

Tuesday, 3 May 2022

AUDIT COMMITTEE

A meeting of **Audit Committee** will be held on

Wednesday, 11 May 2022

commencing at **2.00 pm**

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

Members of the Committee

Councillor Loxton (Chairman)

Councillor Brooks

Councillor Johns

Councillor Douglas-Dunbar

Councillor Kennedy (Vice-Chair)

Councillor Hill

Councillor O'Dwyer

Together Torbay will thrive

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Governance Support, Town Hall, Castle Circus, Torquay, TQ1 3DR

Email: governance.support@torbay.gov.uk - www.torbay.gov.uk

AUDIT COMMITTEE AGENDA

1. Apologies

To receive any 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 Audit Committee held on 31 January 2022.

(Pages 4 - 5)

3. Declarations of interests

- (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. Qtr 4 Corporate Performance & Risk Report

To consider a report that provides a high level view of the council's progress and success in meeting the priorities of the Community and Corporate Plan as well as the council's overall performance on key internal indicators.

(Pages 6 - 55)

Meeting Attendance

Torbay Council has taken the decision to continue operating in a Covid-19 secure manner in order to protect staff and visitors entering Council buildings and to help reduce the spread of Covid-19 in Torbay. This includes social distancing and other protective

measures (e.g. wearing a face covering whilst moving around the building (unless exempt), the face covering can be removed once seated and using hand sanitiser). Our public meetings will continue to operate with social distancing measures in place and as such there are limited numbers that can access our meeting rooms. If you have symptoms, including runny nose, sore throat, fever, new continuous cough and loss of taste and smell please do not come into the office.

If you wish to attend a public meeting, please contact us to confirm arrangements for your attendance.

Minutes of the Audit Committee

23 March 2022

-: Present :-

Councillor Loxton (Chairman)

Councillors Brooks, Douglas-Dunbar, Hill, Johns, Kennedy (Vice-Chair) and O'Dwyer

384. Minutes

The Minutes of the meeting of the Audit Committee and Adjourned Audit Committee held on 26 and 31 January 2022 were confirmed as a correct record and signed by the Chairman.

385. Informing the Audit Risk Assessment

Members considered and noted the informing the audit risk assessment for Torbay Council 2021/22 report, that had been prepared by the Council's External Auditors, Grant Thornton as part of their risk assessment procedures which required them to obtain an understanding of management processes and the Council's oversight of the following areas:

- General Enquiries of Management;
- Fraud;
- Laws and Regulations;
- Related Parties;
- Going Concern and
- Accounting Estimates.

The report contributes towards the effective two-way communication between the External Auditors and the Audit Committee as 'those charged with governance'.

386. External Audit Plan

Members noted a report that provided an overview of the planned scope and timing of the statutory audit of the Council. Paul Dossett, Key Audit Partner for Grant Thornton, shared with Members that it was anticipated that some residual matters that arose during the final stages of the audit of the Statement of Accounts will be resolved by the end of the month, however the signing of accounts had been paused for authorities with material infrastructure assets.

Members were advised that following recent, regulatory reviews and discussions at a national level, it appears that some local authorities may be accounting for infrastructure assets incorrectly. Members were informed that there were a

number of aspects to this, but in particular, capital spending on replacing components had been added without derecognition of the previous component and hence had potentially materially enhanced the value of infrastructure assets in error. Grant Thornton had therefore decided to pause the signing of audits with material infrastructure assets until a specified programme of work had been completed.

387. Internal Audit Strategy and Charter

Members noted the submitted report which detailed the Audit Charter and Internal Audit Strategy. The Head of the Devon Audit Partnership informed Members that the Audit Charter formally describes the purpose, authority, and principal responsibilities of the Council's Internal Audit Service, which was provided by the Devon Audit Partnership (DAP), and the scope of Internal Audit work. The accompanying Audit Strategy had been designed to deliver the requirements outlined within the Charter.

388. Internal Audit Plan 2022/23

The Audit Committee noted the report that set out the Internal Audit Plan for 2022-23. The Head of the Devon Audit Partnership informed Members that the audit plan represents the proposed internal audit activity for the year and an outline scope of coverage. Members queried the timing of some of the audits and requested the Head of the Devon Audit Partnership reflect as to whether some audits may need to be rescheduled.

389. Exclusion of the Press and Public

Prior to consideration of the item in Minute 390 the press and public were formally excluded from the meeting on the grounds that the item involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

390. Planning, Housing and Climate Emergency - Service of the Future Project

At the meeting of the Audit Committee on 31 January 2022, it was resolved 'that the Audit Committee receives an update on the Planning Service for the Future Project, including the project initiation document as well as national and regional performance comparators'. Members had subsequently been provided with the requested information and were advised by the Chief Executive that officers were developing detailed work programmes which will cover the wider breadth of the Planning, Housing and Climate Emergency Directorate.

Chairman/woman

Thriving People

Thriving People: We will turn the tide on poverty - Lincoln Sargeant

Summary of progress: During quarter 4, Torbay Council and Devon CCG worked on the written statement of action (WSOA) for submission to Ofsted following their joint inspection with the Care Quality Commission (CQC) in November of the effectiveness with which as an area we were implementing the special educational needs and/or disabilities (SEND) reforms. Torbay will be subject to ongoing monitoring visits to ensure the actions within the WSOA are implemented and improving the outcomes of children with SEND. On 21st March, Ofsted commenced a 2 week inspection of Torbay Children Services that focussed on our improvement journey and the impact the services are having on children, young people and families. The report is expected in due course.

Although Torbay remains a significant outlier in terms of the number of children supported by statutory intervention when benchmarked against both with our statistical neighbours (SN) and the national (N) average, we continue to see improving trends and across several indicators and the year end position is better than last year.

Two further Turning the Tide on Poverty thematic workshops were held which focussed on the policy objectives recommended in the Marmot review to reduce health inequalities. These were on healthy standard of living with emphasis on access to good quality housing, and Best Start in Life including focus on maximising skills and capabilities. A final workshop is planned for April 2022 that will bring together proposals for action. The outputs from the workshops are feeding into the development of Torbay's Economic Strategy and the new Joint Health and Wellbeing Strategy. We are working to ensure that our key strategies are aligned with the new Levelling Up missions announced in the White Paper that was published in February.

The impact of the changes to the accommodation market and financial hardship that is being experienced by residents is resulting in continuing high levels of homelessness. Households in temporary accommodation each night remain consistent at approx 150-160. Of those in temporary accommodation approximately 30% are families. Whilst ever endeavour is made to provide self contained accommodation, especially for families, hotels are required especially for emergency provision, due to lack of supply. Measures are being undertaken to address this and ensure suitability and sustainability of supply going forward. There have however been a number of instances where there have been more than 5 families in B&B accommodation for more than 6 weeks. As a result an action plan has been developed and will be reviewed by Department for Levelling Up, Housing and Communities (DLUHC) on a monthly basis to mitigate the use of B&B and the length of time families spend in this type of accommodation. Significant resources and importance is being placed upon this to resolve his matter. The main current reasons for homelessness are: families in domestic abuse (30%), closely followed by breakdown in family relations. Changes to the housing market, with landlords selling properties, use of Air B&B, and affordability are also significant reasons. Additional resource have also been allocated to enable the early identification of cases and enable enough time for prevention work to be undertaken. This is particular pertinent with regards to DA and family relationship breakdown cases.

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
1. Deliver and update our Housing Strategy Action Plan, including working with developers to encourage sites to be brought forward, to ensure a five-year housing land supply, thereby protecting our green spaces. Estimated completion April 2022	Concern	Meetings with the developers of our two largest sites, that are not started, to facilitate their commencement. A Planning Performance Agreement (PPA) signed up to enable the faster delivery of the Inglewood Scheme allowed at Appeal. Reserved Matters scheme being worked up. Liaising with the Neighbourhood Planning Groups and assisting with their reviews of the Neighbourhood Plans.
2. Continue to work to enable work to start on stalled development sites across Torbay. Estimated completion April 2022	Concern	Multiple meetings with landowners and with support from Homes England to get these sites moving. Offer of interventions, support, flexibility of section 106 clauses and planning conditions. Although this delivery action is complete because the Council continues to work to enable progress on stalled development sites across Torbay but the work is nonetheless ongoing.
3. Identify and implement temporary traveller stopping sites within Torbay. Estimated completion May 2022	Concern	Cabinet Briefing in January deferred the consideration of the last remaining proposed site for the temporary stopping site, after having shortlisted this site from an exhaustive search. There is now government funding available through for the delivery of such a facility, but need to establish political agreement on location of such an important facility. This topic is to be revisited, following the DLUHC Briefing on Funding on 11th May.
4. Plan and establish a programme for delivery of Extra Care Housing (ECH). Estimated completion July 2021	On track	Torre Marine: Informal Cabinet agreed the scheme can go to planning. Agreed final paper back to cabinet when planning approval achieved with definitive cost of scheme and details of all funding/borrowing sources to deliver the project at that time. Estimate start on site by TDA now estimated to be September 2022. Crossways: No further updates, understanding still in process of final agreement with site owner, and TDA/Torre Vista working on planning demolition.
5. Develop a sufficiency strategy approach to reduce the need for temporary accommodation (TA). Estimated completion July 2021	Concern	The procurement of temporary accommodation is currently being concluded. Additional work is being undertaken to secure accommodation to meet the needs of clients especially families, that provides self contained facilities. Pressure on temporary accommodation remains high with a supply and demand challenge across the entire rental market. A forward looking sufficiency strategy is being developed and will be produced in Q1 2022.

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
6.Working with Registered Providers (RPs) across Torbay, facilitate the availability of social and affordable accommodation to enable people to move on from temporary accommodation including 'next steps' accommodation. Estimated completion July 2021	Concern	Regular strategic meetings with all the large Registered Providers with this matter an agenda item each occasion. Some keener than others to work with us, but specific progress with recent bids to government for Modular Units in Torquay, through latest funding stream. Solutions sought for schemes with planning permission but still not implemented, some RP development teams unresourced and struggling to deliver.
7.Plan and deliver a programme of work to improve the standard of accommodation in the private rented sector through, empowering residents, enforcement and an area-based intervention program. Estimated completion June 2021	On track	Development event - 13 January 22 as part of Turning the Tide on Poverty linking Housing and Health. Management Orders - Finalising contract with TDA over provision. Slow progress but only financial processes to be completed with finance colleagues of TBC and TDA and preparing for the first Management Order. Designed and delivered an e-form for Torbay community residents to raise any concerns about properties in the Melville area to support Management Orders. Field tested with community and is now fully active. Minimum Energy Efficiency Standards (MEES) - work underway to establish EPC status for all properties in the Melville area and to carry out any corrective measures. 6 month extension given. Recruitment issues overcome. Housing Advocacy service - CAB SLA in place and CAB have engaged with 100+ clients acting as an enabler to access LA services and/or self help options such as legal aid or formal complaint processes. Case studies produced and contract renewal agreed.

Code	Title	Polarity	Status	Prev Year End Total	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
Total numbers in temporary accommodation include clients housed under the COVID-19 Rough Sleepers Initiative (RSI). Details about these client's status are not recorded unless they have children and are housed under our statutory duty, in which case they would be counted within the statutory numbers and added to the figures for families.											
ASPI02	Numbers in Temporary Accommodation	It's better to be low	TBC	585	Target in development	105	109	90	100	127	127
	- Of which are single persons					63	65	53	62	75	75
	- Of which are couples					5	3	4	6	6	6
	- Of which are families					37	41	33	32	46	46

Children's PI data is derived from a live database that is continually updated. Previously reported numbers are subject to change.

Code	Title	Polarity	Status	Prev Year End	Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Year to date
MPR 2.1.1	Number of contacts relating to children received by Children's Services during the period	N/A	Monitoring only	7956	No benchmarking data available	756	779	643	654	784	581	533	506	483	480	354	448	6872
MPR 2.4a	Number of children referred to Targeted Help during the period	N/A	Monitoring only	1476	No benchmarking data available	127	200	134	175	118	146	137	126	156	168	127	158	1772
MPR 2.5.1	Number of children referred to Children's Social Care during the period	N/A	Monitoring only	2242	See rate	162	176	170	158	152	176	205	209	136	182	162	182	2036
MPR 2.5.2	Number of social care referrals per 10K of all CYP in Torbay (in-year results projected)	N/A	Monitoring only	876	For benchmarking: National 494, SN 651	763	829	801	744	697	838	965	984	640	857	763	857	799
MPR 2.21a	Number of Initial Strategy Discussions held during the period because of concerns that a child may be at risk	N/A	Monitoring only	1438	No benchmarking data available	105	111	98	66	45	79	98	107	80	108	123	115	1135
MPR 2.2.2a	Number of Section 47 enquiries completed during the period following a decision at Initial Strategy Discussion that a child may be at risk	N/A	Monitoring only	1015	See rate	72	65	81	49	28	48	74	76	54	78	93	97	753
	Rate of S47 completed in period per 10K of all CYP in Torbay (in-year results projected)	N/A	Monitoring only		Rate completed not published. National rate started 164, SN rate started 251. Torbay rate started 2020/21 383, YTD 275.	339	306	381	231	132	226	348	358	254	367	437	457	295

Code	Title	Polarity	Status	Prev Year End	Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Year to date
MPR 4.1a	Number of Initial Child Protection Conferences held during the period following a decision that concerns are substantiated and a child may be at risk	N/A	Monitoring only	332	See rate	31	11	9	11	6	3	17	12	19	31	25	23	199
MPR 4.1b	Rate of Initial Child Protection Conferences in period per 10K of all CYP in Torbay (in-year results projected)	N/A	Monitoring only	122	For benchmarking: National 60, SN 87	146	42	52	56	28	14	80	57	89	146	118	108	78

Data below is from the Torbay and South Devon NHS Foundation Trust Social Care Performance Report. Month 12 data is considered draft until finalised with the completion of statutory returns

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Last period value
ASC 1E	Percentage of adults with a learning disability in paid employment	It's better to be high	On target	8.2%	7.0%	7.5%	7.4%	7.4%	7.4%	7.1%	7.1%	6.8%	7.0%	6.8%	6.7%	6.6%	7.1%	7.1%
ASC 2E p2X	Delayed transfers of care from hospital. Part 2 - attributable to social care	N/A	(monitoring only)	N/A	No target set	National return suspended due to COVID-19 - no data available.												N/A
ASC 1Hx	Proportion of adults in contact with secondary mental health services who live independently, with or without support (commissioned outside ICO) Year to month	It's better to be high	On target	78.7%	60.0%	79.1%	77.8%	78.4%	70.3%	70.0%	69.9%	69.9% (estimated)	68.5%	68.5% (estimated)	63.3%	57.8%	62.9%	62.9%

Thriving People: We will have aspirations for all of our residents - Jo Williams and Nancy Meehan

Summary of progress: Focus continues to be on supporting vulnerable adults to live independently, supported by their community - accessing high quality statutory services when they need them. ASC is implementing an asset based model, with a focus on codesign and outcomes that mean something to the people of Torbay. However, Quarter three saw some delay on performance data due to COVID and Acute hospital pressures, which was the focus of all of our activity towards the end of this quarter.

PUBLIC HEALTH SERVICES: The revised corporate timescales for completion of the performance report means that public health services performance data will now operate a quarter in arrears predominantly. This is because the local authority is not the controller of the data and existing contractual arrangements (or predefined by national reporting timetables) means that data cannot be analysed and provided to us until later in the quarter. Quarter four has seen increasing pressures on services to maintain a stable front line workforce whilst COVID rates continue to increase - resulting in between 25-33% of the workforce in some cases being unable to work directly due to illness or caring responsibilities, whilst also maintaining the ongoing social distancing/cleaning regimes that have limited some services throughput of activity. These have been the predominant reasons why PH04 and PH07 have not achieved; the services have been unable to see the volumes of clients within the timeframe to permit these targets being met, however this has been exacerbated by data reporting inconsistencies by the service providers to the national system for PH07. We are working with our NHS providers to recover access to services and this is facilitated by changing infection control guidance that will remove some of the Covid restrictions that limited the numbers of people attending services. Where appropriate alternatives to face to face appointments will also help to improve activity.

In specific relation to PH09, 0-19 services are missing the target for New Birth Visits to be completed within 14 days, however children are still seen but within a window of 18 days to permit the service the 'breathing space' to see all children. The service uses a risk based approach so priority is given to children with most need. This also applies to PH12 and PH13, where the more risky children are prioritised for visits and completion of the mandatory checks where it is less risky. Families are predominantly still receiving a service, but outside of the strict timescale criteria.

This has placed additional pressures into services as they look to continue working with the most vulnerable but has meant that services have been unable to deliver the volume and timeliness criteria in a number of cases during Q4. Positively we are in most cases expecting a steady-state in delivery in Q4, but potentially a deterioration in performance as services are focussed on reaching those who most need it/are hardest to engage.

CHILDRENS: We continue to evidence improving performance across Children's Social Care. We continue to identify a higher number of children who require a statutory response to their needs, however this is reducing when compared with previous year to date figures and our response at an earlier stage via Early Help is increasing. This will be further enhanced as we continue to embed the Early Help Model and deliver early help through Family Hubs. Our rates of children who require a child protection intervention is reducing as we embed the restorative practice model. Our cared for numbers are safely reducing, however we continue to support the requirements of the National Transfer Scheme and presently have 10 Unaccompanied Asylum Seeking Children (UASC) which are incorporated into our Cared For YTD figures. For those young people who leave care we are seeing a reduction in those who move into employment, training or further education which is of concern, they are also negatively impacted on by sufficiency of move on accommodation in Torbay.

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Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
8. Building on the Torbay Community Helpline, implement a new "front door" to adult social care. <small>Estimated completion Summer 2022</small>	On track	Relationships and pathway well embedded, with telephony switch due summer 22.
9. Deliver the vision for adult social care, including the development of a local outcome framework (in line with the anticipated, revised Adult Social Care Outcomes Framework). <small>Estimated completion April 2022</small>	concern	National work on outcomes is delayed, and local work cannot proceed without this.
10. Build on our positive relationship with schools as we develop programmes to deliver out educational disadvantage strategy focussing on raising attainment whilst strengthening emotional and well-being support. <small>Estimated completion July 2024 - Revised time frame Jan 2024</small>	Concern	The recent SEND inspection identified that a high proportion of our children with Send are often excluded. As part of our response we have had to complete a Written Statement of Action (WSOA) to identify how as local area leaders we will ensure we embed a collaborative approach. Mental health support in schools along with a number of other mental health support such as KOOTH and Young Minds are able to be accessed to support with emotional well being.
11. Deliver aspirational and efficient services for children and young people with special educational needs and disabilities (SEND). <small>Estimated completion July 2022 - Revised time frame Jan 2024</small>	Concern	Following the LGA SEND peer review that identified a number of positives but also some significant weaknesses in the delivery of services to our children with SEND actions were being taken to address the challenges. However, in November, Torbay was subject to a Local Area Inspection of SEND undertaken jointly by CQC and Ofsted as part of the regulatory inspection regime. The outcome of this is that as a local area, responses to children, young people families and carers had significant weakness and areas of concern. Over the last quarter we have concentrated on working alongside 2 interim strategic leads, SEND family Voice Torbay, health, education and VCS to complete the WSOA in order that this could be submitted for approval to Ofsted. Alongside this we have actively sought views from the wider community via a survey and are in the process of analysing the outcome of the responses.

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
12.In collaboration, finalise and progress the Torbay Mental Health and Suicide Prevention Alliance Action plan with work-streams including: <ul style="list-style-type: none"> • developing community and voluntary sector mental health network/s • supporting implementation of the community mental health framework •improving access to information for the public and professionals to support mental resilience to the effects of pandemic • suicide surveillance, implementation of NHS England (NHSE) funded initiatives (research, community funding pot) <i>Estimated completion April 2022</i>	On track	NHSE Suicide prevention community pot launched and awards made to the following organisations: Turning Heads, Men Against Sexual Abuse, Sailing Tectona, Sound Communities CIC. Agreement to lead an adults mental health needs assessment from a system/gaps perspective. Self-harm qualitative research procured and awarded to Make Space CIC (academics with lived experience) who will co-design research with the Suicide Prevention Action Plan T&F group. Real Time Suicide Surveillance system functioning well and now part of the national pilot. Torbay Wellbeing Engagement Project (shaped by the alliance) to be evaluated by Plymouth University in collaboration with PenARC to feed into the enhanced social prescribing evidence base. Torbay selected as a case study area for the national evaluation. Devon wide Project Coordinator to progress NHSE funded suicide prevention initiatives not yet in post due to strained HR capacity in Plymouth. Recruitment in Torbay or Devon being scoped as alternative option.
13.Agree recommendations from the Torbay On The Move appreciative inquiry. <i>Estimated completion March 2022 - Revised time frame May 22</i>	On track	1:1 interviews and small focus groups delivered in Jan 2022. Initial findings paper written and shared with 2 check and challenge webinars. Findings/Recommendations/Initial Actions paper written and being submitted to SLT in April ready for Cabinet approval in May 22.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
	Number of smoking quitters	It's better to be high	Well above target	294	200 PA	294	117	236	316		
PH02	At least 50% of people in weight management programmes lose 3% of their weight	It's better to be high	Well above target	57%	50%	57%	55%	59%	58%		
PH03	At least 30% of people in weight management programmes lose 5% of their weight	It's better to be high	Well above target	35%	30%	35%	48%	47%	47%		
PH04	No of Sexual health STI treatment interventions (genitourinary medicine (GUM))	It's better to be high	Well below target	2,430	4305	2430	631	1,300	2004		
PH05	No of Sexual health STI treatment follow ups (genitourinary medicine (GUM))	It's better to be low	Well below target	614	1,917	614	214	457	745		
PH06	No of Sexual Health (Contraceptive) interventions	It's better to be high	Well above target	4,206	4,414	4206	1,266	2,585	3,769		

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
PH07	Successful completion from opiate drug treatment (Rolling 12 month period)	It's better to be high	Well below target	3.7%	6.4%	3.7%	4.3%	5.2%	5.4%		
PH08	Successful completions from alcohol treatment (rolling 12 month period)	It's better to be high	On target	51.2%	45.3%	51.2%	51.6%	52.2%	46.9%		
PH09	% of births that receive a face to face New Birth Visit (NBV) within 14 days by 0-19 service	It's better to be high	Well below target	89%	95%	89%	84%	76%	82%		
PH10	% of children that receive a face to face 6-8 week Review by 0-19 service	It's better to be high	On target	92%	95%	92%	90%	91%	94%		
PH11	% of children that receive a face to face 12 week Review by 0-19 service	It's better to be high	Above target	85%	90%	85%	91%	87%	97%		
PH12	% of children that receive a face to face 1 year Review by 0-19 service	It's better to be high	Well below target	86%	95%	86%	85%	78%	76%		
PH13	% of children that receive a face to face 2-2.5 year Review by 0-19 service	It's better to be high	Well below target	66%	95%	66%	74%	75%	75%		

Thriving People: We will build safer communities - Tara Harris

Summary of progress:

In Q4 we have reviewed the Community Safety Partnership (CSP) including its focus and governance structure to ensure effective delivery. This is accompanied by a piece of work looking at multiple and complex needs to establish a shared understanding and therefore joint approach across partners. This work therefore also complements the Multiple Complex Needs (MCN) Alliance workstream.

The seconded Project Manager for Trauma Informed Approaches post has been extended in recognition of the importance of this area of work and the need to continue to develop and embed this approach across the system. This includes working with the Learning Academy to build the links between trauma informed approaches and restorative practice.

Funding has been provided to the Community and Voluntary Sector to engage young people in positive activities and divert them from ASB. This work has been focused on hotspot areas in Torquay and Paignton.

Work has been undertaken in collaboration with the Vulnerable Pupils Team in Children's Services to commission the Mockingbird Project in schools. The project uses original theatre to highlight the dynamic of power and control to enable students to connect with the issues on a personal and emotional level, helping them to 'experience' the subject matter and develop a deeper understanding and insight into the complex issues of domestic abuse. Staff across the mainstream secondary schools have attended staff sessions and pupil sessions will launch in May 2022.

Funding has been provided by the OPCC in order to prepare for the Serious Violence Duty that will come into force in late 2022. As part of this, funding has been provided to deliver projects that address the drivers of serious violence including domestic abuse. Development is underway for delivery of projects to commence in the second half of 2022.

The delivery of the first Restore Relationships programme (part of the CRAFT Framework - a relational and interagency approach to preventing domestic abuse) commenced in January and is ongoing. Funded through OPCC grant monies, practitioners within the early help system have been trained to facilitate this 12 session course which works with men who are or at risk of perpetrating domestic violence. Planning is underway for the delivery of further programmes. Two Bystander training programmes have also been delivered in the period, funded through the same OPCC grant and attended by members, and community representatives. Bystander raises awareness of the context of domestic abuse in the community and what safe and appropriate activity individuals can undertake to intervene - for example distraction through conversation with the victim, challenging the language and "banter" of peers. The procurement of the Multiple Complex Needs Alliance - comprising the homeless hostel, domestic abuse service and the adult substance misuse service, has been completed and the contract award decision is in the governance process currently. It is anticipated that the mobilisation of this contract will be of significant focus for the next year.

Page 6 Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
<p>14. Seek funding for Safer Towns Initiative to improve perception and safety in Torquay town centre and surrounding area. Estimated completion May 2022 - with bid delivery period up until Sep 2023</p>	On track	<p>Safer Streets Fund Round 4 is now open and Officers have begun working with OPCC and Police to draft an outline bid for submission in May 2022. £500k available for first 12 months then additional £250k for further 6 months in 2023. Agreement made that our bid will focus on the geography of Torquay Town Centre. Crime related data currently being collated by Police and an Environmental Visual Audit is being undertaken (necessary part of bid) as well as a public consultation on feelings of safety within Torquay Town Centre that will also inform the Community Safety Partnership development work. Outline of bid to be shared with Seniors prior to submission. Specifics as not yet developed but will include additional CCTV in Town Centre and some Night Time Economy work around Violence Against Women and Girls (VAWG). OPCC have confirmed that our bid will be their primary application receiving support, which is an important step in the likelihood of being allocated the funds.</p>
<p>15. Deliver the new integrated Domestic Abuse and Sexual Violence (DASV) Strategy. Estimated completion April 2022 - Time frame to be reviewed following DASVEG May 2022 and decision on single or combined strategy.</p>	On track	<p>The finalised Domestic Abuse Strategic review has been delayed due to sickness however is expected to report to the Domestic Abuse and Sexual Violence Executive Group (DASVEG) in May. Timescale for production of the new Strategy is contingent on the DASVEG's decision regarding having separate DV and SV strategies or a model that incorporates both.</p>
<p>17. Reposition our night-time economy through the implementation of the Evening and Night Time Economy Strategy. Estimated completion April 2022</p>	On track	<p>Conversations with the sector will now commence in quarter 1 2022. This work has been postponed due to the pressure on the trade and stability of the market.</p>
<p>18. Work with the community and voluntary sector to assess the capacity, role and future of our community centres. Estimated completion January 2022</p>	Concern	<p>Work is progressing well, a works schedule is being agreed with the centres. As the project is ongoing, a new completion date will need to be agreed.</p>
<p>During 2021/22 two projects have been completed from this section and are no longer shown on this report.</p>		

Code	Title	Polarity	Status	Prev Year End (total)	Quarter Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
1a	Torbay Domestic Abuse Service (TDAS) - New placements in the service - Adults	N/A	(monitoring only)	1,310	No target set	393	253	222	194	202	202
2a	Torbay Domestic Abuse Service - New placements in the service - Number of Children of clients	N/A	(monitoring only)	761	No target set	196	237	137	169	181	181
3a	Torbay Domestic Abuse Service - New placements in the service - 1c) Number of standard risk cases out of above (all others are either medium or high risk as determined by a DA risk assessment tool)	N/A	(monitoring only)	44	No target set	25	13	13	16	13	13

Additional safe accommodation units for use as temporary accommodation in place bringing total number of domestic abuse accommodation units to 21. The service has experienced delays in bringing all the properties on line due to supply chain issues and challenges in delivery of white goods for the new properties, which are fully furnished. Two new staff in place to work with clients in the new safe accommodation units. A monthly Safe Accommodation Panel has been established that is attended by Housing Options and TDAS staff to review new referrals and upcoming voids, monitor progress of existing clients and unblock any identified obstacles to moving on. Referrals to the main service increased in January and February before returning to more normal levels although these remain above pre-Covid levels. The service continues to experience issues with staff sickness absence and turnover, and challenges in recruitment. These issues are apparent across the sector. The Govt has confirmed that £310k will be granted to us in New Burdens monies for the next financial year to support the delivery of the safe accommodation duty.

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Last period value
ASCP100x	Number of adults safeguarding referrals (Section 42 Enquiries) Year to month	N/A	(monitoring only)	298	No target set	44	71	86	107	118	134	165	196	211	239	257	274	274
MPR 1.3	Number of children subject to a Child Protection Plan at the end of the period	N/A	Monitoring only	226	See rate	237	226	215	179	163	148	147	136	139	149	167	154	154
MPR 1.7	Rate of children subject to child protection plans at end of period	N/A	Monitoring only	70	For benchmarking: National 41, SN 60	93	88	84	70	64	59	58	53	55	58	66	60	60
MPR 1.4	Number of Cared for Children (children looked after) at the end of the period	N/A	Monitoring only	320	See rate	315	302	307	303	306	306	298	296	295	298	299	300	300
MPR 1.8	Rate of cared for children at end of period	N/A	Monitoring only	119	For benchmarking: National 67, SN 98	123	118	120	119	120	120	117	116	116	117	117	118	118

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Year to date
MPR 5.3.1	Number of children becoming Cared for Children during the period (Year to date)	N/A	Monitoring only	73	See rate	6	8	6	7	5	9	3	4	9	7	11	10	87
MPR 5.3.1b	Rate of children becoming cared for children in period per 10K of all CYP in Torbay (in-year results projected) (Year to date)	N/A	Monitoring only	30	For benchmarking: National 24, SN 32	42	0	0	32	32	32	14	19	42	33	52	47	34
MPR 5.3.2	Number of children ceasing to be Cared for Children during the period	N/A	Monitoring only	111	See rate	13	23	1	11	7	4	12	7	9	7	8	7	111
MPR 5.3.2c	Rate of children ceasing to be cared for children in period per 10K of all CYP in Torbay (in-year results projected) (Year to date)	N/A	Monitoring only	42	For benchmarking: National , SN	61	108	5	52	33	33	38	33	42	33	38	33	44

A Thriving Economy: We will create an environment in which businesses and jobs can grow - Alan Denby

Summary of progress: The January - March economy highlight report prepared by TDA also reports on the ending of the Welcome Back Fund which the Council used to support a range of activities to encourage people to the town centres and waterfronts in the early stages of the release of covid restrictions. The activities included cleansing, repairs, signage, events and marketing.

The draft Destination Management Plan has been submitted for approval ahead of consultation over the summer. The Plan will support the administration's ambition for Torbay to be the premier resort building on strengths including the geopark.

The draft Economic Strategy has been developed and also seeking approval to take to public consultation over the summer. Given the recent announcement in respect of UK Shared Prosperity Funding (UKSPF) the action plan of the draft strategy is proposed to be used as the basis for the UKSPF investment plan.

Cockington Court is currently at 79% occupancy, TDA are seeking new tenants and are being encouraged to link the Court to other cultural programme in Torbay. The void space is mostly in the Court house and reflects the changing nature of demand for office space in Torbay. EPIC is at 75% occupancy with the businesses growing well with over 100 jobs now supported through the centre. Working with tenants issues around grow on space are being identified and will form part of the sector development work. There may be an opportunity for EPIC, Hi Tech Cluster with the Place Board to pitch this element at a London event possibly in partnership with Anthony Mangnall who chairs the APPG on Photonics.

The Place Board has now established the champions programme with the first meeting in March, a second event to follow in June. There is an emerging work programme around this to ensure that internal and external colleagues are clear on the role of the champions and the purpose of the Place Board. The Place Board will be developing the areas it will focus on over the next quarter.

36 individuals have been supported to start up their own business with 3 businesses having been established in the period.

The Ready for Work programme has supported 11 people into work, 5 into training and 2 into voluntary work. Project 28 notes progress in respect of Build Torbay.

Paignton Picture House bid through the Cultural Development Fund has won a significant £3M bid and together with investment at Torre Abbey represents a positive outcome for these heritage assets with indications that the National Lottery Heritage Fund recognises the work the Council is leading in respect of heritage providing a platform for future bids.

Work continues on Harbour View following Midas' administration and the next quarter will see an updated programme and budget confirmed.

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
26. Achieve 75% occupation at EPIC. Estimated completion March 2022	Completed	EPIC is now at 75% occupancy with leads from Photonics West being followed up including an Indian opto electronics businesses which has visited the centre and is exploring a soft landing bid to the HotSW LEP. With the High Tech Cluster EPIC will host an innovation conference on 5th May and in October host an international event on photonics packaging.
27. Identify the opportunities for the regeneration of Brixham Town Centre. Estimated completion December 2021	Concern	Following further engagement with Brixham Town Council, Brixham Chamber and others on the potential options, a report is being prepared for SLT and Members detailing the findings so next steps can be discussed and agreed. This will set out potential options for the site which will include the need for more car parking.
28. As part of the Economic Repositioning Plan, implement Build Torbay which will raise awareness of opportunities in the construction sector locally and increase the supply of, and skill levels, of local people into the sector. Estimated completion September 2021	On track	Further stakeholder engagement with contractors and training providers has resulted in five partners and ten ambassadors becoming part of the project. An assessment of regional and local skills need and labour force requirements has highlighted that there is a significant opportunity to use construction to raise economic prosperity in the area. Development of the routes in to the sector are being refined with training work anticipated to get underway in the coming quarter. Support also delivered for ex Midas employees in partnership with Plymouth and Exeter.
29. Commence work on the redevelopment of 12-14 The Strand (former Debenhams building). Estimated completion March 2022 - Revised estimated completion October 2022	On track	Received design feedback from Historic England and also attended and presented the proposals to a design review panel. Met with and briefed the Ward Councillors on progress and presented designs. Engagement strategy has been prepared and is due to commence at the end of April with a planning submission following shortly after.
30. Undertake the harbour public realm improvements as part of Torquay Town Deal. Estimated completion November 2022	Concern	An initial tender process has been held but has not brought forward a compliant tender. The lack of compliant responses from the market on this tender is highlighting growing challenges in the contractor market place which could delay delivery. Alternative options are being considered and will be taken to the Town Deal and Future High Street steering group in May.

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
31.Continue with design work on Edginswell Station project as part of Torquay Town Deal. Estimated completion March 2023 with estimated station operational date: May 2024	On track	Contracts have been agreed with Network Rail who are now coordinating the detailed design for the station. The works recommenced in March following a delay of circa 10 weeks whilst VAT leakage concerns were reviewed.
32.Agree the potential programme of works for the restoration of the Pavilion, Torquay. Estimated completion June 2022	Concern	A project meeting was held on 28th February 2022. The initial tendering process was complete but due to high cost return, a second tendering process has now commenced to seek a single main contractor for both Phase 1 and 2 of the scheme. The next meeting is scheduled to be held on 27th April 2022. A programme of works for Phase 1 and for Phase 2 (the full restoration) of the Pavilion should be agreed in June 2022 and the completion date for this action should be amended accordingly.

During 2021/22 one project has been completed from this section and is no longer shown on this report.

Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
PTPI02	Gross rateable value of Business Rates (NNDR) (snapshot at quarter end)	It's better to be high	On target	£94,451,199	£95,220,287	£94,451,199	£94,577,945	£94,816,095	£95,478,390	£95,181,645	£95,181,645

Code	Title	Polarity	Status	Prev Year End	Great Britain / Month Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Last period value
TEPI03	Out of Work Benefits Claimant Count	It's better to be low	On target	7.1%	5.0%	7.1%	6.3%	5.7%	5.4%	5.0%	4.6%	4.5%	4.3%	4.1%	4.2%	4.2%	4.1%	4.1%
						5,455	4,870	4,315	4,135	3,825	3,525	3,395	3,305	3,160	3,210	3,220	3,165	4.1%

Code	Title	Polarity	Status	Prev Year End	Great Britain Value	2020											Last period value
TEPI07	Percentage of workless households in Torbay	It's better to be low	Well above target	16.3%	13.6%	18.7%											18.7%

Code	Title	Polarity	Status	Prev Year End	Great Britain Value	2021											Last period value
PTPI05	Earnings by Torbay Residence (Gross weekly pay - Full time workers)	It's better to be high	Well below target	£466.90	£613.10	£541.00											£541.00
PTPI06	Earnings by Torbay Workplace (Gross weekly pay - Full time workers)	It's better to be high	Well below target	£478.50	£612.80	£528.70											£528.70

Code	Title	Polarity	Status	Prev Year End	Great Britain Value	Jan 2020 - Dec 2020	Apr 2020 - Mar 2021	Jul 2020 - Jun 2021	Oct 2020 - Sep 2021	Jan 2021 - Dec 2021	Last period value
TEPI08	Percentage of people in Torbay who are economically active (aged 16 to 64)	It's better to be high	On target	77.8%	78.4%	76.1%	77.8%	78.8%	78.9%	76.7%	76.7%
TEPI09	Percentage of people in Torbay in employment (aged 16 to 64)	It's better to be high	On target	74.7%	74.8%	72.1%	74.7%	77.0%	76.7%	75.1%	75.1%

A Thriving Economy: We will become the premier tourist resort in the UK - Kevin Mowat

Summary of progress: Significant investment has been delivered at seafront locations including Town Deal funding for Princess Gardens and new programmable LED illuminations on Eastern Esplanade, Paignton and along the shoreline between the Pavillion and Corbyn Head, Torquay.

6 Blue Flags were secured for the English Riviera and £150,000 of one-off funding has been used to improve beach related infrastructure. New and refurbished public toilets are now available at Redcliffe and Preston bus shelter. Support was provided to the English Riviera BID to help them secure a successful re-ballot which will enable a further 5 years of destination marketing for the Bay. A review of the Destination Management Plan has begun and will be developed over the winter, the DMP will support the Council in articulating what the premier resort ambition is and how it will be delivered.

Torbay continues to actively lead the advocacy for the visitor economy with Heart of the SW and Great SW partners working with Local Enterprise Partnerships, Visit England and the Department for Digital, Culture Media and Sport on issues including the recent review of destination management organisations. The Council approved an additional £500,000 off one off funding to support investment in the premier resort 22/23. Work has continued with partners to develop plans for key events in 2022 and these include the Torbay Airshow and the Queen's Platinum Jubilee celebrations.

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
33.Update the English Riviera UNESCO Global Geopark Management Plan. Estimated completion March 2022	Concern	This has slipped to Q1 of 2022/23. Positively, the draft Destination Management Plan makes clear the strength of opportunity that exists in respect of the Geopark designation and priorities around development and submission of an NLHF grant bid, reviewing options for web presence and working to raise visibility with Torbay Together partners is underway. This is reported as a concern only in respect of the timescale having slipped but the programme for the review has been developed with the Chair of the geopark with a particular focus on alignment to the draft destination management plan and Torbay Story.
36.Review event space investment options at Paignton Green and Torre Abbey Meadows. Estimated completion December 2021 - Revised estimated completion August 2022	Concern	Swisco grounds maintenance team has been commissioned to undertake a feasibility study of the drainage and usability of Torre Abbey Meadows as an events space (July 2021). This is progressing but there has been a slight delay due to the liaison with Heritage England owing to the heritage that lies beneath the meadows, and their staff/priorities. Waiting for a revised timescales (Q4). Also, a new water stand has been added at Paignton Green North Green, opposite the existing resource which will be beneficial to event organisers (Q4). The current additional works to secure Paignton Green will also help with the event space usage - making entry points more robust etc. Positive discussions have taken place with Swisco regarding the aeration of the spaces to reduce water pooling.
39.Develop and implement a Changing Places policy in order to promote, create and maintain changing places toilets. Estimated completion December 2021	On track	Indicative funding has been awarded and a project board is now being formed via governance processes to agree the sites and detailed proposals.
40.Agree and commence delivery of the Heritage Strategy Action Plan. Estimated completion September 2021 - Revised this is ongoing with various deadlines for actions.	On track	Heritage Strategic action Plan being delivered against actions (Q4). This is on-going with various actions and deadlines.
41.Develop an emerging strategy for the future of Oldway Mansion and apply for grant funding. Estimated completion October 2021	Concern	The Heritage Lottery Resilience Funding application decision was received in January 2022 and the application was successful. A Working Party meeting was held on 14th February 2022. Volunteer work is ongoing. Reactive maintenance is also being undertaken. The recruitment of a Project Director role will shortly be starting for an appointment to be made in May/June 2022.
42.Develop an emerging strategy for the future of the Parkfield estate in Paignton. Estimated completion October 2021	On track	Ongoing engagement with stakeholders has been undertaken throughout Q4 21/22. Project governance and a detailed project plan are in place, with the plan being implemented as far as possible. The strategy has been developed, taking the form of an outcomes-based "framework" for disposal. This is going to Cabinet for approval on 19th April 2022. Intended timeline for disposal is Q4 22/23, however this is dependent on a timely Cabinet decision and may be delayed if the Asset of Community Value process is triggered.
44.Acquire Crossways Shopping Centre in Paignton to facilitate the regeneration of the area. Estimated completion October 2021 - Revised estimated completion Spring 2022	On track	The Council will take possession of the shopping centre in early May. Further work completed on agreeing compensation with those impacted. Demolition specification is being worked on including a range of surveys booked to commence as soon as the Council has possession.
45.Commence delivery of projects as part of the Getting Building fund (Lymington Road and enabling works at Edginswell). Estimated completion March 2022 - Revised estimated start on site date early May 22	On track	That has been a delay to the project commencing and finalising the build costs with the appointed contractor. On some key work packages sub contractors are not able to commit to a price when inflation is so high on a number of key materials. Working hard to find a solution to this.

During 2021/22 five projects have been completed from this section and no longer show on this report.

Tackling Climate Change

Tackling Climate Change: We will become a carbon neutral council and work with others to create a carbon neutral community - David Edmonson

Summary of progress: Work continues to deliver our Initial Carbon Neutral Torbay Action Plan (2021-22). The TDA continue to develop 2 solar farms, however, there has been some delays securing planning permission. The Council have completed public consultation and design work for Marina Drive. This work will commence in May 2022.

2 tree planting sessions with our Tree Wardens have been carried out. Resource Futures delivered workshops at four primary schools in Torbay.

The recycling support co-ordinators have attended a number of events and spent some time in the libraries engaging with residents, events include, South Devon College Go Green week, WI talk, and a youth group. The recycling support co-ordinators have continued their work on rounds to increase participation in recycling and food waste, this has been restricted during Q4 due to the collection delays that have been experienced by the shortage of drivers. Recycling performance has improved compared to 2020/21, however it has not fully recovered to pre-COVID levels.

The results of the Government's three consultations has again been delayed further with only the response to Extended Producer Responsibility being published at the end of March. DEFRA have not provided any indication when the other two consultation responses, Consistency in Household and Business Collections and Deposit Return Scheme, will be released.

Work continues to support homes to install energy efficiency measures and reduce fuel poverty, including Heat Devon which has an estimated pipeline of projects in Torbay homes totalling £3m. However, this scheme ended on 31 March 2022. Major works have been completed to decarbonise Torbay Leisure Centre and deliver £1.8m of energy efficiency and renewable energy measures. Procurement for the electric vehicle charging points in 12 car parks in Torbay and wider Devon has commenced.

Our Carbon Neutral (CN) Council Action Plan and Environment and CN Policy were approved by Cabinet on 22 March 2022. £1m has been approved to support delivery of projects within the Action Plan. 7 heat decarbonisation plans have been completed for 7 primary schools.

Page 20 Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
55. Obtain planning permission for the development of two solar farms in Torbay. Estimated completion October 2021 - Nightingale Park being considered by planning committee in May 2022	OnTrack (Nightingale) Concern (Brokenbury)	Nightingale was due to go to planning committee in April but would have been a single item committee and therefore was requested this be deferred until May committee. Brokenbury was presented to planning committee in January where the committee deferred the decision. In late March a decision has been made to alter the location of the solar array and revise the planning application to achieve this. Further surveys and designs have been commissioned to support the revised application.
56. Finalise and adopt Local Cycling and Walking Infrastructure Plan (LCWIP) alongside the Local Transport Action Plan and commence delivery of at least £120,000 of walking and cycling/E bike projects. Estimated completion April 2026	On track	Consultation on Hollicombe and Marine Drive completed. Detailed design progressing on Marine Drive. Expected implementation in May 2022. Hollicombe section more challenging and noted the need to align with design between Torquay Pavilion and Wheatridge Lane. Outline design of options for that route progressing. Consultation expected on those options in next quarter.
57. Working with the Environment Agency, communities and businesses, identify a solution to reduce the number of properties at risk from flooding along Paignton and Preston sea fronts. Estimated completion March 2023	On track	Results of the recent consultation are now being reviewed. A further detailed consultation is planned for the end of May 2022.
58. Deliver effective tree planting schemes as part of a new three-year funded i-tree 2 initiative, including community participation and the launch of a supportive Tree Warden scheme. Estimated completion March 2022	On track	i-Tree 2 ecosystem services report completed - press statement due for release May 2022. Strategic tree planting report due August 2022. Tree Wardens scheme completed and up and running with average 70 tree wardens working throughout Torbay.

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
<p>59.Help residents to recycle more of their waste, focussing initially on their food waste and then through the introduction of a new charged-for garden waste collection service. <small>Estimated completion March 2022</small></p>	<p>Concern</p>	<p>A recycling action plan review meeting was held in March. Officers in SWISCo and the Council understand the concern over the slow progress in achieving the targets that have been set. The meeting provided context to the operational challenges around recycling and suggested options to help improve the situation including reintroduction of remote green waste collections, from May, ahead of the national position being confirmed with respect to charging. SWISCo will also introduce a new paper bag trial and a campaign to improve awareness of how best to fill the recycling containers to make the collection process as efficient as possible and raise awareness of the whole process with residents.</p>
<p>60.Continue to deliver energy saving advice to homes in fuel poverty and establish an advice portal to help residents across Torbay to make energy efficient changes to their homes. <small>Estimated completion March 2022</small></p>	<p>On track</p>	<p>Exeter Community Energy continue to offer support to homes in fuel poverty. 43 new customers were supported this quarter. Heat Devon continues to offer energy efficiency grants in Torbay. It is estimated that £3 million worth of measures are in the pipeline to be delivered in Torbay Homes by 31 March 2022. The scheme closes on 31 March 2022. A new £9.6m scheme will launch in Spring 2022 funded by Sustainable Warmth fund and lead by Devon County Council. This is likely to support 29 properties across Devon. Pop up events are also being planned in Torbay to help residents save money on their energy bills.</p>
<p>61.Install £1.8m of energy and carbon saving measures at Torbay Leisure Centre. <small>Estimated completion May 2022</small></p>	<p>On track</p>	<p>All major works have been completed. A small extension request to the funders SALIX has been approved. All works will be complete by the end of May.</p>
<p>62.Bring electric vehicle charging points to selected car parks in Torbay and develop a plan for longer term implementation. <small>Estimated completion December 2022</small></p>	<p>On track</p>	<p>No change to expected installation from Spring 2022 under revised plan. Detailed programme to be confirmed and subject to supply chain and Distribution Network Operator availability for connection. Procurement exercise undertaken.</p>
<p>63.Complete delivery of the new Carbon Neutral Council Programme, including finalising a new Carbon Neutral Council Policy and Action Plan. <small>Estimated completion April 2022</small></p>	<p>Completed</p>	<p>Cabinet approved on 22 March the new Environment and Carbon Neutral (CN) Policy and CN Council Action Plan. A range of principles and actions are highlighted in the documents. Work has already started. Highlights include completion of 7 heat decarbonisation plans on 7 primary schools and the Green Fleet review continues to explore how to decarbonise the Council and SWISCo fleets. Delivery of the Action Plan will now commence. £1m to support delivery of the Action Plan has been allocated in the 2022/23 budget.</p>
<p>64.Co-design with our communities and partners (across the public, private, community and voluntary sectors) a new Carbon Neutral Torbay Action Plan. <small>Estimated completion April 2023</small></p>	<p>Concern</p>	<p>The Torbay Climate Partnership agreed to oversee the development of the CN Torbay Action Plan in 2022. 6 Climate Conversations are in the process of being planned to aid the co-design of the Action Plan. To raise awareness of climate change in Torbay the Council and Geopark commissioned Tonic Creatives to hold on 26 March 2022 Torbay Earth Hour. It was a huge success and an estimated 600 people attending the event. The event was held at 8:30pm along with international events all over the world. We have completed 7 heat decarbonisation plans for 7 primary schools. Work continues on the Green Fleet Review.</p>
<p>65.Develop a new Open Spaces Strategy to ensure there is a clear approach to how we manage our open spaces. <small>Estimated completion March 2022</small></p>	<p>Concern</p>	
<p>66.Issue a guidance document setting out how policies in the Local Plan relate to climate change and how they should be complied with. <small>Estimated completion April 2022 - Revised timeframe June 2022</small></p>	<p>Concern</p>	<p>Capacity issues have meant that this work has commenced but is still not complete. A draft guide for DM officers will be complete by June 2022.</p>
<p>67.Set up an Enhanced Partnership between the Council and local bus operators alongside a Bus Services Improvement Plan. <small>Estimated completion Winter 2021/22</small></p>	<p>On track</p>	<p>Consultations on the Partnership have been completed and final arrangements are pending outcome of funding application and updates from government on expectations.</p>

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Average figure for 2021/22
NI191	Residual household waste per household	It's better to be low	Well above target	136kg	120kg	136kg	142kg	135kg	132kg	131kg	540.09kg total / 135kg ave
Compared to Q4 last year (136.36kg/hh) this PI has improved. There has been a decrease in litter bin waste (-15 tonnes, -6%) and residual waste brought to the household waste and recycling centre (-415 tonnes, -35%). There have been increases in residual waste collected from households (33 tonnes, 0.4%), road sweepings (10 tonnes, 4%). As per previous quarters a comparison to 2019/20 has also been made due to COVID, increase in residual waste collected from households (662 tonnes, 9.5%), and litter bin waste (50 tonnes, 26%). There has been a decrease in road sweepings (-17 tonnes, -6%), residual waste brought to the HWRC (-594 tonnes, - 44%).											
Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Average figure for 2021/22
NI192	Percentage of household waste sent for reuse, recycling and composting	It's better to be high	Well below target	35.65%	50.00%	35.65%	36.66%	39.99%	36.80%	34.60%	37.10%
This quarters performance has been affected by the disruption caused with staff absences related to COVID sickness and driver shortage. The overall result for the year (37.1%) is continuing to show signs of recovery, although not back to pre-covid levels. Compared to the same quarter last year there have been increase in comingled recycling (38 tonnes, 10%), textiles collected from recycling banks (2.5 tonnes, 8%) and recycling brought to the HWRC (13 tonnes, 1%). Decrease have been seen in paper, glass, cardboard, food, plastic, aluminium, steel and garden waste. Comparing to Q4 2019/20, which was in the most part pre- COVID, there have been increases in aluminium, co-mingled recycling and textiles collected from recycling banks. There have been decreases in other materials including paper (-180 tonnes, -42%), cardboard (-78 tonnes, -9%) and garden waste (-43 tonnes, -8%)											
Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Average figure for 2021/22
CRT01	% of commercial waste recycled	It's better to be high	Well above target	25.92%	25.00%	25.92%	39.75%	33.38%	23.84%	20.64%	29.63%
Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
	Tonnes of CO2 -Torbay	It's better to be low	Well above target	424,000	Carbon neutral by 2030	This data set summarises the carbon dioxide emissions arising across the whole of Torbay. The government collates this data but it has a 21 month lag time. 2019 data is the most up to date data set for Torbay. In 2019 Torbay emitted just 424 kilo tonnes of CO2 (424,000 tCO2). To show immediate and local progress a basket of local PIs is detailed below.					
	Tonnes of CO2 - Torbay Council operations and services	It's better to be low	Well above target		Carbon neutral by 2030	This data set is being compiled. No one officer or service holds this data. It is made up of estate, fleet, business miles, procurement, streetlighting, water and waste data.					
	£ saved on Torbay Council energy bills	It's better to be high				See below. The baseline for this PI is still being compiled.					
	Tonnes of carbon sequestered through new nature based projects on council owned land	It's better to be high		N/A	Target to be set 2022 through i-tree 2 programme	Data will be available from 2022 onwards - this data will be provided by SWISCo					

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
	Capital monies spent on flood alleviation and coastal protection schemes	It's better to be high	Well above target	N/A	£50,000	N/A	N/A	£80,400	£35,000	£43,200	£43,200
	£ secured through various external decarbonisation funds	It's better to be high		N/A	Unable to set a target as government funding is ad-hoc	N/A	£1.8m	£0	£36,000	£0	£0
	Total number of passengers journeys on buses in Torbay	It's better to be high		2,697,929	Increase	2,697,929	This will be an annually reported PI from September 2022.				
	Number of electric vehicle charging points installed on council owned land	It's better to be high	Secured funding and commencing roll out	N/A	12 sites by end of 2022	N/A	Work to commence post March 2022.				
	Estimated Cycling as a % of total vehicles (Average at selected count points)	It's better to be high		1.20%	Increase	N/A	This will be an annually reported PI.				
	Length of new cycle infrastructure delivered (meters)	It's better to be high	Adopted Local Cycling and Walking Infrastructure Plan 2021	N/A	Annual increase in enhanced routes. Baseline TBC	N/A	This will be an annually reported PI from September 2022				
	Number of Council owned buildings that are not going to pass the EPC rating level C.	It's better to be low	A baseline is being compiled	N/A	To be set once the baseline is established	N/A	The baseline is still being compiled. A target can then be set and regularly monitored. The TDA will not be able to lease commercial properties rated F or G from April 2023. The Government is proposing all leased non-domestic buildings must achieve an EPC of B by 2030. The Council and TDA will need to explore this as part of our carbon neutral council action plan.				
	Savings made on the Council's energy usage	It's better to be high	This data is not compiled by the TDA. A baseline needs to be compiled.	N/A	To be set once the baseline is established	N/A	The baseline is still being compiled. The delays are to ensure we have the correct assets included in the baseline.				

A Council Fit for the Future

A Council Fit for the Future: We will become a Council fit for the future, working with our communities to create a culture of partnership - Matt Fairclough-Kay

Summary of progress: The Council Redesign Programme is making good progress across the 4 projects. Service planning has now started post a briefing at managers' forum, with departments filling in their Service Plans to enable better performance in the medium term. Two of four Business Analysts have been recruited and Business Process Reengineering (BPR) work continues in Customer Services and has started in planning, work in SWISCo will commence shortly. The OpenPortal project for Revs and Bens and the CRM project are underway, with beta release service areas in the process of being agreed with our CRM supplier. Additionally, two major change projects have started in Planning, Housing & Climate Emergency (PHCE) as well as Children's Services (CS), both these projects are following the service redesign process, with a whole division approach in PHCE and a focused approach in CS for data and systems, which we hope to replicate across the Council once this work has been concluded. All this work aligns to the target operating model and is being supported by progress in the Our People project, which is working towards sign off of their strategy as well as continuing work on streams to improve the induction and onboarding experiences.

The budget has been approved in the period, post consultation, and planning has already begun to formulate next year's budget, service plans (above) are part of this process.

Supporting all the above work, the Council continues to utilise a range of different engagement techniques to widen the engagement with our communities on a range of issues. Work also continues to support colleagues and services across the Council to provide support for "doing things differently", encouraging services to co-design as we move forward. As the service reviews are undertaken, more work to further support services to engage with and enable their customers will be identified and programmed.

Information Governance: A separate report on the council's complaint performance has been shared with members of Informal Cabinet and Audit Committee. Please see this report for further information.

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
<p>76. In accordance with the Events Strategy, facilitate the use of Council land for community events. Estimated completion: Ongoing</p>	<p style="text-align: center;">On track</p>	<p>Swisco grounds maintenance team has been commissioned to undertake a feasibility study of the drainage and usability of Torre Abbey Meadows as an events space (July 2021). This is progressing but there has been a slight delay due to the liaison with Heritage England owing to the heritage that lies beneath the meadows, and their staff/priorities. Waiting for a revised timescales. Also, a new water stand has been added at Paignton Green North Green, opposite the existing resource which will be beneficial to event organisers. The current additional works to secure Paignton Green will also help with the event space usage - making entry points more robust etc. Positive discussions have taken place with Swisco regarding the aeration of the spaces to reduce water pooling.</p>
<p>77. Implement a Customer Relationship Management system with the first iteration going live in January 2022 and developments over time to increase digital services and encourage channel shift whilst building a supportive digital advocacy service. Funding for this action is to be sought once a preferred supplier is identified. Estimated completion: December 2022</p>	<p style="text-align: center;">On track</p>	<p>Mobilisation has started for both the Beta release and associated supporting projects. Process mapping has continued throughout the period and is keeping up with dependent tasks at this time. Service Review projects have started in Place and Children's Services that have impacted on the scheduling for this project, this year's plan has been amended to focus resource on these two projects now rather than when they were originally planned.</p> <p>Staff resource remains a concern across IT, Web and Change due to vacancies. Agency workers are being used in mitigation where possible, but risk is significant where this is not possible.</p>
<p>78. Agree a robust three-year financial plan to ensure a sustainable future for Torbay Council. Estimated completion January 2022</p>		

Community and Corporate Plan Delivery Actions	On track / Concern / Completed	What have we achieved last quarter?
<p>79. Use the Community Fund to support individuals, not-for-profit organisations and small businesses that want to undertake projects which improve the lives of Torbay's residents, as well as the environment of Torbay itself. <small>Estimated completion April 2022</small></p>	On track	The application process is being finalised in order to launch imminently.
<p>80. Through the Community Wealth Building Board, develop a joined-up procurement approach for anchor organisations to make it simpler for local businesses bid for work. <small>Estimated completion January 2022</small></p>	On track	There are now 1170 Torbay businesses registered on the Supply Devon portal, an increase of 270 since February. The procurement sub group has developed an online tool to help businesses identify how they need to improve to boost their chances of successfully winning bids with the public sector and work is underway with the business groups locally to identify barriers for the local businesses in supplying public sector so that support can be provided.
<p>81. Implement the Performance and Risk Framework to enable the Council to deliver against its priorities and put in place appropriate mitigation against the risks to its ambitions. <small>Estimated completion: March 2022.</small></p>	Completed	The Performance and Risk Framework has been approved, and there are significant improvements in our reporting. Work is continuing in respect of the implementation of PowerBI which will progress further our efforts in respect of becoming a data driven organisation.
<p>82. Continue to work with the community to deliver the Melville Project aimed at addressing issues of poor housing, use of public open space and concentrated substance misuse problems. <small>Estimated completion April 2022</small></p>	On track	The gardening programme has commenced and the Spring Fair was held by the community. Interim Management Orders (IMO) website has been set up with easy reporting for the public.
<p>83. Review and update www.torbay.gov.uk with a focus on enabling users to self-serve and providing information and data which empowers users. <small>Estimated completion: August 2022</small></p>	On track	First areas of the new site will go live in May. Further positive news, a vacant post has been filled and they will be working predominantly on this project so progress will be increased.
<p>84. Deliver improvements within the Planning Service ensuring improved responsiveness and accessibility together with a proactive approach. <small>Estimated completion December 2021</small></p>	On track	New Project Board established and programme of resource and IT Improvements being implemented through additional one off monies this year. Appointed new Principal Planning Officer, using PPA monies and new Enforcement Officer interviews taking pace in April.
<p>85. Develop and deliver the Workforce Plan for the Council with the aim of being an employer of choice within Torbay with inclusive and flexible work practices, leading by example through initiatives such as Kick Start. <small>Estimated completion April 2022</small></p>	Completed	The overarching workforce plan has been approved, and work is now progressing throughout the Council in respect of very detailed departmental workforce plans. Significant work is also taking place in respect of our recruitment and induction processes, so that we recruit and welcome new staff really positively into the Council to be an employer of choice.
<p>During 2021/22 two projects have been completed from this section and no longer show on this report.</p>		

Code	Title	Polarity	Status	Prev Year End (cumulative fig)	Cumulative to date target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Cumulative to date
RECPIO 1	Agency Staff Cost (excluding schools)	It's better to be low	Well above target	£4,922,014	£2,276,725	£ 64,027	£ 330,196	£ 692,424	£ 403,962	£ 589,959	£ 461,398	£ 671,847	£ 884,591	£ 377,195	£ 538,744	£ 573,833	TBC	TBC
Period 11: Adults £0k, Children's £467.64k, Public Health £0k, Business Services £5.1k, Corporate Services £73k, Planning & Transport £6k, Finance £22.1k																		

Code	Title	Polarity	Status	Prev Year End	Annual Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Last period value
RECPIO 2	Variance Against Revenue Budget (projected)	It's better to be low	Well above target	£-8,825,000	£0	£ 861,000	£ 861,000	£ 861,000	£ 840,000	£ 840,000	£ 840,000	£ 840,000	£ 840,000	£ 665,000	£ 23,000	TBC	TBC	TBC

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
HR 00	Staff sickness – % working days lost as an overall organisation	It's better to be low	Above target	3.1%	3.5%	3.1%	2.8%	3.0%	4.8%	3.7%	3.7%

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Total / average for the year
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Quarterly statistics from the Information Governance Team will be based on data taken at the time of producing the report. As these figures will be reviewed and finalised at the end of the financial year, they may be subject to change.

recyclin g	Number of Corporate Complaints received	It's better to be low	Monitoring only	298	No target set	81	147	107	84	105	443
RECPIO 6	Corporate Complaints per 1000 population	It's better to be low	Monitoring only	2.21	No target set	0.61	1.08	0.79	0.62	0.77	3.26
RECPIO 5	Number of Corporate Complaints - Dealt with within timescales	It's better to be high	Well below target	54%	90%	33%	57%	69%	35%	30%	49%

Please note that last period value is the total value for the year. Performance in relation to the % of complaints dealt with on time has reduced in Q4 from Q3, however the number of complaints dealt with in 2021/22 is 145 higher than in 2020/21. Although performance has dropped it's important to recognise that in Q4 the Council closed and responded to 103 complaints. There is an existing action plan in place which includes regular meetings with Directors and Divisional Directors to go through overdue and outstanding complaints. There is also a clear procedure within the Information Governance Team with agreed timescales and format for reminders as well as escalation to senior officers. With regards to % of Corporate Complaints upheld/partly upheld these figures are based on the total number of outcomes identified for the quarter against closed complaints.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Total / average for the year							
	% of Corporate Complaints upheld / partly upheld	N/A	Monitoring only	42%	No target set	38%	43%	43%	51%	57%	48%							
	Number of Freedom of Information (FOI) requests / Environmental Information Requests (EIR) received	N/A	Monitoring only	1484	No target set	414	431	442	402	434	1709							
FSIT012	Number of FOIs / EIRs - Dealt with within statutory timescales	It's better to be high	Well below target	84%	95%	84%	87%	85%	87%	88%	87%							
Please note that the last period value is the total for the financial year. FOI performance remains at similar levels across the year. We continue to work with SLT to advise them of overdue cases and we continue to review our processes around timescales and chasing responses. The target for the percentage of FOIs handled in time is high in line with the expectation from the Information Commissioner's Office, although could be improved further. Performance should be seen against the increase in number of requests received of 222 from last year.																		
IG001	Number of subject access requests (SARs) received	N/A	Monitoring only	133	No target set	43	35	34	34	49	152							
FSIT011	Number of SARs - Dealt with within statutory timescales	It's better to be high	Well below target	21%	95%	21%	20%	33%	5%	8%	15%							
Please note Last period value is the total value for the financial year. Performance in relation to handling subject access requests continues to be an issue. However, in Q4 the council closed and / or responded to 36 SARs. The demand for these types of requests continues to be high and has increased on last year the requests received are complex and large which, further impacts on our processing times. Funding has been approved for an additional post to assist with the backlog of requests and this is currently going through HR and recruitment processes. As we continue to deal with the backlog improvements in performance may take a while to be seen especially as we continue to see high numbers of requests coming in to the Council.																		
Code	Title	Polarity	Status	Prev Year End	Target	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Averaged total for the year
REG001B	Registration of births - Registered within 42 days	It's better to be high	On Target	79.8%	98.0%	97.0%	96.0%	96.3%	96.0%	96.0%	95.5%	98.0%	95.0%	94.0%	94.0%	93.0%	93.0%	95.0%
REG001D	Registration of deaths - Registered within 5 days	It's better to be high	Well below target	74.6%	90.0%	53.0%	50.5%	47.3%	37.0%	43.2%	38.7%	34.0%	40.0%	50.0%	32.0%	46.0%	36.0%	39.0%
Performance in relation to deaths registered within five days is unobtainable at present, due to wider issues within the death management process. There are staffing as well as IT issues within the coronial service, this is causing an obstruction within the process, resulting in death certification being delayed. We are also seeing staffing pressures within the local hospital, due to the high rate of covid-19 within Torbay. This is causing a delay in doctors completing death certificate documentation.. These issues are being addressed through the Excess death Management Team meetings, solutions are being worked towards. The Torbay Registration Service is fully resourced and have appointment availability daily.																		

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Averaged total for the year
	SWISCO - Complaints per 1000 population	It's better to be low	TBC	0.25%	TBC	0.09	0.21	0.20	0.18	0.22	0.81
	SWISCO - Compliments per 1000 population	It's better to be high	TBC	0.23%	TBC	0.1	0.09	0.18	0.08	0.07	0.41
Code	Title	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value	
	% of Major planning applications determined: (statutory timeframe 13 weeks)	Without extension of time (local PI)	Monitoring only	TBC	No target set	0.00%	14.29%	25.00%	22.22%	16.67%	16.67%
		With extension of time (reported to MHCLG)	TBC	TBC	No target set	50.00%	85.71%	75.00%	77.78%	83.33%	83.33%
Page 28	% of Minor planning applications determined: (statutory timeframe: 8 weeks)	Without extension of time (local PI)	Monitoring only	TBC	No target set	36.51%	18.92%	31.11%	29.82%	27.12%	27.12%
		With extension of time (reported to MHCLG)	TBC	TBC	No target set	80.95%	64.86%	84.44%	78.95%	76.27%	76.27%
	% of Other planning applications determined: (statutory timeframe: 8 weeks)	Without extension of time (local PI)	Monitoring only	TBC	No target set	43.58%	30.57%	27.37%	30.17%	25.48%	25.48%
		With extension of time (reported to MHCLG)	TBC	TBC	No target set	75.42%	74.52%	83.68%	80.45%	75.16%	75.16%

Code	Title	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value	
	Major Planning Appeals (local PI)	Number of decisions	TBC	TBC	No target set	4	7	4	9	6	6
		% of decisions overturned at appeal		TBC	No target set	N/A	14.29%	N/A	N/A	N/A	N/A
		Number of appeals		TBC	No target set	0	1	0	0	0	0
		% of appeals upheld in the applicants favour		TBC	No target set	N/A	100.00%	N/A	N/A	N/A	N/A
		% of appeals with split decisions (part upheld)		TBC	No target set	N/A	0.00%	N/A	N/A	N/A	N/A
Page 29	Minor Planning Appeals (local PI)	Number of decisions	TBC	TBC	No target set	63	74	45	57	59	59
		% of decisions overturned at appeal		TBC	No target set	0.00%	5.41%	4.44%	1.75%	1.69%	1.69%
		Number of appeals		TBC	No target set	4	7	8	2	7	7
		% of appeals upheld in the applicants favour		TBC	No target set	0.00%	57.14%	25.00%	50.00%	14.29%	14.29%
		% of appeals with split decisions (part upheld)		TBC	No target set	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Code	Title	Status	Prev Year End	Target	Quarter 4 2020/21	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Last period value
	Other Planning Appeals (local PI)	Number of decisions	TBC	No target set	179	157	190	179	157	157
% of decisions overturned at appeal		TBC	No target set	0.56%	2.55%	2.63%	3.35%	2.55%	2.55%	
Number of appeals		TBC	No target set	5	6	10	15	11	11	
% of appeals upheld in the applicants favour		TBC	No target set	20.00%	66.67%	50.00%	40.00%	36.36%	36.36%	
% of appeals with split decisions (part upheld)		TBC	No target set	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

TORBAY COUNCIL

Corporate Risk Register Quarter 4 2021/22

KEY TO RISK REGISTER

The below Risk Matrix has been used to score the risks and only those that register as High (16 and above) and Medium/High (10 to 15) are included.

DOT in the same column indicates direction of travel i.e., the score has increased ↑, decreased ↓ or stayed the same ↔.

2.2 Risk Matrix

	Critical	5	10	15	20	25
	Major	4	8	12	16	20
Impact	Moderate	3	6	9	12	15
	Minor	2	4	6	8	10
	Insignificant	1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost Certain
		Probability				



Community and Corporate Plan Priority: Thriving People and Communities

Code	Title	Probability Score	Impact Score	Score, RAYG and DOT	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
S RTP C01	Increased demand for Children's Services	3 - Possible	4 - Major	12 ↔	The number of children that are cared for by the local authority increases and puts pressure on sufficiency of placement and the budget.	We have robust oversight of our cared for population and those children who enter care. The numbers of children cared for are safely reducing but we remain vigilant particularly in response to escalating need due to COVID-19. The cared for numbers are also impacted by an increase in numbers of UASC placed in Torbay via the National Transfer Scheme. Torbay is actively ensuring we respond to children who need to become cared for due to being unaccompanied minors. Consideration for permanent alternative options for children who are cared for by the local authority is considered at the earliest opportunities. The Edge of Care offer supports children who have the potential to become cared for but can safely remain at home with support in place. This is both an internal and external provision which impacts on the budget but avoids high-cost placements. The Liquidlogic Children's Social Care System (LCS) is improving, and we are more confident of data accuracy but there is still a need to track some data via manual systems.	12 ↔	Nancy Meehan

						The increasing costs nationally of placements is impacting negatively on the overall budget and placement sufficiency is a challenge.		
SRTP C02	Impact upon the council's ability to meet statutory timescales	3 - Possible	5 - Critical	15 ↓	Increased demand could impact on our ability to meet statutory timescales for the completion of assessments and meetings such as child protection case conferences.	<p>There is weekly monitoring of the numbers of contacts and referrals into the Multi Agency Safeguarding Hub that requires a statutory response. This has been impacted on by the migration into a new ICS system.</p> <p>Quality assurance activity is being undertaken to ensure that the thresholds remain robustly applied. Each service area has a performance meeting to ensure we are compliant with statutory requirements. There is an exception report in relation to Children's Services improvement which is reviewed at the Children's Continuous Improvement Board, Children's Operational Board and Children's Overview and Scrutiny. We have also reviewed the Children's Improvement Plan to take into consideration a wider partnership response to the children's agenda.</p> <p>Our monthly reporting assures us that our timeliness of responses is in line with our Statutory Neighbours (SN) and the national expectation.</p>	12 ↓	Nancy Meehan

S RTP C03	Failure to deliver the Children's Services Improvement Plan	3 - Possible	5 - Critical	15 ↔	The last Ofsted Inspection judgement was that Children's Services are inadequate. If the next inspection judges us as inadequate it is highly likely that the delivery of Children's Services will be removed from Council control.	Following 3 positive reports by the Children's Commissioner, the DfE intervention altered. Torbay are still subject to a statutory notice but have a DfE appointed Improvement Advisor, Sex, the Law, Internet and Pornography (SLIP), and an Independent Chair of the Improvement Board who oversee activity. The last Ofsted Visit in March 2021 reported positively on the improvements made.	12 ↔	Nancy Meehan
S RTP C04	Delivery of Liquid Logic	3 - Possible	4 – Major	15 ↔	If timescales are not met for the delivery of Liquid Logic (February 2021) this will have significant budget implications with Liquid Logic and will leave the Council with a data deficiency.	Implementation of Liquid Logic was delivered in June 2021. Unfortunately, there are several challenges that have resulted in the system needing further configuration work and inaccurate reporting, the result is a lack of assurance that the system, data and reporting are effective. A LGA peer review has concluded with several recommendations to improve the delivery of performance and data.	12 ↔	Nancy Meehan
S RTP C05	Local Area SEND Inspection	4 - Likely	4 – Major	16 ↔	The Local Area Special Educational Needs and/or Disabilities (SEND) inspection conducted by Ofsted and the Care Quality Commission (CQC) will take place before April 2022. The local area preparations and updated self-evaluation following a LGA peer review currently demonstrates an inability to be compliant with	The Local Area SEND inspection took place between 15 November 2021 and 19 November 2021. Ofsted and CQC conducted a joint inspection of the local area of Torbay and the findings were published on Thursday 13 January 2022. The report identified significant weaknesses in services for children and young people with SEND. The SEND partnership is in the process of preparing a Written Statement of Action which will	16 ↔	Nancy/ Meehan Rachael Williams

					the legislative code. If inspectors confirm this self-analysis, it is anticipated that the Local Area will receive a 'statement of action' and inspectors will evaluate progress with programme of monitoring visits.	be submitted by the 14.4.2022. There is a joint commitment from the partnership to prioritise this agenda and a structured governance and monitoring framework is established to oversee the production of the written statement of action (WSOA) and the future implementation. Torbay will be subject to monitoring visits to ensure the changes required and being implemented at pace.		
SRTP C06	Achievement of £6m of Adult Social Care savings by March 2023	3 - Possible	4 – Major	12 ↔	The Adult Social Care (ASC) Improvement Plan has been created to deliver the £6m saving through operational redesign and further strengthening the Community Led Support Approach and Strength Based Approach to social care. The projects within the plan have been designed in year one to realise savings from critical projects whilst allowing corresponding projects to be set up to realise savings in years two and three.	Adult Social Care Improvement Board will review risks and mitigate using the integrated Project Management Office as a function of the plan. Project risks will be mitigated at project level and escalated where there is likely to be a broader ASC Improvement Plan negative strategic or operational impact. £2million savings declared for 21/22 - on track for delivery but delayed 12 months due to COVID – so £6million is unlikely before April 2023.	12 ↔	Jo Williams
SRTP C09	Increased demand in homelessness	5 – Almost certain	4 – Major	20 ↔	The level of homelessness experienced as a result of the changing housing market and financial hardship is increasing. Increased demand and inability to access sufficient accommodation could impact on the Councils ability to meet	Demand on the service remains high and ability to access move on accommodation is extremely challenging. The procurement of Temporary Accommodation (TA) is currently being concluded. Additional avenues to obtain temporary accommodation are also being sought to ensure sufficiency of	16 ↔	Tara Harris

					statutory duties and provide appropriate safeguarding. Also poses a financial risk due to elevated accommodation costs. Risk to staff due to elevated work pressures and inability to manage demand.	supply. The biggest risk remains the inability to access affordable accommodation. There are plans for a Rightsizing programme with housing providers, empty homes policy and repair and lease scheme discussion is taking place with Homes England. Projects will take time to have an impact. A corporate delivery plan for affordable accommodation is urgently required and is being developed. Action plan developed to increase prevention activity and additional resources allocated to Housing Options to improve accessibility of the service and identification of prevention cases.		
SRTPP C10 page 37	Ability to deliver Youth Homelessness Prevention Pathway	3 - Possible	4 – Major	12 	Effective pathway needs to be implemented across services to ensure Torbay is legally compliant and that the service is at its full complement of staff to enable this to be delivered.	Ofsted identified in both the last inspection (2018) and the previous one (2015) that the response to 16 to 17 youth homelessness was not legally compliant. The children's redesign considered how to respond to the criticism and subsequent repeat recommendation from Ofsted. This is being progressed. There has been a review of the homeless pathway following a recent audit of service responses to the vulnerable young people. We have recently appointed new youth homeless prevention workers. There is a scheduled quality assurance deep dive into this area of the service.	12 	Nancy Meehan

SRTTP C11	Maintain capacity to respond to increase in COVID-19 pandemic infection rates or variants of concern 2022/23	4 - Likely	4 – Major	16 ↔	Local Outbreak Management Plans require all local authorities to oversee the response to the COVID-19 pandemic at local level and to work in partnership with UKHSA, NHS, Care, Education, voluntary and business partners to prevent and respond to outbreaks.	Robust measures remain in place with the transition to Living Safely with COVID, including maintenance of outbreak prevention and response for risk settings and readiness to respond in the event of variant or surge in infection rates. <ul style="list-style-type: none">• Maintenance of council-based testing offer for vulnerable groups not covered under new national guidance.• Oversight of vaccination programme including promotional activity and commissioning and managing pop up clinics to increase uptake in low uptake groups, including plans for booster and flu campaign Autumn 2022.	12 ↔	Lincoln Sargeant
SRTTP C12	Insufficient capacity to prevent & respond to high flu levels Winter 2022/23	4 - Likely	4 - Major	16 ↔	Flu is anticipated to present a higher than usual risk in 22/23 due to the continuation of COVID-19 infection in the population and low levels of infection and vaccination in recent years. Vaccines will be available for eligible groups and high uptake will be needed to reduce the incidence and the impact of disease.	A combined COVID and Flu seasonal vaccination programme will be continued into 2022/23 Autumn and Winter. LA supports promotion and delivery to risk groups, targeting of inequalities in uptake, and social care settings. Winter communications programme in development. Readiness to respond to high volumes of outbreaks will be in place.	6 ↔	Lincoln Sargeant

<p>S RTP C13</p>	<p>Inadequate measures to prevent suicide & self-harm, promote good mental health & wellbeing, and support bereavement & loss</p>	<p>4 - Likely</p>	<p>3 - Moderate</p>	<p>12</p> <p>↔</p>	<p>The impact of COVID-19 is modelled to produce an increase in mental distress, bereavement trauma and suicide risk. Torbay already has one of the highest rates in the country for both suicide and self-harm. Comprehensive & effective prevention and postvention pathways need to be in place to identify people in need & to ensure they receive appropriate information, signposting, support and intervention.</p>	<p>Capacity is in place to work with partners across Torbay, the Integrated Care System & regionally to:</p> <ul style="list-style-type: none"> • Build on the new Devon wide suicide surveillance & postvention system & expand this to include suicide attempts as well as completed suicides • Implement research with practitioners and people with lived experience into the high incidence of self-harm and what needs to be in place to support and prevent • Work with communities to implement 'safer suicide community' initiatives • Deploy new model of training programmes (universal to specialist) • Through the Torbay Mental Health and Suicide Prevention Alliance spanning community & statutory providers develop improved pathways for mental distress, matching needs with capacity for mental health and wellbeing, suicide prevention, and bereavement support. Health needs assessment being undertaken to develop strong robust evidence base in partnership with people with lived experience. 	<p>9</p> <p>↔</p>	<p>Lincoln Sargeant</p>
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S RTP C14	Inability to deliver the Housing Strategy	4 - Likely	4 - Major	16 ↔	National policies have served to reduce affordable housing development, increase affordability pressure in the private rented sector and make it increasingly difficult to access decent housing, for people who are on low incomes or benefits increasing deprivation and related health concerns for residents.	<p>Officer resource has been increased. The new housing company, TorVista Homes, has established its own Board and will be regulated by Homes England. TorVista has submitted its application and are already working to bring forward a number of affordable housing schemes. This is still the greatest risk- the under delivery of affordable housing.</p> <p>The Housing Strategy Action Plan has been updated and is clearer and HDG reports going to the TSHB.</p> <p>There has been increased partnership working with providers such as landlords and health services.</p>	12 ↔	David Edmondson
S RTP C15	Capacity across ASC service provision	4 - Likely	4 - Major	16 ↔	There is an increase in demand and less capacity to provide service. This includes Adult Social Care work force for completing initial assessment work and complex care which has resulted in high waiting lists. There are acute pressures around hospital discharge which is impacting on the levels of access available to community teams. There are also providers pressures with a lack of available residential and domiciliary care provision. These factors are caused by staffing pressures resulting from	<ol style="list-style-type: none"> 1) Review of outstanding care list has been undertaken at Multi-Disciplinary Team level. 2) Front end teams are reviewing requests for care and exploring strength-based alternatives. 3) Arranging Support Team regularly contact providers and discuss care provision / offer support. 4) Non priority functions have been stood down ensuring staff are redirected to key areas (i.e. Review and insights team and now undertaking telephone assessment front end social care) 5) Regular communication with regards to current status to staff. 6) Staffing overtime offered 	12 ↔	Jo Williams

					<p>Covid outbreaks, sickness and school holiday annual leave. The consequence is that some clients are not having their assessed care needs met.</p>	<p>7) Financial incentives offered to providers.</p> <p>Gaps in Controls: 1) Providers are all facing the same staffing challenges. 2) Care has to be taken when offering incentives not to destabilize the market. 3) Ongoing financial impact. 4) School holiday leave pressures often relate to childcare responsibilities. 5) Informal carer's available earlier in the pandemic due to furlough have now returned to work.</p>		
<p>S RTP C16</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 41</p>	<p>Impact of Energy/ Fuel Crisis</p>	<p>4 - Likely</p>	<p>3 - Moderate</p>	<p>12</p> <p>↔</p>	<p>Dramatic increase in fuel prices is causing impact on residents' ability to afford household expenses with a knock-on effect to rent, food etc. Impact of heat or eat and health implications along with greater risk taking with regards to heating options e.g., open fire and burning inappropriate materials. 60% of households in rented accommodation are in receipt of some form of housing benefit, therefore experiencing multiple financial pressures.</p>	<p>Government schemes that have been forth coming have restricted criteria and hence limited impact on working age households. Fuel Rebate being delivered (£150), free school meals during holiday period, and allocation for pensioners and working age household (£100) under Household Support Funds, (£1.2m April Sept). Non recurrent Welfare Support fund of £450K available with additional £100k allocated to support wider need. With reduction in The Discretionary Housing Payment (DHP) allocation additional pressure will be placed on financial resources. Additional capacity invested into CAB in 21/22 to increased debt advice and support for 22/23.</p> <p>Minimum Energy Efficiency Standard Regulations (MEES) working being</p>	<p>12</p> <p>↔</p>	<p>Lincoln Sargeant / Tara Harris / Jo Williams</p>

					undertaken to increase energy efficiency measures. The Council is developing an Economic Strategy which will help provide focus to how we improve the resilience of residents to economic shocks. The Strategy will be informed by feedback from Turning the Tide on Poverty workshops that identified actions to improve outcomes for the poorest in our communities.		
S RTP C17 Page 42	Lack of new affordable accommodation and impact of wider system.	5 – Almost certain	5 - Critical	25	Lack of access to affordable accommodation, especially in the private rental and social housing sector impacting on all elements of the system preventing move on accommodation for those most in need including care experienced young people and families who are considered intentionally homeless, resulting in poor outcomes for individuals and escalating cost for services.	Review of Housing Strategy to be completed end May. Increased accessibility through better utilisation of existing housing stock – Right Sizing project, empty homes officer investment. Review of strategy on corporate approach on families that are deemed as finding themselves intentionally homeless required. DE to add Wider strategy around increasing social housing – narrative and score after mitigation to be updated by next quarter.	David Edmondson / Tara Harris

Community and Corporate Plan Priority: Thriving Economy

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
SRTE 01	Ability to meet land supply requirements	4 - Likely	4 - Major	16 ↔	If we do not have a five year land supply then our Local Plan Policies and those of the Neighbourhood Plans cannot be considered up to date and put us under greater pressure of development. Failure to have a 5 year land supply therefore risks inappropriate development outside of the Local and Neighbourhood Plans. Ability to meet land supply requirements could impact income generation from new homes bonus and Section 106 monies.	Whilst we have published a statement last year that we had achieved a three year housing land supply and with three made neighbourhood plans, one for each town, formally adopted in 2019, we could defend against inappropriately sited development. However, last year's considerable under delivery and backlog of previous years under delivery means we have fallen below that 3 year figure.	16 ↔	David Edmondson
SRTE 02	A weak local economy due to COVID-19	4 - Likely	4 - Major	16 ↔	As a result of the COVID-19 pandemic the local economy is weakened resulting in an impact on our residents and visitors.	<p>The Council will address this risk through delivery of the Economic Repositioning Plan. Work across the 6 themes:</p> <ul style="list-style-type: none"> • Town centres • Visitor economy • Cultural development • Community wealth building • Growth • Employment and skills <p>This Plan will be superseded in the late summer of 2022 with a new economic</p>	12 ↔	Alan Denby

						<p>strategy which will be consulted on over the summer.</p> <p>Delivery of projects under the Town Centre regeneration programmes is moving forward although the impact of inflation and other pressures on the contracting sector does present a risk to delivery.</p> <p>The next quarter, Q1 22/23 will see a bid submitted for Levelling Up Fund round 2 alongside investment plans for the allocation of a total of £2.3m of UK Shared Prosperity Fund which is expected to include activity to help address some of the issues raised in the turning the tide on poverty work.</p>		
SRT05	Financially unsustainable future for Torre Abbey	4 – Likely	4 – Major	16 ↔	Torre Abbey is currently a loss making asset. The focus must be switched to a commercial approach to ensure income generated meets or exceeds spend. Income is also currently impacted by reduced opening hours due to COVID-19. The building is subject to significant water ingress and has structural concerns.	<ul style="list-style-type: none"> • Staff restructure is now complete • Café is now open as an inhouse operation and generating income. • Grant applications to Museum Estate and Development Fund (MEND) and National Heritage Memorial Fund (NHMF) have been successful with work to start later in the year. • Permission has been received to start a development foundation which will drive donations and fundraising • A business case is developed which business case being developed potential future use for existing dwellings. 	8 ↔	Kevin Mowat / Phil Black

						<ul style="list-style-type: none"> The Abbey re-opened on 18 May and will continue to implement measures to make it more commercially viable. 		
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Community and Corporate Plan Priority: Tackling Climate Change

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
SRTC C01 Page 45	Inadequate response to the climate change emergency.	4 – Likely	5 - Critical	20 ↔	<p>A single council is unlikely to ever be able to provide an adequate response on its own that will fully achieve carbon neutrality for an area. However, if the Council is not doing all it can to mitigate as much as possible, it will have reputational repercussions for the organisation and adverse, wide ranging implications for the wider area of Torbay.</p> <p>If our response is inadequate there is a risk that:</p> <ul style="list-style-type: none"> Homes, Infrastructure and other assets will be damaged or lost through flooding or wave action; Business continuity will be impacted at a cost to Council 	<ul style="list-style-type: none"> Work continues to deliver our Initial Carbon Neutral Torbay Action Plan (2021-22) On 22 March 2022 the Council approved a new Environment and Carbon Neutral Policy. On 22 March 2022 the Council approved the Carbon Neutral Council Action Plan. This outlines a range of actions the Council will take to become carbon neutral by 2030. A series of community conversations are being developed for Spring 2022 and to aid in the codesign a new Carbon Neutral Torbay Action Plan in 2022. 	15 ↔	Kevin Mowat / Jacqui Warren

					<p>and to 3rd parties i.e. Fish Market;</p> <ul style="list-style-type: none"> - Beach huts and other waterfront properties will become unattractive or unviable as a business model; - Road links will be disrupted, causing severe indirect interruptions to livelihoods and living; - Torbay's reputation as a premier beach resort will be impacted - increased health impacts such as heat stroke 			
<p>SRTC C02 Page 46</p>	<p>Climate change impact on Tor Bay.</p>	<p>5 – Almost certain</p>	<p>5 - Critical</p>	<p>25</p> <p>↔</p>	<p>Expectation of more frequent extreme rainfall events. Sea level forecast to rise by 70cm by 2050 which will significantly increase the risk of coastal flooding of low-lying areas (particularly Paignton Green), increase in the frequency and power of storm events, increase rate of coastal erosion/damage to quays, slipways and other hard infrastructure on the shoreline. Increased disruption to maritime activities e.g. commercial fishing and marine leisure. Coastal, pluvial and fluvial flooding will also present significant risks to residential and business properties, as well as critical infrastructure.</p>	<ul style="list-style-type: none"> • There are a number of contingency measures being considered to respond to coastal and pluvial flooding e.g. enhanced coastal sea defenses. • The Port Master Plan also contains climate change countermeasures e.g. further rock armoring of Victoria Breakwater, but no funding routes have been identified yet. • Work continues on the Flood Risk Management Plan and actions to address sustainable urban drainage systems (SUDS) and close collaboration with the Environment Agency is critical. • The Devon Climate Emergency's Climate Impacts Group is also in the process of carrying out a new risk assessment and developing a new adaptation plan for Devon, Cornwall 	<p>20</p> <p>↔</p>	<p>Kevin Mowat / Simon Pinder</p>

						and Isles of Sicily. Local action where required will be led by the Local Resilience Forum and fed into the new Torbay Carbon Neutral Action Plan once developed.		
SRTC C03	Failing coastal infrastructure	5 – Almost certain	4 - Major	20 ↔	A number of coastal assets are at a tipping point of deterioration and require significant investment to ensure longevity and fitness for purpose.	Periodic inspection regime to monitor degradation. Need to identify funding solutions to invest in hard infrastructure to 'hold the line' or agree a process of managed retreat with appropriate investment in soft infrastructure.	16 ↔	Kevin Mowat / Simon Pinder

Community and Corporate Plan Priority: Council Fit for the Future

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
SRCF F01	Difficulties in social work recruitment to frontline safeguarding teams	4 – Likely	3 - Moderate	12 ↔	There have been recent difficulties in recruiting social work staff both on a permanent and agency basis. The situation in the last year has been compounded due to potential recruits not wishing to relocate during the COVID-19 pandemic.	There continues to be an active recruitment campaign which is positive. Torbay is also supporting several Assessed and Supported Year in Employment (ASYE) social workers through the Learning Academy as well as developing our own internal leaders as part of a succession programme. We have also supported several overseas social workers to relocate to Torbay. This is stabilising the workforce and we continue to see a reduction in agency	9 ↓	Nancy Meehan

						workers during quarter 4 and should continue to improve into the next financial year. However, we need to continue to “horizon scan” as neighbouring authorities are reviewing their salaries and retention offer and we need to ensure our offer remains competitive.		
SRCF F02	School High Needs Block spending pressures	4 – Likely	4 – Major	16 ↔	The School Forum currently have a deficit budget position of circa 2.5 million for 2020/21 and cumulative deficit from previous years of 3.8 million.	The School Forum is working with the Education Skills and Funding Agency (EFSA) to consider the actions that are needed to mitigate spend. The National system of funding pupils with higher need is yet to conclude or publish its findings. Cabinet has written to ask for this to be concluded, as this will form part of the SEND reform of the code and the financial expectations on demand for this budget. The School Forum have hosted a school forum workshop to review the spends and progress on initial action plan. The School Forum continue to operate a Higher Needs Recovery Group to work through mitigating actions. A further refresh of the plan is being written alongside the action plan from the peer review and the SEND Inspection. Additional funds were announced for 2021 – 2022 but this was insufficient to achieve an in year balanced budget position. Additional funding has been announced for 2022- 2023 but a balanced budget continues to not be achieved.	16 ↔	Rachael Williams

SRCF F03	SWISCo commissioning resource	3 - Possible	4 – Major	12 ↔	Insufficient commissioning resource for SWISCo.	Delivery expectations have been reduced. TUPE transfer key service areas into SWISCo and operate a 'thin' client model. Broaden the commissioning resource at Assistant Director level within Place.	8 ↔	Kevin Mowat
SRCF F04	Failure to comply with GDPR	5 – Almost certain	3 - Moderate	15 ↔	The General Data Protection Regulation (GDPR) tightens existing data protection requirements on organisations. The Council needs to be able to demonstrate compliance to the regulation in all of its processing activities. Failure to do so could result in enforcement action from the Information Commissioner's Office, damage to reputation and potential increase in complaints and claims.	A GDPR compliance project has been undertaken and regular staff awareness campaigns are also undertaken to ensure staff keep data protection at the forefront of their minds, with the aim of reducing breaches.	12 ↔	Matt Fairclough-Kay
SRCF F07	Achieving a balanced budget over the period of the medium term financial plan	4 - Likely	4 – Major	16 ↔	The projected budget gap over the life of the Medium Term Resource Plan (MTRP) is an estimated position and is subject to change and is based upon a series of assumptions and projections which will be regularly reviewed for future years to ensure they continue to be realistic. There is therefore a risk that the projections for the budget deficit may prove to be either under or over estimates.	The MTRP will be updated as appropriate to take account of changing circumstances and new intelligence. An influencing and lobbying campaign is in development to raise the profile of Torbay Council, and Torbay as a whole. The 2022/23 budget setting process began in May 2021 and the first round of star chambers has been completed. Revised service plans and a second round of star chambers will be completed during Q2 of 2021/22.	12 ↔	Martin Phillips

SRCF F08	Proportionality of borrowing and commercial risk – a measure of income risk on assets funded from borrowing.	4 - Likely	4 – Major	16 ↔	The risk that council will be unable to meet its fixed borrowing liabilities if income streams associated with that borrowing are not maintained or fluctuate. The more the council borrows and the more it relies on that commercial income to support services, the greater the risk. The Ministry of Housing Communities and Local Government refers to this as “proportionality”. This risk is compounded by the economic impact of COVID-19 and lockdown, impacting on investment property rental income.	Regarding our investment properties; As part of the Incident Management Team (IMT) recovery, a sub group has been put in place for this key area and the TDA are in frequent contact with tenants to ensure timely payment or rent continues. Investment management meetings have become more frequent. The risk had been maintained at 16 as despite the mitigation it is uncertain how long the financial impact of pandemic on council rental income will last.	16 ↔	Martin Phillips / Kevin Mowat
SRCF F09	Corporate Fraud & Error.	4 - Likely	3 – Moderate	12 ↔	Risk that council is exposed to fraud and error in its operations in particular collection fund fraud and error.	Fraud and Error team established and focused on key areas of risk, such as in 20/21 the payment of over £50m of business grants. Additional staffing has also been approved for the Fraud & Error team.	12 ↔	Martin Phillips
SRCF F10	Corporate Health and Safety	4 - Likely	3 – Moderate	12 ↔	Non-compliance to health and safety requirements across the local authority increases the risk to public and staff safety, this includes gaining appropriate certifications for some of our assets. Further risk around Swisco identified resulting in increased risk score	Additional dedicated resource allocated to Children’s service - on line May 22 to mitigate risk in service area and promote culture change. Review of resource and model of delivery being completed in Swisco to provide additional capacity. Level of resource in Harbour estate is now back at capacity. Risk remains the same due to level of risk around management of corporate	9 ↔	Tara Harris

						assets via TDA. Additional resource allocated to address capacity concerns, quarterly meetings as part of CEO HSE review and full implementation of SHE to facilitate accountability by all concerned. Clarity over SLA required to facilitate deliverability.		
SRCF F11	Capacity of legal services to deal with care proceedings before the court	3 - Possible	4 – Major	12 ↔	As the numbers of children looked after increases, as does the requirement for legal services to support care proceedings which will go before the court. This increase could lead to lack of capacity to deal with cases in a timely and effective manner.	Required resources are kept under close review, and the teams are currently supplemented by agency workers, to give capacity and ensure that vacant posts are filled. This does however lead to a significant budgetary pressure.	8 ↔	Matt Fairclough-Kay
SRCF F12	Change management capability across the Council	3 - Possible	4 – Major	12 ↔	The Council is undertaking an ambitious programme of transformation, together with delivering changes required as a result of budgetary decisions. The risk is the workforce in unable to deliver the amount of Council-wide and service change service needed, whilst ensuring the continued delivery of services, and achieving required budgetary savings.	Council Redesign Programme Board is continually reviewing the prioritisation of projects, and workstreams therein so as to ensure that the workforce can deliver, or that additional resources are identified in order to deliver within required timeframes.	12 ↔	Anne-Marie Bond

SRCF F13	Staff resilience	5 – Almost certain	4 – Major	20 ↔	Staff resilience on an on-going basis has been incredibly challenged given the 40% reduction in staff numbers during austerity. With the pressures that COVID-19 brings, there are some teams in the Council where the risks around resilience are now critical.	All Directors are keeping under constant review the pressures and resilience issues in their teams (especially those who are undertaking specific COVID-19 response/recovery activities), to identify those where additional resources are required. Continuing pressures a result of government grant provision and ability to respond due to inability to recruit.	16 ↔	All Directors
SRCF F14	Reputation and engagement	3 - Possible	4 – Major	12 ↔	The risk is that the Council's reputation deteriorates with its communities, when it needs to improve, and this has a detrimental impact on our ability to gain public support for the actions that will realise the Council's priorities.	The Council's Community and Corporate Plan sets a clear ambition for the Council to become an enabling Council, and one which has a very different and improved relationship with residents. This is supported by the Council Redesign programme, which aims to put residents at the centre of everything we do and seeks to engage and empower them.	12 ↔	Anne-Marie Bond
SRCF F15	Response times in respect of Subject Access Requests, Complaints, Freedom of Information requests and Environmental Impact Assessments	5 – Almost certain	3 - Moderate	15 ↔	The Information Compliance Team is managing year on year increases in the volume of requests, and delays and non-compliance with timescales is common. There is a risk of a detrimental impact on the Council's reputation, and of investigation by the Information Commissioners Office.	In respect of complaints, a one stage process is now embedded, and the permanent appointment of two Complaints Officers who independently investigate/oversee complaints, has improved the Council's performance significantly. Subject Access Requests remain at record levels. An individual request can take hundreds of hours to complete and significant delays are common place. As well as using support from other Councils to undertake a small number on our behalf, we have recruited a dedicated post on a 12 month FTC to deal with the backlog.	15 ↔	Matt Fairclough-Kay

SRCF F17	Implementation of the customer relationship management (CRM) system	3 - Possible	4 - Major	12 ↔	The Council is purchasing a new CRM system with a view to linking it to most services. This is a major project that will require service redesign to fully exploit the benefits. Full costs cannot be known until all areas have been analysed in detail and the supplier engaged on specific additional costs. Likewise, customer service may be impacted during implementation of this major improvement to how we deliver services.	The base system costs are known, and funding is approved. Estimates for further functionality have been obtained. Additional functionality will only be approved based on additional business cases to be signed off by SLT on a positive cost/benefit outcome/s. Project controls are in place to implement an agreed target operating model throughout the Council with further approved design principals to guide service redesign. Staged delivery has been chosen to ensure major service areas are de-risked later in the programme. Cost overrun is still a risk if the organisation does not move at the pace required by the supplier once the project mobilises.	8 ↔	Matt Fairclough-Kay
SRCF F18	Inability to recruit staff and respond to increased demand or maintain service delivery.	4 - Likely	4 - Major	20	Recruitment is now proving challenging in a wider range of roles within the Council and partner organisations. This isn't unique to Torbay and is a national issue for both the public and private sector.	There are a number of mitigating actions which we are currently progressing through the Our People Strategy, which include; <ul style="list-style-type: none"> • Review of terms and conditions, including flexible working • New Recruitment system • Improvements to on-boarding and induction • Refreshed approach to raising the profile of jobs in local government • Workforce planning, including use of Apprenticeships, Kickstart and T-levels and career development 	16	Anne-Marie Bond / Sue Wiltshire

New	Large scale cyber attack	4 - Possible	5 - Critical	20	Probability has increased globally, and local government is now a specific target for cyber criminals. Multi-system recovery will take weeks or months, depending on scale.	Weekly off-line backup in addition to daily online backup (in case online backup is attacked). Basic anti-ransomware protection, intended to limit rapid spread from a successful attack. Protective Domain Name Service (PDNS) intended to prevent initial infection from contacting command & control servers.	12	Matt Fairclough-Kay
New	Data Centre Outage	2 - Unlikely	5 - Critical	10	Electrical failure lasting longer than 2 hours, Fire, Water damage from overhead source, or some other physical event resulting in the loss of the council's single data centre. Initial recovery of critical systems would take more than 1 week, full recovery of all systems would take a number of months.	Off-site backup housed in Tor Hill House (note that an event which renders the Town Hall data centre no longer serviceable may also impact Tor Hill House, if only preventing physical). Disaster Recovery contract allowing off-site recovery (no local recovery site identified). Data Centre Fire protection, environmental controls, and access restrictions. No water pipes directly above data centre.	8	Matt Fairclough-Kay
New	Number of families in B&B Accommodation – 5 or move families over 6 weeks	4 – Likely	4 - Major	12	Number of families in B&B temporary accommodation for more than 6 weeks. Risk of repayment of housing grant, legal challenge if breach occurs and impact on families.	B&B elimination action plan has been produced and agreed with support of DLUHC and their oversight of delivery. Additional CEO oversight of delivery. Robust performance monitoring in place with delivery plans for each household with triggers at 2 and 4 weeks if in B&B. Acquisition of self-contained accommodation being actively explored with full occupation delivered September – Jan 23. Gov Q2 return 7. There have	6	Tara Harris

						not had any families in B&B accommodation for over 6 weeks since 3 April until time of this update.		
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