

# Performance and Risk Report

## Quarter 1 2019/20



This is an interim report based on the priorities within the Cabinet's Work Programme. The performance indicators and risks from the 2018/2019 Performance and Risk Report have been mapped against these priorities.

As the new Corporate Plan is developed, so too will the Performance and Risk Framework. That Framework will enable the Council's leadership to effectively measure its performance against its priorities and to manage the risks that it faces.

## Work Programme Priority 1: Thriving People and Communities

Ensuring that all activities of the Council are focused upon turning the tide on poverty, and that the Bay's children have high aspirations and the opportunity to reach their full potential. Where all of our residents are healthy, safe, resilient and self-sufficient and where they have access to good quality homes, which are affordable and meet their needs; they have access to quality jobs whilst living in a community which is vibrant and attractive.

Partnership Work Programme	Headline Action	Cabinet Portfolio	Achievement / Progress
1.1	Develop a Council-wide action plan to turn the tide on poverty, deprivation and vulnerability	All Portfolios	<p>A briefing report on the work currently being undertaken across the Council to address issues of poverty, deprivation and vulnerability is scheduled to be considered by the Overview and Scrutiny Board in September 2019.</p> <p>At that stage, it is expected that the Board will determine the scope of a Turning the Tide on Poverty Task Force. Work will then be undertaken during the Autumn with a report back to Cabinet scheduled for December 2019.</p>
1.2	Review/refresh the Health and Wellbeing Strategy and develop an updated action plan	Adults and Public Health Children's Services	The refresh of the Health and Wellbeing Strategy will be undertaken by the Health and Wellbeing Board in Autumn 2019. This will take account of the findings from the current NHS-led engagement, across Devon and more locally in Torbay and South Devon, on the emerging Five Year Plan.
1.3	Review/refresh the Housing Strategy and develop an updated action plan	Economic Regeneration, Tourism and Housing	<p>A loan of £1 million to TDA has been approved to assist in establishing the Housing Company. The transfer of land at Torre Marine to TDA has also been agreed for the delivery of affordable housing, to which the Council would have 100% nomination rights.</p> <p>Cabinet has established a task-and-finish group to progress the development of the revised Housing Strategy. Work is also being undertaken by the Housing Officer Group to establish the evidence base for the Strategy.</p> <p>It is expected that the revised Housing Strategy will be agreed by Council in December 2019.</p>
1.4	Review/refresh the Children and Young People's Plan and develop an updated action plan to ensure that we are delivering better outcomes for our children and young people	Children's Services	The current Children and Young People's Plan will be reviewed by the Cabinet and the Children's Services Strategic Partnership by November 2019. The existing Plan runs until 2023 and is not expected to need major amendment, although it is likely that the associate action plan will be update.
1.5	Review the Council's approach to heritage assets and develop an action plan.	Economic Regeneration, Tourism and Housing	Work is continuing in relation to Oldway Mansion and the Pavilion. It is planned that a Heritage Strategy will be prepared for consideration by Cabinet in November 2019.

1.6	Review, with partner agencies, crime and anti-social behaviour in Torbay and develop a multi-agency action plan, including supporting the use of restorative justice.	Corporate and Community Services	
1.7	Consider the delivery of adult social care and wellbeing to ensure that we get the best outcome for Torbay residents and good value for money.	Adult and Public Health	
1.8	Undertake Local Plan Review, to include how the connectivity infrastructure of Torbay can be improved.	Infrastructure, Environment and Culture Economic Regeneration, Tourism and Housing	The timetable for the Local Plan review will be considered by the Cabinet in November 2019.
1.9	Review our approach to unauthorised encampments	Corporate and Community Services	This issue is included within the Work Programme for the Overview and Scrutiny Board.
1.10	Review our approach to Public Space Protection Orders, to include our approach to dog fouling	Corporate and Community Services	This issue is included within the Work Programme for the Overview and Scrutiny Board.

Thriving People and Communities: Risks							
Score	Code	Title	Description	Probability Score	Impact Score	Notes	Risk Owner
Low (2)	AASR01	<u>Effective implementation of Homelessness Reduction Act</u>	Failure to effectively implement the Homelessness Reduction Act could impact on the council's ability to deliver on its statutory requirements as set out in the Act.	2 - Unlikely	1 - Insignificant	New legislation implemented and ability to provide statutory returns. Risk now related to ability to increase level of prevention action activity.	Tara Harris
Medium (4)	AASR04	<u>Implementation of Food Standards Agency audit recommendations</u>	Failure to implement the recommendations of the audit.	2 - Unlikely	2 - Minor	Minor actions remain outstanding and tight performance measures remain in place.	Tara Harris
High (20)	PACR01	<u>Increased demand for Children's Services</u>	The number of children looked after by the Local Authority continues to increase placing pressure on the service and budget. Increased demand could impact upon the council's ability to meet statutory timescales for the completion of assessments and meetings such as child protection case conferences.	5 - Almost certain	4 - Major	There continues to be high numbers of children in care but it has stabilised for the recent period to around 355 - 360. The indications are that due to high levels of work within legal proceedings, this pressure will continue. The high levels of children in care historically combined with continued growth, lack of sufficiency in low cost placements and continued referrals within the system of complex child protection resulting from long term neglect and system failure, will impact on the budget increases further.	Anne Osborne
Medium to High (12)	PACR02	<u>Failure to deliver the Children's Services post OfSTED Improvement Plan</u>	Inspection judgement that Children's Services and the TSCB are inadequate. Hampshire continue as the improvement partner. Rate of improvement means the council is at risk of not providing the services of the quality at which our clients should expect from us and there is a risk that we fail to appropriately safeguard children.	3 - Possible	4 - Major	High levels of activity is supported by the Transformation Team but the continued increase in case work complexity and vacancies, has meant that achieving the required improvements in practice remains slow.	Anne Osborne

Thriving People and Communities: Risks							
Medium (6)	PACR04	<u>Relocation of the Medical Tuition Service (MTS)</u>	The MTS is currently provided from the Halswell House site which is a Grade 2 listed building. It would not meet the standards required to achieve Ofsted registration, primarily due to poor access. Ofsted are aware of the situation and have not taken enforcement action on the understanding that the Council is working towards a solution. If the Council are not able to find an alternative solution, it could face enforcement action from Ofsted	3 - Possible	2 - Minor	The Medical Tuition service will move to new premises at Parkfield on the 1st September 2019. The building is in line with the statutory requirements of the service. An independent company (arms length from the council) is being established to register the school as an Independent School. The registration process will start in September 2019 with a planned full registration complete by April 2020.	Rachael Williams
High (16)	TPCR01	<u>Local Area SEND Inspection</u>	The Local Area SEND inspection conducted by Ofsted and the CQC will take place before July 2020. The local area preparations and self-evaluation currently demonstrates an inability to be compliant with the legislative code, due to the capacity within the system. It is anticipated that the Local Area would receive a statement of action following an inspection and a subsequent monitoring regime.	4 - Likely	4 - Major	SLT have committed additional resources into the education base budget (subject to Council approval). This will support the compliance within the SEND team on the key legislation we deliver on behalf of the area – i.e. issuing of plans, timeliness of plans, monitoring outcomes. The AD for Education has established a strategic SEND group, to hold partner agencies to account on the delivery of SEND. This is at an early stage and progress will be tracked.	Rachael Williams
Medium to High (12)	PACR05	<u>Extension of duties to support care leavers to age 25</u>	The Children and Social Work Act 2017 introduced a new duty on local authorities to provide Personal Advisor (PA) support to care leavers up to the age of 25, if they want this support. Previously this was until age 21 years, with support continuing if only if engaged in education, training or employment. The new duty came into effect on 1st April, 2018 and will gradually impact on the reviews on Care leavers to exercise their rights to continued support.	3 - Possible	4 - Major	The predicted increase in caseloads has occurred and is further compounded by the increased numbers of children in care who then will be moving to care leavers as qualifying young people.	Anne Osborne

## Thriving People and Communities: Risks

High (16)	PVAR01	<u>Future Negotiations of Adult Social Care Risk Share</u>	Failure to reach agreement would mean the council have to return ASC provision to the council with high spend and staffing bill.	4 - Likely	4 - Major		Jo Williams
Medium (9)	PVAR02	<u>Ability to deliver a diverse care market</u>	Failure to have a diverse care market means that clients may not receive the good quality services to meet their needs, especially those with learning disabilities / mental health issues.	3 - Possible	3 - Moderate		Jo Williams
Medium (6)	PVAR03	<u>National Green Paper to change ASC Policy</u>	The paper will set out plans for how government proposes to improve care and support for older people and tackle the challenge of an ageing population, this paper could impact on the services we have to provide.	3 - Possible	2 - Minor		Jo Williams
Medium (8)	PVAR04	<u>DoLS noncompliance and legal challenge</u>	Noncompliance to and any legal challenge in respect of Deprivation of Liberty Safeguards which could significantly impact on the Council's budget and services.	4 - Likely	2 - Minor		Jo Williams
Medium (6)	PVAR05	<u>Failure to provide coherent cross agency solution for clients with multiple and / or complex needs</u>	Clients with multiple complex needs should be receiving cross agency solutions which are coherent and meet their needs.	2 - Unlikely	3 - Moderate		Jo Williams

Thriving People and Communities: Risks							
Medium (9)	PVAR06	<u>Social Care demand pressures: Adults</u>	Increase in demand for services, potentially impacting on budget and service delivery	3 - Possible	3 - Moderate		Jo Williams
Medium (6)	PVAR07	<u>Housing First and Mental Health</u>	Ability to deliver strategic plan with cross agency agreement and sustainability to ensure vulnerable clients have access to services they need.	2 - Unlikely	3 - Moderate		Jo Williams
Medium (6)	PVAR08	<u>Failure to deliver Housing Company</u>	Ability to deliver Housing Company project in 2018/19.	2 - Unlikely	3 - Moderate	Council decision made in June 2019 to empower a housing company via TDA to deliver affordable housing.	Kevin Mowat

## Thriving People and Communities: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Great Britain / Month Target	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Last period value
PTPI03	<a href="#">Out of Work Benefits Claimant Count</a>	It's better to be low	Above Target	3.0%	2.8%	1.9%	1.9%	1.8%	1.8%	2.0%	2.4%	2.6%	2.9%	3.0%	3.1%	3.1%	3.0%	3.0%

Code	Title	Polarity	Status	Prev Year End	Great Britain Value													Last period value
PTPI05	<a href="#">Earnings by Residence (weekly full time)</a>	It's better to be high	Well Below Target	£477.10	£571.10	2018												£472.40
PTPI06	<a href="#">Earnings by Workplace (weekly full time)</a>	It's better to be high	Well Below Target	£467.10	£570.90	2018												£444.10

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 2 2018/19	Quarter 3 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Last period value
ASPI00a	<a href="#">Numbers on the housing waiting list by Band A</a>	It's better to be low	Well Above Target	Band A 5	Band A 2	7	5	5	5	5
ASPI00b	<a href="#">Numbers on the housing waiting list by Band B</a>	It's better to be low	Well Below Target	Band B 169	Band B 300	219	221	169	168	168
ASPI01	<a href="#">Average number sleeping rough (local data)</a>	It's better to be low	Above Target	21	20	21	23	21	22	22

Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 2 2018/19	Quarter 3 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Cumulative to date
ASPI02	<a href="#">Numbers in temporary accommodation</a>	It's better to be low	Well Above Target	485	420	126	75	120	Temporarily not available due to new system	485 (Q4)
ASPI05	<a href="#">Domestic violence incidents</a>	N/A	(monitoring only)	3,711	N/A	983	957	949	927	927



Code	Title	Polarity	Status	Prev Year End	England Value		Last period value
PHOF2.06HI	<a href="#">Excess weight in 4-5 and 10-11 year olds – 4-5 year olds (Per 100,000)</a>	It's better to be low	N/A	24.3%	22.4%	2017/18	Value not published for data quality reasons
PHOF2.15HI	<a href="#">Successful completion of drug treatment – opiate users</a>	It's better to be high	Well Above Target	8.4%	6.5%	2017	7.5%
PHOF2.13HI	<a href="#">Percentage of physically active adults</a>	It's better to be high	Above Target	67.1%	66.3%	2017/18	70.7%
PHOF2.12HI	<a href="#">Excess weight in adults - Percentage of adults classified as overweight or obese</a>	It's better to be low	On Target	62.0%	62.0%	2017/18	59.8%
PHOF2.03HI	<a href="#">Smoking status at the time of delivery</a>	It's better to be low	Well Above Target	15.2%	10.8%	2017/18	14.5%
PHAP 10.01	<a href="#">Admission episodes for alcohol-related conditions (persons; narrow definition)</a>	It's better to be low	Well Above Target	841	632	2017/18	788

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Year to end of month
LI404	<a href="#">No. of permanent care home placements</a>	It's better to be low	Above Target	605	600	625	625	619	629	633	627	615	615	605	602	619	631	631
SC-007b	<a href="#">Number of out of area placement reviews overdue by more than 3 months (snap shot)</a>	It's better to be low	Above Target	3	0	1	1	1	3	1	1	4	3	3	2	1	1	1
ASC 2C p2	<a href="#">Delayed transfers of care from hospital. Part 2 - attributable to social care</a>	It's better to be low	No Target Set	2.6	N/A	2.8	2.4	2.2	2.1	2.1	2.1	2.6	2.7	2.6	4.7	3.7	N/A	3.7 (Reported 1 month in arrears)
SC-008 (LI-451)	<a href="#">% of social care service users receiving 5 hours or less of dom care per week only</a>	It's better to be low	On Target	10.1%	10.0%	9.7%	9.8%	9.9%	9.9%	9.9%	9.8%	10.2%	10.2%	10.1%	9.7%	10.3%	10.2%	10.2%
N1135	<a href="#">Carers receiving needs assessment or review &amp; a specific carer's service, or advice &amp; information (LAA)</a>	It's better to be high	Well Above Target	29%	9%	7%	10%	13%	16%	20%	22%	24%	26%	29%	4%	8%	13%	13%
	<a href="#">Number of Safeguarding referrals</a>	N/A	No Target Set	205	N/A	89	111	121	132	151	162	182	195	205	10	23	38	38
TCT14b	<a href="#">Safeguarding Adults - % repeat SG referrals in last 12 months</a>	It's better to be low	On Target	8.3%	8.0%	9.7%	7.9%	6.8%	6.7%	7.4%	8.0%	7.8%	7.8%	8.3%	8.1%	7.6%	7.9%	7.9%
ASC 1E	<a href="#">Proportion of adults with a learning disability in paid employment</a>	It's better to be high	Well Above Target	6.8%	7.0%	1.0%	1.2%	2.8%	3.0%	3.7%	3.7%	4.4%	6.6%	6.8%	7.1%	7.8%	8.1%	8.1%
ASC 1H	<a href="#">Proportion of adults in contact with secondary mental health services who live independently, with or without support (commissioned outside ICO)</a>	It's better to be high	Well Below Target	50.0%	60.0%	54.2%	51.4%	48.1%	46.5%	53.2%	55.2%	59.3%	54.0%	50.0%	59.4%	59.0%	51.4%	51.4%
SC-011	<a href="#">Number of people discharged from hospital into permanent residential care (social care funded)</a>	It's better to be low	No Target Set	8	N/A	3	4	5	5	6	6	7	7	8	0	0	0	0

(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	Average Monthly for 17/18 Year	Anticipated Performance Level	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Last period value
	<a href="#">Number of Children's Social Care Referrals</a>	In line with benchmarks	Just below expected levels	126	160	203	136	136	112	201	135	131	90	126	150	151	141	141
	<a href="#">Number of Children Looked After</a>	In line with benchmarks	Well above expected levels	359	250	358	354	350	348	353	356	349	356	359	357	351	351	351
	<a href="#">Number of Early help referrals received in month</a>	In line with our service expectations	Below expected levels	106	80	42	77	47	64	67	45	71	58	106	71	67	57	57
	<a href="#">Number of CP plans at month end by Category</a>	In line with benchmarks	Above benchmarks	183	163	165	170	168	146	148	172	170	186	183	169	188	202	202
	<a href="#">% of children with an Initial Child Protection Conference held within 15 days from strategy meetings</a>	Its better to be high	Below expected levels	74.0%	100%	73%	50%	55%	59%	100%	70%	74%	71%	74%	69%	41%	61%	61.0%
	<a href="#">Timeliness of Single Assessments - completed in month</a>	Its better to be high	Improved and has reached expected levels	74.2%	82.0%	56.0%	68.4%	71.6%	66.9%	64.8%	68.6%	78.2%	72.3%	74.2%	81.5%	90.1%	86.8%	86.8%

Code	Title	Polarity	Status	As at 2018/19 Year End	Anticipated Performance Level	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Last period value
	<a href="#">% CLA cases reviewed within timescales during the month</a>	Its better to be high	Below expected levels	93.2%	100%	90.8%	93.5%	93.0%	94.5%	94.8%	95.1%	93.9%	92.9%	93.2%	93.6%	93.6%	95.9%	95.9%
	<a href="#">Children on CIN plans visited within 30 working days</a>	Its better to be high	Below expected levels	71.1%	90%	79.5%	77.2%	75.9%	80.8%	83.3%	80.6%	79.4%	78.1%	71.1%	82.6%	80.3%	80.8%	80.8%
	<a href="#">Timeliness of adoptions (Average nos of days between entering care and moving in with adopted family)</a>	Its better to be low	Better than targets	386	418	347	441	441	417	417	409	409	409	386	402	401	385	385
Code	Title	Polarity	Status	As at 2018/19 Year End	Quarter Target	Quarter 2 2018/19	Quarter 3 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Last period value								
	<a href="#">Social Work Staffing levels – vacancies</a>	Its better to be low	Above expected levels	30.2%	18%	21.7%	28.4%	30.2%	34.6%	34.6%								

## Work Programme Priority 2: A Thriving Economy

We will work to ensure a more diverse and sustainable local economy so as to deliver the long term future prosperity and improved quality of life for all our residents.

	Headline Action	Cabinet Portfolio	Achievement / Progress
2.1	Define the vision for Torbay as a 'place' for the next 20 years	All Portfolios	As the new Corporate Plan is developed, and following the Community Conference, work will continue with the Cabinet to ensure that there is clarity around Torbay "the place".
2.2	Refresh, with partners, the Economic Strategy and associated strategies (including the Town Centre Regeneration Strategy and the Tourism Strategy)	Economic Regeneration, Tourism and Housing	A briefing on the current Economic Strategy is scheduled to take place with members of the Cabinet in September 2019. At that stage, consideration will be given to whether any changes to the Strategy and its associated documents need to be made,
2.3	Develop and implement plans for key sites across Torbay	Economic Regeneration, Tourism and Housing	The Assistant Director – Planning and Transport will continue to work with developers on the stalled sites across Torbay.
2.4	Consider the options to implement a £100m investment programme into boosting good quality jobs in Torbay.	Economic Regeneration, Tourism and Housing	The Council established the Torbay Economic Growth Fund in July 2019. This includes up to £100 million which will be used to progress a range of capital projects for economic growth and regeneration within Torbay. TDA is currently preparing the criteria against which the Fund will be allocated and this will be considered by the Cabinet in the coming months.  TDA has also been instructed to prepare acquisition and development reports for projects within the Borough of Torbay which will accelerate the Council's ambition of a thriving economy.

A Thriving Economy: Risks							
Score	Code	Title	Description	Probability Score	Impact Score	Notes	Risk Owner
Medium (9)	AASR05	<u>Failure to successfully manage and deliver large scale events</u>	Failure to successfully manage and deliver of large scale events such as the air-show could impact on the area's economy and its tourism offer.	3 - Possible	3 - Moderate	Council agreed to fund £25,000 towards 2020 Air Show. Additional sponsorship secured from the ERBID.	Kevin Mowat
Medium (6)	AASR06	<u>Oldway Enforcement Notice from Historic England</u>	Appropriate funding bodies are required to assist with the conservation deficit at Oldway	2 - Unlikely	3 - Moderate		Kevin Mowat
High (20)	PTR01	<u>Ability to meet land supply requirements</u>	If we do not have a five year land supply then the National Planning Policy Framework cannot be considered up to date. Ability to meet land supply requirements could impact income generation from new homes bonus and S106 monies. Failure to have 5 year land supply risks development outside of the local plan.	5 - Almost certain	4 - Major	The latest five year supply position statement shows a range between 3.8 and 4.2 years supply. This reflects the updated position of Government contained within the latest National Planning Policy Framework. There are also new tests for delivery which, in Torbay, will require an action plan. Local Plan review must focus on addressing supply needs as well as other key aspects of the growth identified in the Local Plan currently. The evidence base work will commence in 2019 and the Local Plan review must be completed by December 2020.	Andrew England
Medium (8)	PTR03	<u>Failing to deliver significant regeneration schemes</u>	Failing to deliver significant regeneration schemes	2 - Unlikely	4 - Major	Harbour View hotel progressing. Harbour Light restaurant planning approved. Torwood Street hotel progressing.	Kevin Mowat
Medium (8)	PTR04	<u>Failure to deliver the economic strategy</u>	Failure to deliver the economic strategy	2 - Unlikely	4 - Major	EPIC due to be handed over to the Council on 1st August. Lease discussions with TDA well advanced.	Kevin Mowat

A Thriving Economy: Performance Indicators										
Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 2 2018/19	Quarter 3 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Last period value
PTPI02	<a href="#">Gross rateable value of Business Rates (NDR)</a>	It's better to be high	On Target	£93,623,630	£94,193,519	£93,444,510	£93,720,595	£93,623,630	£93,754,980	£93,754,980
ASPI08	<a href="#">Number of Events by Torbay Council or on Council Land</a>	N/A	(monitoring only)	3	N/A	62	15	3	52	52

## Work Programme Priority 3: A Climate fit for the Future

We will strive to improve the natural environment, including flood protection. We will work to reduce consumption and increase recycling and will promote low carbon energy. We will work to improve poor air quality, reduce noise and emissions.

	Headline Action	Cabinet Portfolio	Achievement / Progress
3.1	Review the Council's approach to protecting the natural environment	All Portfolios	The Overview and Scrutiny Board has issued a Call for Evidence to the community in relation to the Climate Change Emergency. Work will continue with the community in September and October to identify issues which the Council could tackle alongside the community. The Board will confirm, at its meeting in November 2019, its recommendations in relation to tackling climate change. These will then be considered by the Cabinet in the first half of 2020 with a view to preparing a Torbay Council Climate Change Statement. This will provide signposts to the actions across a range of Council strategies which seek to tackle climate change and protect Torbay's natural environment.
3.2	Increase the recycling rate in Torbay	Infrastructure, Environment and Culture	
3.3	Review the Council's Procurement Strategy	Finance	

A Climate Fit for the Future: Performance Indicators										
Code	Title	Polarity	Status	Prev Year End	Target	Quarter 2 2018/19	Quarter 3 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Last period value
NI191	<a href="#">Residual household waste per household</a>	It's better to be low	On Target	124	120kg	133	125	125	Reported 1 quarter in arrears	125
NI192	<a href="#">Percentage of household waste sent for reuse, recycling and composting (LAA)</a>	It's better to be high	Well Below Target	41.17%	50.00%	42.44%	41.86%	41.17%	Reported 1 quarter in arrears	41.17%



## Work Programme Priority 4: A Council Fit for the Future

We will work collectively to ensure the long-term stability of the Council and the services that it legally has to provide, and recognise that there will be difficult decisions to make. We will fundamentally change the way in which the Council communicates and engages with residents, we will be clear as to the services that the Council can provide and we will empower community capacity building. We will work to reduce the cost drivers of our high-cost services, deliver efficiencies and increase the Council's income where possible.

	Headline Action	Cabinet Portfolio	Achievement / Progress
4.1	Build a collaborative relationship between the council and community – designing, producing and delivering services together with them.	Corporate and Community Services	<p>The first Community Conference will be held on 11 September 2019 at MyPlace, Paignton. Clarity CIC will facilitate the event which will mark the start of a new relationship that the Council is seeking to build with its communities.</p> <p>A priority over the next six weeks will be to ensure that a wide range of attendees are encouraged to get involved in the Community Conference.</p> <p>Following the Conference work will continue to build new relationships with the aim of a further three Community Conversations taking place over the rest of the year.</p>
4.2	Understand the implications of the Medium Term Resource Plan and develop proposals to mitigate the reduction in Government funding	Finance	<p>Community engagement is about to commence aimed at sharing with the community the challenges of the Council's financial position and the solutions that we have already put in place.</p> <p>The Chief Executive and Head of Finance met with the then Local Government Minister in May 2019 to put Torbay's case in relation to the proposed Local Government Funding Formula. Follow-up lobbying will now take place with Rishi Sunak MP in his new role as Chief Secretary to the Treasury and well as will the new Chancellor.</p>
4.3	Complete the Community Governance Review	Corporate and Community Services	<p>The Council has agreed to move to the second stage of consultation on the Community Governance Review with formal consultation scheduled to start on 2 September 2019.</p> <p>Linked to the work on the Community Conference, work on the Community Governance Review is a priority with the Consultation and Communications Plan being developed and implemented by 9 August 2019.</p>
4.4	Consider the Future Operating Model for the Council	Corporate and Community Services	<p>A Strategic Business Case for the future operating model of the Council is due to be presented to Informal Cabinet on 13 August 2019. Within this, it is proposed that the project is split into two tranches with Tranche 1 being: Community Engagement and Empowerment, Influence and Core Offer. All three of these elements are already in train. Tranche 2 of Transactional Hub, Business Process Re-engineering, and Digitalisation would follow.</p>

A Council Fit for the Future: Risks							
Score	Code	Title	Description	Probability Score	Impact Score	Notes	Risk Owner
Medium (8)	AASR03	<u>Resilience and review of BCP &amp; Emergency Plan to reduce level of risk</u>	Without robust and tested emergency plans in place the Council may not be able to respond effectively to any sustained emergency situation.	2 - Unlikely	4 - Major	Work continues on BCP across the organisation. Training plan in place and being implemented to provide appropriate expertise and resilience. Additional work looking at agile working practices and IT systems supports the improved direction of travel.	Tara Harris
High (16)	PACR06	<u>Difficulties in social work recruitment to frontline safeguarding teams</u>	Recent difficulties in recruiting social work staff including team managers and also senior managers both on a permanent and agency basis. The situation in the last year has been compounded due to sickness often related to stress and performance issues. This has been addressed jointly by the teams and HR and support. Has been put in place when required.	4 - Likely	4 - Major	Following the January 2019 monitoring visit, difficulties in recruitment of even agency staff were experienced. Additional funding for senior roles to support improvement have also not been successful except for a children's joint commissioning role. Funding from the DfE for additional capacity of eight Social Workers was approved and they arrived on 29th April for a twelve month period. Despite this added capacity, it is important that the vacancies within the service are addressed and changes made to promote the environment in which practice can improve. As caseloads in SASFs continue to remain high further mitigating actions are being considered.	Anne Osborne
High (16)	PTR02	<u>Planning Service - Staff Levels</u>	Planning Service - Staff Levels	4 - Likely	4 - Major		Andrew England
Medium (5)	PVAR09	<u>Introduction of the Living Wage</u>	The fact that living wage will rise is certain but the impact on the council paybill and suppliers in particular the care providers is not. The impact could be minor, or a moderate increase on pay bill.	5 - Almost certain	1 - Insignificant		Jo Williams

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			There could be a major impact if there is a large increase on the pay bill and care providers fold.				
Medium to High (15)	RECR01	<u>Failure of Transformation Board to deliver on Transformation Projects to support future budgets</u>	Delivery against income targets. The success of our Transformation programme will impact on the Council's budget.	3 - Possible	5 - Critical	The Transformation Board, as supported by the Transformation Team review delivery of all transformation projects, in order to ensure that they are progressing, or mitigating action is taken if sufficient progress is not being made.	Anne-Marie Bond
Medium to High (15)	RECR02	<u>Failure to comply with GDPR</u>	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 ICO, damage to reputation and potential increase in complaints and claims.	5 - Almost certain	3 - Moderate	Compliance rate with subject access requests continues to be an issue with the majority being completed outside of statutory timescales. GDPR project team have agreed updated timetable to complete outstanding elements of information asset register and privacy notices. Info security policies need review and updates to be approved through info security group.	Matt Fairclough-Kay
High (20)	RECR03	<u>Council not achieving a balanced budget in the next three years</u>	The Council is required to provide a range of statutory services including those to vulnerable children and adults. It is essential that the council can continue to fund these services with the ongoing expected reductions in core funding. The council has a duty to set a balanced budget. Given the financial forecast of increased costs and demand for services with ongoing reductions in core funding, there will inevitably be	4 - Likely	5 - Critical	Risk higher due to current projection of higher placement costs in Children's Social Care and the ongoing impact. Ongoing uncertainty over 20/21 onwards funding allocations.	Martin Phillips

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			requirements for reductions in service expenditure and/or increases in income levels.				
High (20)	RECR04	<u>Council exceeding in year budget</u>	The Council not achieving a balanced budget. Any overspend will have to be funded from either reserve levels, which is not sustainable in the long term, or reductions in the level of service provision throughout the council.	5 - Almost certain	4 - Major	Risk higher due to current projection of higher placement costs in Children's Social Care.	Martin Phillips
Medium to High (12)	RECR06	<u>Tor2 Contract</u>	Contract Management of TOR2 and reputational risk to the council	3 - Possible	4 - Major		Kevin Mowat
Medium to High (12)	RECR07	<u>Corporate Health and Safety</u>	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.	3 - Possible	4 - Major	Work continues and a clear programme of work is underdevelopment and being implemented to mitigate risk. Additional resource at an appropriate level have also been allocated along with consultancy support. Until such time that a proportion of the work has been completed, the risk remains high.	Tara Harris
Medium to High (12)	RECR08	<u>Capacity of legal services to deal with care proceedings before the court</u>	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.	3 - Possible	4 - Major	Workloads are kept under close review and if necessary cases can be dealt with by Agent Solicitors or Locum solicitors can be brought in - although there are cost implications of both of these options.	Anne-Marie Bond
Medium to High (12)	RECR10	<u>Effective Contracts Register</u>	Lack of an effective contracts register means that the council do not hold single source of	3 - Possible	4 - Major	There is a transformation project to improve the Contracts Register and the Council's contract management generally.	Anne-Marie Bond

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			information regarding all contracts, which could lead ineffective performance management, failure to achieve best value and failure to implement any necessary legislative changes / updates.				
Medium (9)	RECR12	<u>Sustainability and resilience of IT infrastructure and staff levels</u>	Sustainability and resilience of IT Infrastructure and Staff to include Paris replacement and Agile working.	3 - Possible	3 - Moderate	A defined capex programme, supported by associated revenue budgets, is in place to enable IT to update infrastructure. The recruitment of staff to enable the timeline of this work is proving to be slow, with the quality of candidates being well below par. Further, to meet in-year savings targets the number of new posts has been reduced from 4 to 3. Staffing issues are exacerbated by the resignation of the Software Development Manager, one of two middle leaders in IT Services. Therefore, although funding has been identified, the ability to deliver the required upgrades in time is at risk and supporting the whole Council with fit of purpose IT remains a significant challenge.	Matt Fairclough-Kay
Medium to High (12)	RECR13	<u>Proportionality of borrowing and commercial risk</u>	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".	3 - Possible	4 - Major	Risk higher after Council borrowing decisions at its meeting July 2019.	Martin Phillips
High (20)	RECR15	<u>School High Needs Block spending Pressures</u>	The School Forum currently have a deficit budget position of circa £600,000 (17/18) and a projected overspend of £2.4m (18/19).	4 - Likely	5 - Critical	The School Forum have submitted a DSG recovery plan to the DFE. The recovery plan is not compliant and demonstrates an increasing pressure. The Section 151 officer has written an accompanying letter of concern and we have asked for a DFE colleague to visit us to talk about the funding situation and recovery plan.	Rachael Williams

## A Council Fit for the Future: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Cumulative to date
RECPI01	<a href="#">Agency Staff Cost (excluding schools)</a>	It's better to be low	Well Above Target	£3,841,454	£158,225	£462,949	£445,770	£272,665	£376,408	£286,438	£197,749	£297,842	£248,099	£481,298	£85,098	£244,740	£336,927	£666,765
Adults £0k, Children's £300.6k, Public Health £4.2k, Business Services £0.4k, Corporate Services £28.3k and Planning & Transport £3.4k																		

Code	Title	Polarity	Status	Prev Year End	Annual Target	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Last period value
RECPI02	<a href="#">Variance Against Revenue Budget (projected)</a>	It's better to be low	Above Target	£0	£0	£2,850,000	£3,098,000	£2,369,000	£2,278,000	£2,990,000	£92,000	£550,000	£260,000	£0	£0	£0	£3,488,000	£3,488,000

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 2 2018/19	Quarter 3 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Last period value
RECPI05	<a href="#">Stage 1 complaints dealt with on time</a>	It's better to be high	Well Below Target	54%	90%	45%	48%	40%	Not available	40% (Q4)

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Quarter 2 2018/19	Quarter 3 2018/19	Quarter 4 2018/19	Quarter 1 2019/20	Cumulative to Date
RECPI06	<a href="#">Number of stage 1 complaints logged</a>	N/A	(monitoring only)	395	N/A	221	174	155	Not available	155 (Q4)
RECPI08	<a href="#">Number of stage 1 complaints logged per 1,000 population</a>	N/A	(monitoring only)	3.0	N/A	1.7	1.3	1.2	Not available	1.2 (Q4)