start in Life

### Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Annual Target	Quarter 3 2014/15	Quarter 2 2014/15	Quarter 1 2015/16	Quarter 2 2015/16	Last period value
PCPI01	<a href="#">Number of children looked after (quarterly)</a>	It's better to be low	Above Target	n/a	271	303	304	308	297	297
PCPI02	<a href="#">Fostering - In House (quarterly)</a>	It's better to be high	On Target	n/a	70%	70%	70%	74%	71%	71%
PCPI03	<a href="#">Average time from entering care to moving in with adoptive family (days)</a>	It's better to be low	Well below Target	n/a	487	536	530	329	396	396
PCPI04	<a href="#">Reducing the No of children 10+ entering the care System</a>	It's better to be low	Well below Target	n/a	38%	55%	56%	28%	25%	25%
	<a href="#">Initial contact to Childrens Services</a>									
	<a href="#">Referrals to Childrens Safeguarding Service</a>									
	<a href="#">Child Protection numbers</a>									
	<a href="#">Vacancy rate - Social work staff</a>	It's better to be low								
	<a href="#">Attainment data</a>					Attainment data will be provided annually				
	<a href="#">Test of assurance</a>					Reviewed annually - By combining the statutory roles of the Director of Children's Services and the Director of Adult Services (Director of Joint Commissioning) Local Authorities should undertake a local Test of Assurance so that the focus on outcomes for children and young people will not be weakened as a result of adding other responsibilities.				

Code	Title	Polarity	Status	Prev Year End	Annual Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Last period value
PCPI06	<a href="#">% 16 - 18 year olds not in education, employment or training (NEET)</a>	It's better to be low	Well below Target	4.0%	5.0%	4.6%	4.2%	4.5%	5.1%	15.7%	3.2%							3.2%
Code	Title	Polarity	Status	Prev Year End	England Value	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Last period value
PHOF2.02ii	<a href="#">Breastfeeding Prevalence at 6 - 8 weeks after birth</a>	It's better to be high	Well Below Target	n/a	47.2%				2014						35.7%			
PHOF3.03x	<a href="#">Population vaccination coverage - MMR for two doses (5 years old)</a>	It's better to be high	On Target	86.4%	88.3%				2013/14						88.9%			
PHOF2.03	<a href="#">Smoking status at the time of delivery</a>	It's better to be low	Well Above Target	16.8%	11.4%				2014/15						16.1%			
PHOF2.09ii	<a href="#">Smoking prevalence at age 15 - regular smokers (WAY survey)</a>	It's better to be low	Well Above Target	n/a	5.5%				2014/15						10.4%			

Page 18

## Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation
	Increased demand for services (Troubled Families/Early Help Strategy)	Medium to high (12)	02/12/15	3 - Possible	4 - Major	Richard Williams	A range of external factors can influence demand	Partnership approach being co-ordinated - leading on the understanding of thresholds and the development of Early Help offer (Feb 2016)
	Delivery of 5 year plan - Stemming The Flow (Including PIP)	High (16)	02/12/15	4 - Likely	4 - Major	Richard Williams	5 Year Plan in year 1 not meeting targets	Review underway and presented to Council as part of the budget process (Feb 2016)
	Delivery of TPST and Integrated Care Organisation	Medium to high (12)	02/12/15	3 - Possible	4 - Major	Richard Williams	Integral elements of the SWIFT project	TPST - 1st meeting 21st January 2016. ICO working group to oversee the
	Safeguarding Improvement Programme	High (16)	02/12/15	4 - Likely	4 - Major	Richard Williams	Outcome of Ofsted Inspection	Integration to be set up. Improvement Board to be set up to manage the different aspects of the journey (Jan 2016)

## Protecting Vulnerable Adults

### Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Annual Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Last period value
LI404	<a href="#">No. of permanent care home placements</a>	It's better to be low	On Target	654	642	649	652	652	646	645	639	645						645
NI135	<a href="#">Carers receiving needs assessment or review &amp; a specific carer's service, or advice &amp; infor (LAA)</a>	It's better to be high	Well Above Target	41.33%	20.0%	7.02%	11.34%	18.50%	18.38%	24.24%	27.37%	32.09%						32.09%
TCT14b	<a href="#">Safeguarding Adults - % repeat SG referrals in last 12 months</a>	It's better to be low	Well Below Target	n/a	8.00%	8.63%	7.55%	7.11%	6.64%	6.64%	4.98%	4.98%						4.98%
	<a href="#">Test of assurance</a>					Reviewed annually - By combining the statutory roles of the Director of Children's Services and the Director of Adult Services (Director of Joint Commissioning) Local Authorities should undertake a local Test of Assurance so that the focus on outcomes for children and young people will not be weakened as a result of adding other responsibilities.												

### Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation
ASCR01	<a href="#">Increased demand for services</a>	Medium to high (12)	26/10/15	4 - Likely	3 - Moderate	Caroline Taylor	An older population and deprivation will increase demands on services	A new care model and prevention strategy
ASCR02	<a href="#">Financial strain relating to the implementation of the Care Act</a>	Medium (6)	26/10/15	2- Unlikely	3 - Moderate	Caroline Taylor	Implementation complete phase1 phase 2 now 2020	Lobby government and feedback future cost strain
ASCR04	<a href="#">Insufficient and unsustainable care home market in Torbay</a>	Medium to high (12)	26/10/15	4 - Likely	3 - Moderate	Caroline Taylor	The living wage and supply chains have put strain on the national and local market	Work to diversify the market and outcomes based model and regional work on supply
ASCR03	<a href="#">Integrated Care Organisation: Delivery of new model of care at pace and scale</a>	Medium (6)	23/10/15	2- Unlikely	3 - Moderate	Caroline Taylor	Business Plan For ICO and new care model is not delivered in a timely manner and within the financial pool agreed, and CSR impacts adversely on 5 year cost model of ICO. Ambitious model to deliver.	Strong commissioner provider monitoring, overview of overall outcomes via HWBB/JCG, Exe lead Cllr on ICO Board

## Running an Efficient Council

### Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Annual Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Cumulative to date
RECP101	<a href="#">Agency Staff Cost</a>	It's better to be low	Well Above Target	n/a	£797,000	£75,969	£350,591	£312,565	£275,526	£336,059	£261,317	£281,232						£1,612,027
Latest month breakdown £281,232 Adults £4,343 Childrens £260,285 Public Health £1,746 Corp & Commercial Services £7,876 Cust Services & Comm Safety £6,979																		
Code	Title	Polarity	Status	Prev Year End	Annual Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Cumulative to date
RECP102	<a href="#">Revenue Budget</a>	It's better to be low	Below Target	n/a	£0					£3,682,000								£3,682,000
Code	Title	Polarity	Status	Prev Year End	Annual Target	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Last period value
RECP103	<a href="#">Savings identified for 2017/18 and 2018/19</a>	It's better to be high	Well Below Target	n/a	£19,100,000	0			0									0
RECP105	<a href="#">Stage 1 complaints dealt with on time</a>	It's better to be high	Well Below Target	n/a	90%	61%			74%									61%
Code	Title	Polarity	Status	Prev Year End	Monthly Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Cumulative to Date
RECP106	<a href="#">Number of stage 1 complaints logged</a>	N/A	No Target (monitoring only)	422	n/a	44	81	132	194	233	266	304						304
RECP107	<a href="#">Number of Data breaches</a>	It's better to be low	Well Above Target	22	13	3	6	10	12	16	18	22						22

## Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation
RECR01	<a href="#">Failure to generate income</a>	Medium to high (12)	03/11/15	3 - Possible	4 - Major	Anne-Marie Bond	Delivery against income targets	Monitor income levels - Ensure that income levels across the council are being monitored by the relevant executive heads/directors and that any areas of concern are raised at SLT asap SLT review flash report, and Budget Implementation Tracker on a monthly basis to review progress against income targets.
RECR02	<a href="#">Lack of effective workforce planning - retention of key/relevant skills across the organisation</a>	Medium to high (12)	03/11/15	3 - Possible	4 - Major	Anne-Marie Bond	Lack of effective business continuity in relation to workforce planning Retention of key/relevant skills across the organisation	Ensure that workforce plans are created for each department - Ensure that workforce plans are created for each department , and that these are kept up to date, and actions monitored on a regular basis. Workforce plans are currently being developed by HR in consultation with service areas.
RECR03	<a href="#">Lack of robust and safe decision making</a>	Medium (9)	03/11/15	3 - Possible	3 - Moderate	Anne-Marie Bond		Ensure the application of consultation principals and that EIAs are carried out appropriately - Policy Development Groups (PDGs) have been set up to consider service change, new policy and policy review. PDGs are inclusive of all members to ensure that all members are given the opportunity to see and be involved with discussions around service change / policy development. EIAs are completed against service change / policy development and included in reports for members. This includes proposals in relation to budget setting. Consultation is developed in relation to service change / policy development and supported by the Corporate Support Team to ensure processes are robust.
RECR04	<a href="#">Insufficient infrastructure and support across the Council</a>	Medium to high (12)	03/11/15	3 - Possible	4 - Major	Anne-Marie Bond		Ensure that workforce plans are kept up to date - Significant reductions in budgets across all support services mean that any further reductions could potentially result in a failure of support systems across the Council i.e. IT infrastructure
RECR05	<a href="#">The Council not achieving a balanced budget for 2015/16</a>	Medium to high (15)	03/11/15	3 - Possible	5 - Critical	Anne-Marie Bond		Budget monitoring takes place throughout the year.
RECR06	<a href="#">The Council is not able to set balanced budgets for future years (2016/17, 2017/18, 2018/19)</a>	High (20)	03/11/15	4 - Likely	5 - Critical	Anne-Marie Bond	The council is not able to find the savings required and agree a balanced budget in forthcoming years.	Proposals for future budgets are being developed and will be reviewed through PDGs. - Proposals for 2016/17 have been developed and draft proposals are now subject to EIAs and due to be published for public consultation on 6th November.
RECR07	<a href="#">Budget overspend within armslength organisations, and contracted services</a>	Medium to high (15)	03/11/15	3 - Possible	5 - Critical	Anne-Marie Bond		Ensure effective performance monitoring and contract management is in place

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation
RECR08	<a href="#">Cost shunting to the local authority as partners reduce resources.</a>	Medium (9)	03/11/15	3 - Possible	3 - Moderate	Anne-Marie Bond		Maintaining a robust Community Safety Partnership.
RECR09	<a href="#">Failure to deliver the Council's Asset Management Plan</a>	Medium to high (12)	06/11/15	3 - Possible	4 - Major	Anne-Marie Bond	Torbay Council has a considerable number of assets, which are not only essential to service delivery but underpin much of the Bay's economy. Many of these assets are in poor condition and not fit for purpose. There is little prospect of funding the repair or renewal without accompanying enabling redevelopment. If an asset requires significant repair this could result in considerable costs to the Council.	The Asset Management Plan sets out strategies to rationalise the number of assets, replace them where appropriate and improve the condition of those remaining through engagement with the private sector.
RECR10	<a href="#">Risk of inadequate maintenance and repairs of our Council assets due to reducing budgets.</a>	High (16)	18/11/15	4 -Likely	4 - Major	Anne-Marie Bond	As a result of reducing resources, ongoing repairs and maintenance of our properties and transport infrastructure assets is a challenge, with inadequate investment being made to maintain our assets. This situation is exacerbated by the number of costly historical buildings that are in the Council's estate and coastal erosion.	Assessment as to current state and options going forward is currently being undertaken.
RECR11	<a href="#">Lack of appropriate and effective business continuity plans in the event of a large scale emergency</a>	Medium to high (15)	20/11/15	3 - Possible	5 - Critical	Fran Hughes	In the event of a large scale emergency / catastrophe, the local authority needs to ensure that effective and appropriate business continuity plans are in place to mitigate against the impact of such an event.	SLT to ensure that Business continuity Plans are in place across the organisation and that future budget decisions take account of the resilience required to respond to emergencies.

## Arms Length Organisations

### Strategic TOR2 Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Annual Target	Quarter 2 14/15	Quarter 3 14/15	Quarter 4 14/15	Quarter 1 15/16	Last period value
NI191	<a href="#">Residual household waste per household</a>	It's better to be low	Above Target	117	120	132	115	117	132	132
NI192	<a href="#">Percentage of household waste sent for reuse, recycling and composting (LAA)</a>	It's better to be high	On Target	42.54%	46.00%	42.58%	42.81%	42.54%	44.24%	44.24%
NI193	<a href="#">Percentage of municipal waste land filled (LAA)</a>	It's better to be low	Above Target	59.36%	5.00%	58.41%	59.09%	59.36%	19.13%	19.13%

Page 23

### Strategic Torbay Coast and Countryside Trust Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Annual Target		Last period value
TCCT2	<a href="#">Value of grant funding generated against the proportion of the total income revenue</a>	It's better to be high	Well Below Target	0	30%	2014/15	0
TCCT5	<a href="#">Meeting the actions identified in the Annual Business Plan</a>	It's better to be high	On Target	80%	80%	2014/15	80%
TCCT10	<a href="#">Develop and agree a 3 year maintenance plan and maintain the buildings and landholdings in line</a>	It's better to be high	On Target	100%	100%	2014/15	100%

### Strategic Torbay Development Agency Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Last period value
CU-06	<a href="#">Number of inward investment enquiries received</a>	It's better to be high	On Target	51	40	5	21			21
EDCPI-001	<a href="#">0% variance from budget</a>	It's better to be low	On Target	0	0	0	0			0

Code	Title	Polarity	Status	Prev Year End	Annual Target					Last period value
BUSR018	<a href="#">Total jobs created</a>	It's better to be high	On Target	125	150	2014/15				172
EDCPI-056	<a href="#">Income from Torbay Council let estate</a>	It's better to be high	On Target	3,296,385	£2,700,000	2014/15				£2,708,014
FE7	<a href="#">% Overall customer satisfaction</a>	It's better to be high	On Target	2%	5%	2014/15				5%

### Strategic Torbay Development Agency Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation
BURTDAR-001	<a href="#">Business growth, opportunities and diversification</a>	Low (3)	12/10/15	2 - Unlikely	4- Significant	Alan Denby	This is a strategic risk. Where reduced contract fee income from Torbay Council, a failure to secure income targets or other external factors inhibit the TDA's ability to deliver its business plan and/or other plans. This may have an impact not only on delivery of TDA activity but may also translate into other risks for our key client such as higher risk that we will not be able to stimulate business growth or maintain the Council's estates in an optimum condition	Develop support structures for businesses. 1. Develop Innovation centre programme. 2. Work with Business Link and others to increase public sector business support availability and access in Torbay. 3. Potential for more innovative solutions Develop investment programme 1. Develop Inward investment programme, 2. Identify public sector relocation opportunities, 3. Develop skills and retraining opportunities Develop sector networks and links. Identification of business growth & attraction of public money.