

Wednesday, 2 December 2020

**ADJOURNED AUDIT COMMITTEE**

An adjourned meeting of **Audit Committee** will be held on

**Thursday, 10 December 2020**

commencing at **1.00 pm**

The meeting will be held remotely via Zoom (the links to the meeting are set out below)

<https://us02web.zoom.us/j/81699457381?pwd=bExLWThpbUNoSGRaekRBeW1GT1RtUT09>

Meeting ID: 816 9945 7381

Passcode: 943900

One tap mobile

+442039017895, 1699457381#, 0#, 943900# United Kingdom

+441314601196, 81699457381#, 0#, 943900# United Kingdom

Dial by your location

+44 203 481 5237 United Kingdom

+44 203 481 5240 United Kingdom

Meeting ID: 816 9945 7381

Passcode: 943900

**Members of the Committee**

Councillor Loxton (Chairman)

Councillor Dart

Councillor Kennedy

Councillor Hill

Councillor O'Dwyer

Councillor Howgate

Councillor Brooks

**Together Torbay will thrive**

Download this agenda via the free modern.gov app on your [iPad](#), [Android Device](#) or [Blackberry Playbook](#). For information relating to this meeting or to request a copy in another format or language please contact:

**Lisa Antrobus, Town Hall, Castle Circus, Torquay, TQ1 3DR**

Email: [governance.support@torbay.gov.uk](mailto:governance.support@torbay.gov.uk) - [www.torbay.gov.uk](http://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. **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.)

## 3. **Corporate Performance and Corporate Risk Report**

(Pages 4 - 47)

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.

### **Instructions for the press and public for joining the meeting**

If you are using an iPad you will need to install Zoom which can be found in the App Store. You do not need to register for an account just install the software. You only need to install the software once. For other devices you should just be taken direct to the meeting.

### **Joining a Meeting**

Click on the link provided on the agenda above and follow the instructions on screen. If you are using a telephone, dial the Zoom number provided above and follow the instructions. **(Note:** if you are using a landline the call will cost up to 13p per minute and from a mobile between 3p and 55p if the number is not covered by your inclusive minutes.)

You will be placed in a waiting room, when the meeting starts the meeting Host will admit you. Please note if there are technical issues this might not be at the start time given on the agenda.

Upon entry you will be muted and your video switched off so that only the meeting participants can be seen. When you join the meeting the Host will unmute your microphone, ask you to confirm your name and update your name as either public or press. Select gallery view if you want see all the participants.

If you have joined the meeting via telephone, your telephone number will appear on screen and will be displayed for all to see until the Host has confirmed your name and then they will rename your telephone number to either public or press.

## **TORBAY COUNCIL**

---

**Meeting:** Audit Committee

**Date:** 23 November 2020

**Wards Affected:** All

**Report Title:** Corporate Performance and Corporate Risk Report

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

**When does the decision need to be implemented?** November 2020

**Cabinet Member Contact Details:** All Cabinet Members

**Supporting Officer Contact Details:** Mark Hammett, Strategic Support Manager, 01803 208002 and [mark.hammett@torbay.gov.uk](mailto:mark.hammett@torbay.gov.uk)

---

### **1. Proposal and Introduction**

1.1 The Corporate Performance and Risk report is produced for the Senior Leadership Team (SLT) and Cabinet Members to review on a quarterly basis, and is also presented to the Audit Committee). This report gives a high level view of the council's progress and success in meeting the priorities of the Community and Corporate Plan as well as an overview of the council's overall performance on key internal indicators such as workforce, financial and customer complaint performance.

The council is currently in the process of producing a new Performance and Risk Strategy and Framework and if agreed this will replace the current arrangements.

### **2. Reason for Proposal and associated financial commitments**

2.1 To review the council's progress and success in meeting the priorities of the Community and Corporate Plan and to monitor the performance of key internal performance indicators and risks.

2.2 There are no financial commitments to the council beyond the officer time involved in collating this report.

---

### **3. Recommendation(s) / Proposed Decision**

(i) That the Audit Committee are asked to note the contents of this report and take action where appropriate.

### **Appendices**

Appendix One – Quarterly Performance Report – Quarter 2 2020/21

Appendix Two – Quarterly Risk Register – Quarter 2 2020/21

## Section 1: Background Information

1.	<p><b>What is the proposal / issue?</b></p> <p>A High level report has been designed and produced with a series of key performance indicators and high scoring risks which align to the visions of the Community and Corporate Plan, and outline how well the council is performing against these key priorities. These performance indicators and risks are monitored within a series of 'dashboards', one for each vision of the Community and Corporate Plan.</p> <p>This report enables SLT, Cabinet Members and the Audit Committee to review and challenge our performance on a regular basis and to identify any improvement actions required. The performance indicators and risks listed within these reports may be exchanged for others as priorities and demand changes.</p>
2.	<p><b>What is the current situation?</b></p> <p>The performance indicators and risks within the report have been recently updated to align to the visions of the Community and Corporate Plan 2020 – 2023.</p>
3.	<p><b>What options have been considered?</b></p> <p>Not applicable.</p>
4.	<p><b>What is the relationship with the priorities within the Partnership Memorandum and the Council's Principles?</b></p> <p>This report gives an opportunity to monitor progress towards achieving the visions of the Community and Corporate Plan.</p>
5.	<p><b>How does this proposal/issue contribute towards the Council's responsibilities as corporate parents?</b></p> <p>The Report contains performance and risk information related to the council's role as corporate parents.</p>
6.	<p><b>How does this proposal/issue tackle poverty, deprivation and vulnerability?</b></p> <p>The Report contains performance and risk information related to the council's desire to tackle poverty, deprivation and vulnerability.</p>
7.	<p><b>How does the proposal/issue impact on people with learning disabilities?</b></p>

	The Report contains performance and risk information related to people with learning disabilities.
8.	<p><b>Who will be affected by this proposal and who do you need to consult with? How will the Council engage with the community? How can the Council empower the community?</b></p> <p>Not applicable.</p>
<b>Section 2: Implications and Impact Assessment</b>	
9.	<p><b>What are the financial and legal implications?</b></p> <p>There are no specific financial or legal implications associated with this report.</p>
10.	<p><b>What are the risks?</b></p> <p>There are no specific significant risks associated with this report.</p>
11.	<p><b>Public Services Value (Social Value) Act 2012</b></p> <p>Not applicable.</p>
12.	<p><b>What evidence / data / research have you gathered in relation to this proposal?</b></p> <p>Key performance indicators and risks have been identified in consultation with Senior Leadership Team members.</p>
13.	<p><b>What are key findings from the consultation you have carried out?</b></p> <p>Not applicable.</p>
14.	<p><b>Amendments to Proposal / Mitigating Actions</b></p> <p>Not applicable.</p>

## Equality Impacts

15.	Identify the potential positive and negative impacts on specific groups		
	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people			There is no differential impact.
People with caring Responsibilities			There is no differential impact.
People with a disability			There is no differential impact.
Women or men			There is no differential impact.
People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			There is no differential impact.
Religion or belief (including lack of belief)			There is no differential impact.
People who are lesbian, gay or bisexual			There is no differential impact.
People who are transgendered			There is no differential impact.
People who are in a marriage or civil partnership			There is no differential impact.
Women who are pregnant / on maternity leave			There is no differential impact.
Socio-economic impacts (Including impact on child			There is no differential impact.

	poverty issues and deprivation)			
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			There is no differential impact.
16.	<b>Cumulative Impacts – Council wide</b> (proposed changes elsewhere which might worsen the impacts identified above)	No cumulative impacts within the council.		
17.	<b>Cumulative Impacts – Other public services</b> (proposed changes elsewhere which might worsen the impacts identified above)	No cumulative impacts with other public services.		

# Corporate Performance Report: Quarter 2 2020/21



# Thriving People

## Thriving People: We will turn the tide on poverty

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
1. Agree the Housing Strategy action plan.	Strategy agreed. Development of new structure of delivery and governance being implemented to assist and ensure delivery. Refresh of action and Covid-19 recovery plan being implemented along with action tracker and performance dashboard.	Full report on status of strategy and delivery against timelines. Delivery of MHCLG funded TorVista properties to assist with homelessness. Funding opportunities being pursued.
2. Ensure Tor Vista achieves Registered Provider status and commence its work programme.	TorVista - still not had confirmation of their Registered Provider status.	Liaise closely with TorVista and assist with TorVista-led housing schemes across the Bay. Ensure a fair approach consistent with other Registered Providers.
3. Ensure continued delivery against the Children's Services Improvement Plan.	Continued to monitor the implementation of the Sufficiency Strategy Launched the Early Help Strategy and commenced implementation. Launched the Learning Academy. Complete the first tranche of the Restorative Practice training. Launched the new Multi-Agency Safeguarding Arrangements through the Torbay Safeguarding Children Partnership. Completed phased 1 of the Childrens Services Redesign. Completed a LGA peer review of the Youth Offending Service.	We continue to focus on the 6 workstreams linked to the sufficiency strategy. Embed the restorative practice training. Multi Agency Safeguarding arrangements have been agreed – we now need to appoint an independent scrutineer and work with the partnership to deliver the new safeguarding partnership board. Continued focus on recruitment and retention through a national campaign along with supporting newly qualified social workers through the Learning Academy. As part of the improvement plan we are considering our approach to 16-17yo young people who are at risk of homelessness. Prioritise our cared for population and reduction of numbers. Finalise the way forward in providing the residential resource for Torbay children.
4. Develop a forward investment programme for affordable and social housing in association with registered providers across Torbay.	Contact re-established with Registered Providers. Internal Officer Housing Delivery Group re-established.	Next Housing Delivery Group scheduled, work on representation from the Registered Providers on the new Housing Board. Continue with liaison meetings with the Registered Providers & Homes England.
5. Explore opportunities for joining the Co-operative Councils Innovation Network and, as part of the Network, consider the options available to support communities to access affordable finance.	The Council is now a member of the Co-operative Councils Innovation Network, with officers attending Network meetings and starting to share good practice with colleagues. Councillors and officers took part in the Co-operative Councils Annual Conference to learn best practice by others.	The process of self-assessment ahead of a peer review will start, with the aim of developing an action plan to ensure we are an enabling council. The peer review is planned to start in December 2020.
6. Explore opportunities to bring forward a 'Torbay Promise' to identified areas in Torbay.	We have reviewed our Early Help provision and model. This has incorporated partners and stakeholders views and how we propose to integrate a collaborative model of Early Help.	This is incorporated into the PeopleToo work and the Early Help Sufficiency Strategy. So will not be a "stand alone" piece of work.
7. Agree the refreshed Children and Young People's Plan and associated action plan.	We have finalised the version and hopefully use delegated powers to amend and update avoiding the need to return to Cabinet for discussion on the minor updates.  We have re-established the Children and Young people's Strategic Board and have presented the Children and Young Peoples plan to the board.	We are anticipating partnership feedback to finalise the plan and will continue to review this within the Children and Young Peoples Board.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 3 2019/20	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Last period value
	<a href="#">Numbers Housed through Devon Home Choice</a>	It's better to be low	(monitoring only)	256	No target set	67	52	25	59	59
ASPI02	<a href="#">Numbers in temporary accommodation</a>	It's better to be low	TBC	532	Target in development	95	203	242	155	155
	<a href="#">- Of which are single persons</a>					50	127	184	76	76
	<a href="#">- Of which are couples</a>					8	6	13	4	4
	<a href="#">- Of which are families</a>					37	54	22	30	30

(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	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Year to date
Page 11	<a href="#">Contacts</a>	TBC	TBC	TBC	TBC	719	620	472	598	533	531	449	524	640	677	535	864	3689
	<a href="#">Targetted Help Referrals</a>	TBC	TBC	TBC	TBC	95	95	131	72	72	73	54	17	39	117	86	126	439
	<a href="#">Social Care Referrals</a>	TBC	TBC	TBC	TBC	131	200	184	219	135	78	88	244	222	198	160	172	1084
	<a href="#">Initial Strategy Discussions</a>	TBC	TBC	TBC	TBC	72	116	103	108	101	85	103	114	158	156	85	129	745
	<a href="#">S47 Outcomes</a>	TBC	TBC	TBC	TBC	51	40	83	55	77	56	68	88	95	94	84	60	489
	<a href="#">ICPCs</a>	TBC	TBC	TBC	TBC	18	10	29	31	22	39	20	39	23	30	21	11	144

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Last period value
SC-007b	<a href="#">Number of overdue reviews for out of area placements (not reviewed within 15 months) (Snap shot)</a>	It's better to be low	On target	0	0	2	2	1	2	2	0	0	0	0	0	0	0	0
LI404	<a href="#">No. of permanent care home placements. (snapshot) (Adults)</a>	It's better to be low	On target	632	600	641	640	645	627	624	632	628	623	623	605	611	627	627
NI135	<a href="#">Carers receiving needs assessment, review, information or advice etc.</a>	It's better to be high	Above target	40%	18%	29%	28%	35%	37%	39%	40%	2%	4%	10%	13%	16%	19%	19%
ASC 1E	<a href="#">Percentage of adults with a learning disability in paid employment</a>	It's better to be high	Well above target	8.8%	7.0%	8.6%	8.8%	9.0%	8.9%	8.8%	8.8%	8.9%	8.9%	8.9%	8.7%	8.6%	8.8%	8.8%
SC-007	<a href="#">Number of people discharged from hospital into permanent residential care (social care funded)</a>	N/A	(monitoring only)	13	No target set	6	8	10	10	11	13	0	0	1	1	2	1	1
ASC 2C p2x	<a href="#">Delayed transfers of care from hospital. Part 2 - attributable to social care</a>	N/A	(monitoring only)	N/A	No target set	4.2	4.0	4.2	4.5	4.5	Return suspended due to COVID-19 - no further data available.							N/A
ASC 1Hx	<a href="#">Proportion of adults in contact with secondary mental health services who live independently, with or without support (commissioned outside ICO) Year to month</a>	It's better to be high	Well above target	49.2%	60.0%	52.9%	49.6%	51.6%	49.2%	48.8%	49.2%	47.9%	46.3%	54.1%	67.2%	65.6%	73.0%	73.0%

**Thriving People: We will have aspirations for all of our residents**

<b>Community and Corporate Plan Delivery Plan Action</b>	<b>What have we done in the last quarter?</b>	<b>What are the priorities for the next quarter?</b>
<b>8. Learning from elsewhere, develop Torbay's approach to Family Friendly Torbay.</b>	Since the decision was taken to enable Torbay to become a family friendly council area all of our strategic improvement plans and policies have been written with this goal firmly in mind.	The discussion which has begun within the Children & Young People's Partnership board will continue there are a number of actions that we will take forward as a partnership to develop and further enhance our family friendly approach. We will be working with others to broaden the reach of the development to impact upon all other areas that are represented at the Children & Young People's Partnership Board i.e. regeneration, planning and other portfolio areas.
<b>9. Support the roll out of Torbay (self-harm) family intervention and mental health support teams.</b>	The self-harm in schools pilot project was adapted as an online / virtual offer across all schools during lock down and over the school holidays.  The Mental Health Support Teams (MHST) in schools also adapted their offer to schools, as part of the delivery of Wave 2 and 3.	Self-Harm: focus will be on establishing the pilot at Spires School. Additional work will focus on understanding the needs of those presenting to Emergency Departments, with a specific piece of research funded by NHS England to better understand female suicide / self-harm rates across the Bay MHST: continue to roll out MHST across additional 11 schools in Torbay (Wave 3).
<b>10. Work in partnership to deliver the Torbay Multi-agency Suicide and Self-harm Prevention Plan.</b>	Development of Torbay Mental Health Network: a whole system approach to addressing mental health needs and suicide prevention.  The LGA Shaping Places Bid submitted. This aims to generate funding to support the network to deliver its desired systems change.  Devonwide suicide real time surveillance system set up.	Expansion of safer suicide communities - community development approach to promoting resilience and wellbeing and safe spaces at local level. Training: assessment of training needs and delivery using NHS England suicide prevention funding. Primary care: primary care training and development programme (Devonwide) to support primary care teams in managing mental health problems in the community and signpost to appropriate services. Contribute to community mental health review: ensure Torbay community and voluntary sector partners input into the review of community mental health to create a pathway of support through the continuum of mental health needs.
<b>11. Improve the outcomes for those most vulnerable in our communities through the comprehensive re-procurement of substance misuse services, as part of a wider multiple complex needs alliance.</b>	Programme Manager is in place with the resultant structures, project plan, work packages and timelines agreed. Extension of timeline by 6 months required due to Covid-19. Progress is on track and within tolerance.	Specification development for each of the service areas and the Alliance Contract. Questions and panel agreed for the procurement.
<b>12. Agree the refreshed Education Strategy, SEND Strategy and Disadvantaged Strategy and associated action plans.</b>	Draft strategy documents are being prepared internally. Consultation with Lead Member on priorities. Local Education Board being engaged.	Share draft document through SLT, Informal Cabinet, Cabinet ready for consultation.
<b>13. Provide Healthy Lifestyles services to those that need it whilst reviewing best practice elsewhere to inform future models of delivery.</b>	Redeployment of Lifestyles Service staff to Torbay Council's Shielding Hub. Capacity constraints due to Covid-19 response and commissioning priorities of Managed Clinical Network and Sexual Health have meant temporary suspension of this work. Voluntary Ex-Ante Transparency Notice (VEAT notice) has been published stating Torbay Council intent to extend contract.	Will be dependent on Public Health capacity and responses to VEAT notice.
<b>14. Implement the trauma-informed approach across services.</b>	Suspended due to Covid-19 response.	Dependent upon capacity.

<b>15. Deliver the healthy weight declaration.</b>	Suspended due to Covid-19 response.	Establish current Public Health England/Food Active offer and requirements post review of Local Authority Healthy Weight Declaration. Establish opportunity for joint declaration and adoption across Devon.
<b>16. Develop an oral health promotion service.</b>	Suspended due to Covid-19 response.	Resume targeted Oral Health project delivery for adults and children: <ul style="list-style-type: none"> <li>• Supervised Tooth Brushing</li> <li>• Dental First Steps</li> <li>• Leonard Stocks Project</li> </ul> Complete an Oral Health Needs Assessment. Develop an Oral Health training plan for Care Homes, Domiciliary Care and Supported Living Providers.
<b>17. Work in partnership with the Torbay and South Devon NHS Foundation Trust in order to optimise the resulting benefits of investment in the hospital infrastructure and services and the resulting transformation of service delivery to ensure high quality new and responsive services for patients and service users.</b>	We continue to work closely with the Trust to agree shared office accommodation for Adult Social Care teams.	The development stages of investment in hospital buildings is starting and our focus is on working closely with NHS partners to ensure that this benefits Torbay residents and our economy.
<b>18. Play our part as a critical partner within the Devon-wide Sustainability and Transformation Programme.</b>	Suspended due to Covid-19 response.	Resumption of Prevention workstream.

Code	Title	Polarity	Status	Prev Year End	England Value		Last period value
PHAP-14	<a href="#">Admission episodes for alcohol-related conditions (persons: narrow definition)</a>	It's better to be low	Well above target	788	664	2018/19	808
New alcohol treatment pathways commenced during covid lockdown. This is expected to ensure that more of those that require treatment are able to access it. However this is only one small component of the total number of people who are admitted to hospital for alcohol, as not all people need treatment. The treatment service is also working with the hospital to improve the pathways into alcohol treatment services prior to hospital discharge in an attempt to reduce future/repeat admissions. They have also ensured that all discharges have access to Breaking Free Online to support people through a tailored programme of digital support for their alcohol use. Wider societal norm changes are required to bring about a change in the alcohol culture in Torbay and the UK which leads to excessive alcohol admissions locally.							
PHOF-C06	<a href="#">Proportion of women known to smoke at the time of delivery</a>	It's better to be low	Well above target	14.5%	10.6%	2018/19	13.3%
Pregnant women are one of the target populations within their contract and maternity services maintained their referrals rates over lockdown so that those pregnant women wishing to quit continued to receive a service offer. Lifestyles services continue to work with maternity to encourage quitting during pregnancy, which a significant proportion do. Lifestyles have also launched a targeted campaign to tie in with Stoptober specifically targeting pregnant women. However the long term intergenerational attitudes to smoking in the most deprived communities makes changing the lifestyles behaviours in this group challenging.							
PHOF-C09a	<a href="#">Proportion of children aged 4-5 years (reception age) classified as overweight or obese</a>	It's better to be low	Well above target	Not published for data quality reasons	22.6%	2018/19	25.1%
<p>Current Public Health priorities for families and young people include:</p> <ol style="list-style-type: none"> <li>1. Re-launch Torbay Healthy Weight Partnership with a particular greater focus on the voluntary sector</li> <li>2. Partnership to own Healthy Weight Action Plan reflecting 'areas for delivery' including Increased access to and knowledge of healthy food combined with cooking skills and food awareness and support for holiday hunger schemes. Also fully utilise the physical activity and nutrition resources and guidance within the Torbay Healthy Learning website to ensure whole school staff are supported to improve pupil diet and foster healthy weight</li> <li>3. Commit requirements and adopt Phase 1 Local Authority Healthy Weight Declaration.</li> <li>4. Complete a new healthy weight vision for Torbay Council.</li> <li>5. Lifestyles services offer family based interventions through slimming world/weight watchers although the take up of this offer is poor. Improved connectivity between the National Child measurement Programme and the lifestyles offer is aspiring to improve knowledge around childhood weight and increase the take up of this offer.</li> </ol>							
PHOF-C16	<a href="#">Percentage of adults classified as overweight or obese</a>	It's better to be low	On target	59.8%	62.3%	2018/19	59.8%
PHOF-C17a	<a href="#">Percentage of physically active adults</a>	It's better to be high	On target	70.7%	67.2%	2018/19	69.8%
PHOF-C19a	<a href="#">Successful completion of drug treatment – opiate users</a>	It's better to be high	Well below target	7.5%	5.8%	2018	5%
A particular focus on the outcomes for opiate users has been made over the past 12 months with services and commissioners developing a specific action plan to address the concerns. Nationally rates have also been declining, however the outcome of the above action plan is that Torbay is now above national averages for Q1 2020/21 and has improved from 5.0% to 5.9% (national rates now 5.6%).							

**Thriving People: We will build safer communities**

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
<p><b>19. Work with the Community Safety Partnership (CSP) on its next Strategic Assessment to identify priorities for building safer communities in Torbay, and ensure that Council activities align and support this approach.</b></p>	<p>Draft Strategic Assessment has been produced and has been to the CSP Board for initial review. Priorities identified which will underpin the focus of the partnership this year:</p> <ul style="list-style-type: none"> <li>• Domestic Abuse and Sexual Violence</li> <li>• Exploitation</li> <li>• Drugs</li> </ul> <p>Significant focus has been applied to Domestic Abuse and Sexual Violence (DASV) during Q1&amp;2 and funding through CSP allocated accordingly.</p>	<p>Report will finalised in line with peninsular assessment with Office of Police and Crime Commissioner (OPCC). All three themes are integrated into cross cutting work streams across the organisation. Work will continue to deliver this.</p>
<p><b>20. Ensure an effective partnership approach to reducing domestic abuse and sexual violence (DASV) to ensure that all agencies are working together.</b></p>	<p>Successful MoJ bid perpetrator funding (£471K) across area. Communications campaign. Multiple Complex Needs tender completed. STP work (CCG, Devon, Plymouth commissioners). Recruited DASV lead role in the CCG. STP monies appointed the Innovation Unit - project to better understand the needs of victims of SV and system responses. CVS - Standing Tall Partnership formed – successfully bid £52.8K to deliver support - a listening ear service, top up grants, essentials parcels, DA training, counselling. The service mobilised with impressive speed and to date has received 100 referrals for support (target 50). Community Reinforcement and Family Training (CRAFT): CRAFT Co-Ordinator recruited through Home Office Violence Against Women and Girls funds. Programme converted for on line delivery. Torbay Domestic Abuse Service – impact and recovery plan completed. Recruiting to Domestic Violence Protection Notice and BC Independent Domestic Violence Advisor roles. Sourced 3 additional safe houses.</p>	<p>MCN tender launch. Prepare for implementation of Domestic Abuse Act 2020: Plan and start implementation of activities from OPCC perpetrator funding. Referrals pathway work with Devon, Cornwall and Plymouth. Work with Innovation Unit, OPCC, CCG, Devon and Cornwall to gather experiences of victims and survivors of sexual violence and people who work with them. Seek long term funding for Standing Tall. Expression of Interest to Comic Relief.</p>
<p><b>21. Ensure a focus on the risk to and impact of exploitation of children and vulnerable adults, working in partnership with community groups.</b></p>	<p>Established a dedicated exploitation team manager and coordinator within children’s services that have oversight of the services provided to these children who are vulnerable to exploitation. We have reviewed all policies and procedures relating to exploitation and have implemented an exploitation screening tool. We have improved our performance data to identify children at risk of exploitation and ensure that services are delivered to support them.</p>	<p>We will continue to embed and evaluate the policies and procedures in relation to Child Exploitation Missing Operational Group (CMOG) and Missing and Child Exploitation (MACE). We will quality assure our response to children who are at risk of exploitation to learn and improve our effectiveness. Continue to work with partners and stakeholders to identify and disrupt activity within the Bay.</p>
<p><b>22. Co-locate police officers within Children's Services' teams to continue to improve outcomes for children and families.</b></p>	<p>Due to Covid-19 responses this cannot be progressed at this stage.</p>	<p>Due to Covid-19 responses this cannot be progressed at this stage.</p>
<p><b>23. Support Devon and Cornwall Police in securing a response location in Paignton.</b></p>	<p>No further work has been undertaken due to COVID-19 response.</p>	<p>Conversations will be resurrected with new Basic Command Unit Commander and OPPC.</p>
<p><b>24. Work proactively with local NHS partners to deliver Health and Wellbeing Hubs in Paignton and Torquay and to maximise the impact of the Health Improvement Programme.</b></p>	<p>Discussions with the Integrated Care Organisation regarding this have determined that they have no active plans for a Health and Wellbeing Hub in Paignton.</p>	<p>Discussions have started with TDA and NHS for the possibility of an NHS Cavell (mental health centre) as part of the Torquay Town Build.</p>
<p><b>25. Support the implementation of the Evening and Night Time Economy Strategy.</b></p>	<p>No further work has been undertaken on the strategy due to COVID-19 response. Work continues to support the sector and Licensing Policy produced and consultate upon including the principle of the Strategy where appropriate.</p>	<p>Strategy will be launch on the basis of it forms a building block for the sector as part of the Covid-19 recovery. This however will be dependent of the status of the pandemic.</p>

Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 3 2019/20	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Last period value
1a	<a href="#">Torbay Domestic Abuse Service - New placements in the service - Adults</a>	N/A	(monitoring only)	1,455	No target set	342	343	300	360	360
2a	<a href="#">Torbay Domestic Abuse Service - New placements in the service - Number of Children of clients</a>	N/A	(monitoring only)	1,012	No target set	289	264	187	197	197
3a	<a href="#">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)</a>	N/A	(monitoring only)	47	No target set	11	10	4	11	11
<p>In terms of referrals Torbay Domestic Abuse Service (TDAS) is seeing slightly above average numbers every week, however the levels are variable, and there has been no surge and there do not appear to be any trends at present. The number of Multi Agency Risk Assessment Conference (MARAC) Independent Domestic Violence Advisor referrals has been steady at 74 (73 in Q1) with a 91.8% engagement rate, up from 86.5% in Q1 against a target of 75%. The average engagement rate last year was 74.7%. 55.2% in Q2 were repeat clients (i.e. referred within 1 year of exiting the service) which is up 12% on last year's average of 42.9%. TDAS Children' programme Helping Hands is back to being delivered in schools and the safe houses. TDAS has a recovery plan in place and can revert back to home working as required.</p>										

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Last period value
	<a href="#">Child Protection Plans</a>	TBC	TBC	TBC	TBC	185	177	192	199	192	194	197	223	218	220	221	200	200
	<a href="#">Children Looked After</a>	TBC	TBC	TBC	TBC	343	345	356	368	365	354	348	340	338	335	329	324	324
	<a href="#">Starting CLA</a>	TBC	TBC	TBC	TBC	8	8	15	18	10	5	2	4	7	8	2	4	4
	<a href="#">Ceasing CLA</a>	TBC	TBC	TBC	TBC	1	7	5	6	14	15	8	11	9	10	8	9	9
ASCP100x	<a href="#">Number of adults safeguarding referrals (Section 42 Enquiries) Year to month</a>	N/A	(monitoring only)	31	No target set	7	7	14	5	6	31	24	23	37	103	121	149	149
TCT	<a href="#">Safeguarding Adults - % repeat safeguarding referrals in last 12 months</a>	It's better to be low	Well above target	7.8%	8.0%	7.9%	8.1%	8.5%	7.6%	7.1%	7.8%	7.2%	9.0%	10.3%	11.4%	11.0%	14.6%	14.6%
<p>There has been an audit of this work.</p> <p>In our analysis we identified a clear theme in that the majority of repeat referrals (not all) were in relation to large scale safeguarding enquiries or Provider of concern processes; when our staff had an increased foot fall in the provider setting, and actively identifying issues of abuse resulting in harm to individuals, it is practice in Torbay that these incidents of abuse would be recorded as individual safeguarding processes; separate to the large scale enquiry, the rationale for this has been to avoid information overload/something being missed within the larger enquiry and most importantly to ensure that Making safeguarding personal is prioritised and central for the individual concerned.</p> <p>In reviewing the remaining repeat referrals, we recognised the fact that some individuals choose not to accept they need a safeguarding plan or, a plan is in place which they later do not follow, equally there were individuals for who, their physical and/or Mental health or Mental Capacity deteriorate resulting in them being referred though to safeguarding for different but equally valid reasons. Equally there were a few individuals with highly complex needs and increased vulnerabilities such as autism, epilepsy, domestic abuse; self-neglect and an individual being targeted within the community as a victim, where despite risk management plans, and safeguarding plans being in place for them, they remain at high risk of further abuse. It must be recognised that for some of these individuals, the risks they pose or are subjected to e.g. PICA or total reliance on providers for all care needs, can result in high levels of anxiety for professionals, providers and family/advocates, and whilst these individuals may not need to be under a safeguarding process continually for years there will inevitably be times when they will be re-referred into the safeguarding adults process.</p> <p>The practicalities of this is that the numbers will go up if we have several large scale enquiries, and action to address this would undermine the safeguarding process and not help the individuals concerned.</p>																		

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

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
<b>26. Agree the COVID-19 Economic Recovery Plan.</b>	Deliver in line with actions below.	Assess impact of further lockdown.
<b>27. Explore the potential for the community wealth building approach to develop new ways of working with our public and private sector partners to maximise local economic benefits, including public sector procurement.</b>	CWB board has been convened and met for inaugural meeting.	<ul style="list-style-type: none"> <li>• Establish the Procurement and Employment Sub-groups</li> <li>• Undertake local benchmarking/ spend analysis exercise</li> </ul>
<b>28. Progress, using our relevant powers, the possession of the Crossways site in Paignton.</b>	Compulsory Purchase Order (CPO) served and planning application submitted.	Responding to the CPO objections.
<b>29. Protect and accelerate the development of employment space to accommodate business growth.</b>	Getting Building Fund allocated to Edginswell & Lymington Road.	<ul style="list-style-type: none"> <li>• Identification of additional potential employment sites.</li> <li>• Review pipeline of demand.</li> </ul>
<b>30. Explore funding opportunities to create greater capacity and enhanced capability for Brixham Fish Market.</b>	Regular liaison with local MP, Brixham Trawler Agents, British Ports Association, HoSW LEP and TDA to keep abreast of funding options. EIA scoping work undertaken.	Continue the regular liaison with local MP, Brixham Trawler Agents, British Ports Association, HoSW LEP and TDA. Undertake further work towards the land reclamation project, including cost estimates and necessary consents i.e. Marine Management Organisation & planning
<b>31. Promote opportunities for investment through the Torbay Economic Growth Fund with the aim of regenerating all of our town centres and diversifying the economy.</b>	No specific actions.	Bring forward business cases for Edginswell & Lymington Road if appropriate. Identify opportunities for the Fund including for the employment sites noted at #29.
<b>32. Close the educational attainment gap and broaden the skills base within the workforce and further the growth of apprenticeships.</b>	<p>Economic Recovery Board established and work programme being created.</p> <p>Submitted in Town Investment Plan support for sector pathways work.</p> <p>Secured investment from HotSW LEP for hi tech training.</p>	Local Education Board meeting to agree the action plan.
<b>33. Support South Devon College's HE Vision including to secure Full Taught Degree Awarding Powers by 2022 and University College status by 2025.</b>	No actions required.	Review with SDC Principal what support is required.

Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 3 2019/20			Quarter 4 2019/20			Quarter 1 2020/21			Quarter 2 2020/21			Last period value
	<a href="#">Gross rateable value of Business Rates (NNDR)</a>	It's better to be high	On target	£93,858,989	£94,253,806	£94,018,759			£93,858,989			£94,582,264			£94,802,114			£94,802,114
Code	Title	Polarity	Status	Prev Year End	Great Britain / Month Target	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Last period value
TEPI03	<a href="#">Out of Work Benefits Claimant Count</a>	It's better to be low	Well above target	3.5%	6.5%	3.1%	3.1%	3.1%	3.2%	3.5%	3.5%	7.1%	8.0%	7.6%	7.8%	7.9%	7.7%	7.7%
						2,385	2,385	2,415	2,475	2,675	2,675	5,485	6,165	5,845	5,955	6,080	5,875	
Code	Title	Polarity	Status	Prev Year End	Great Britain Value	2019												Last period value
TEPI04	<a href="#">Percentage of workless households in Torbay</a>	It's better to be low	Well above target	17.1%	13.9%	16.3%												16.3%
PTPI05	<a href="#">Earnings by Torbay Residence (Gross weekly pay)</a>	It's better to be high	Well below target	£472.40	£587.00	£505.10												£505.10
PTPI06	<a href="#">Earnings by Torbay Workplace (Gross weekly pay)</a>	It's better to be high	Well below target	£444.10	£586.50	£483.80												£483.80
Code	Title	Polarity	Status	Prev Year End	Great Britain Value	Oct 2018-Sep 2019			Jan 2019-Dec 2019			Apr 2019-Mar 2020			Jul 2019-Jun 2020			Last period value
TEPI08	<a href="#">Percentage of people in Torbay who are economically active (aged 16 to 64)</a>	It's better to be high	On target	78.1%	79.4%	78.2%			78.1%			77.1%			77.6%			77.6%
TEPI09	<a href="#">Percentage of people in Torbay in employment (aged 16 to 64)</a>	It's better to be high	On target	74.2%	76.2%	74.1%			74.9%			73.1%			73.1%			73.1%

## A Thriving Economy: We will become the premier tourist resort in the UK

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
34. Ensure the COVID-19 Economic Recovery Plan links with the sector specific recovery plan for the tourism industry.	Close liaison has continued between the Council, the English Riviera BID company, the TDA and regional/national tourism bodies i.e. Visit Devon & Visit England. Continued to work with HotSW & Great SW partners to ensure that regional recovery is also aligned.	Further liaison will continue along with collaborative and collective lobbying for sector specific support.  Scoping review of Destination Management Plan.
35. Invest up to an additional £0.6 million in public toilet provision enabling investment at Goodrington South, Meadfoot, Broadsands, Goodrington North, Abbey Meadows and Preston Bus Shelter.	Several projects delayed by the Covid-19 lockdown and the need to avoid summer disruption. Goodrington South - all works completed and unit operational.	Meadfoot Project start date 16th November completion estimated 22nd January 2021. Broadsands Modular unit under construction, drainage and foundation works scheduled for 14th September 30th October. Completion of unit detail awaited dependant on drainage plans. Goodrington North Project estimated start date 30th November 2020 completion estimate 5th February 2021. Abbey Meadows Project start date 28th September completion estimated 6th November. Preston Bus Shelter Project start date 12th October completion estimated 20th November.
36. Work to identify a third party provider to operate the public toilets at Corbyn Head from 2021/2022 onwards.	Marketing of this site has commenced using a local agent with support from the TDA. Positive media coverage provided on this opportunity.	The next phase is to identify interested parties and look at the proposals. Due diligence will be necessary. The nature of the offer will determine the decision making process.
37. Work with partners to develop a Town Investment Plan for Torquay which secures the highest allocation of Town Deal investment.	Heads of terms offer for £21.9M secured October.  Business plans for accelerated projects developed.	<ul style="list-style-type: none"> <li>• Revise project allocation in line with offer.</li> <li>• Affirm partnership approach for key town centre project.</li> <li>• Respond to other Heads of Terms conditions.</li> </ul>
38. Ensure that the Future High Streets Fund application for Paignton secures investment to accelerate the regeneration of Paignton.	No actions, decision not yet given.	Awaiting decision.
39. Submit our application to the Heritage Lottery Fund (HLF) for Phase 3 of the renovations at Torre Abbey.	The Heritage Lottery Fund has ceased normal funding applications due to Covid-19. Work has continued on preparing for public consultation. A bid has been submitted to the Arts Council/HLF Recovery Fund.	The next quarter is unlikely to see any resumption of the normal application process. Officers will monitor the situation and any other funding opportunities.
40. Support the Heritage Lottery Resilience Fund bid for Oldway Mansion in order to support the submission of a Heritage Lottery Fund bid, the new Oldway Trust and volunteer activities.	The HLF has ceased Resilience Fund applications due to Covid-19. Work has continued with the Oldway Trust, the Friends of Oldway and other volunteers. A key holder agreement has been signed and the old Tea Rooms are due to re-open.	The next quarter is unlikely to see any resumption of the application process. Officers will monitor the situation and any other funding opportunities.
41. Develop plans for the long term future of the Pavilion in Torquay.	Section 106 Task Force established and had several meetings. CiL Neighbourhood Spend Panel agreed through Cabinet.	Looking to redistribute unspent s106 monies, where possible. First Neighbourhood Spend Panel details to be developed, terms of reference, the scope for proposed projects and first panel in the New Year.
42. Support the community in their development and delivery of projects which will improve our beaches and seafront areas.	Work has continued with beach and seafront tenants to improve their areas and/or support their projects i.e. Fishcombe Cove Café, the Old Toll House & Pierpoint.	Further support and encouragement will be provided to the community in their development and delivery of projects which will improve our beaches and seafront areas.
43. Maximise the use of investment from new businesses in Torbay through the use of Section 106 monies, Community Infrastructure Levy and sponsorship.	Section 106 Member Task Force established. CiL Neighbourhood Share spend process agreed through Cabinet.	Run first CiL Neighbourhood Spend Board, distribute funds.

<p><b>44. Work with destination management partners to maximise all available funding for Torbay.</b></p>	<p>Successful bid for Visit South West domestic marketing campaign. The Visit South West domestic marketing campaign is a Government Cabinet Office funded campaign awarded to the Great South West DMO partnership, (including ERBIDCo, Visit Devon, Destination Plymouth, Visit Cornwall, Visit Somerset, Visit Exmoor, Visit Dorset). The campaign value in the end is £340,000. It went live on 1st September running for 3 weeks across digital display, social media, print and radio to an audience within 2 hour travel time of our region.</p>	<p>The Council will continue to work with the Destination Marketing Group, which is supported by the TDA.</p>
<p><b>45. Support Torbay Culture in advocating for the culture sector to work with partners to ensure a good quality submission to Creative People and Places.</b></p>	<p>Delivered Create to Recover activity. Secured Cultural Recovery Fund grant supporting Torbay Culture role.</p>	<p>Deliver Cultural Recovery Work. With board of Torbay Culture: assess how the Board can increase its visibility with partners.</p>
<p><b>46. Work with the Destination Management Group to ensure alignment with Destination Management Plan objectives and advocate that regional partners recognise the importance of the visitor economy for Torbay.</b></p>	<p>Great South West Tourism Survey review. Launch of: Be the Business.</p>	<p>Review of Destination Management Plan.</p>
<p><b>47. Work with the community to empower them to manage flower beds and promote civic pride.</b></p>	<p>Before the Covid-19 lockdown, work was progressing which included the Torbay Community Development Trust undertaking engagement about the community looking after flower beds, extending the Council's work with Groundwork South to co-ordinate the work of volunteers and developing Community Action Plans for the flowerbeds and greenspaces. Understandably, this work has slowed considerably but now needs to be progressed.</p>	<p>A new work stream has been established entitled "Green Infrastructure – Increasing Community Empowerment". The work stream Project Board will now start work to address the four overarching (and related) messages from the first Community Conference held in September 2019:</p> <ul style="list-style-type: none"> <li>• There needs to be a change of culture in the Council and also in communities.</li> <li>• Trusted relationship with communities need to be built.</li> <li>• Communication with communities and individuals needs to improve.</li> <li>• Celebration of Torbay's assets and civic pride need to be encouraged.</li> </ul>

**Performance Indicators are in development for this section. Information below was provided by the English Riviera Bid Company Ltd with data from The South West Research Company Ltd.**

Holiday visits to the English Riviera in 2018\* had increased by 4% for staying trips and 3% for spend compared to the ERBID baseline year of 2016. This growth is higher than the national average for domestic staying trips. Overseas study nights were also 4% higher. A key objective is to extend the season and increase shoulder season occupancy. This has also been achieved. Shoulder season occupancy in both Q1 (Jan-Mar) and Q4 (Oct-Dec) both increased for every recorded year since the ERBID was launched in 2017. Staying and day visitors combined spent £425 million on the Riviera in 2018, generating £566 million in local business turnover and supporting approximately 11,000 actual jobs. 2019 data is expected mid-October.

# Tackling Climate Change

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

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
48. Deliver a successful transition of services to SWISCo, in particular ensuring that there is a focus on increasing recycling rates.	A successful transition of services to SWISCo was achieved on 1st July.	A new Waste Strategy will be consulted on during this quarter for adoption in December 2020. There will be a clear focus on increasing recycling rates.
49. Review and develop plans to improve communications and transport connectivity and sustainability, including the submission of a bid for Edginswell Rail Station.	Bid was submitted on time for the Edginswell Rail Station proposal.	Prepare for project implementation, if bid is successful. Work with partners over Green Travel Plans, Review of the Local Transport Plan.
50. Appoint a dedicated Climate Change Officer, to co-ordinate Council activities as part of the Devon Climate Emergency Response Group and develop an action plan to address climate change in Torbay.	Successful, but somewhat delayed recruitment process secured our first choice from a just under a hundred applicants. Jacqueline Warren has been appointed to the role. Starts early December.	Set out work programme, priorities and details of spend as early as possible and develop the Climate Change Strategy. Work closely with the O/S Working Group.
51. Introduce and maintain close oversight of the impacts of charging for household DIY waste at the Recycling Centre.	Capital works have been designed and the contractor instructed. Household DIY waste charging is due to be introduced in early October.	SWISCo will maintain oversight of the impacts of charging for household DIY waste at the Recycling Centre once it is introduced.
52. Develop plans for a trial and roll out of three-weekly refuse collections	Progress has been delayed by other key actions, including the TUPE transfer of teams into SWISCo. A Project Board has been established.	The Project Board will continue to meet to properly plan the trial areas. It is intended that the trials will commence in early February 2021.
53. Introduce a mechanism to ensure all council decisions are informed by an analysis of whether they would help or hinder climate change.	The report template has been updated to reflect this requirement.	The template has been introduced for meetings from October 2020.
54. Work as a member of the Peninsula Transport Body to tackle climate change through the transport agenda.	Continued to be actively involved in the partnership.	Contribute to the consultation response on the Devon Carbon Plan and the content of the Torbay Climate Change Strategy. Continue work on Local Transport Strategy.
55. Bring forward Trees for the Future setting out how we will work as a community to protect and enhance our treescape and introduce appropriate re-wilding.	A Trees for the Future document was agreed in principle in April.	The Trees for the Future document will need to be incorporated into the wider work on Green Infrastructure.
56. Explore opportunities to produce our own solar and other renewable electricity and introduce electric vehicle charging points and make best use of the planning system to drive this agenda across Torbay.	Principal of two Torbay Council Solar farms approved by Cabinet.	Provide clear, positive pre-application planning advice on the proposals and when submitted determine them in an efficient and timely manner. Continue to explore opportunities for funding for electric charging points.
57. Implement the Environmental Enforcement Service.	Tender is in the process of being concluded and is at the evaluation stage.	If the process is successful contract will be awarded with commencement beginning of 2021.
58. Review and develop plans to address flooding risks within Torbay.	The Torbay Flood Steering Group held a meeting in July. Membership includes Councillors, Council Officers, TDA, the Environment Agency and South West Water.	The Torbay Flood Steering Group are due to meet again in December or January. A revised Torbay Local Flood Risk Management Strategy will be presented to Cabinet for approval in early 2021. In the meantime several flood alleviation schemes continue to be progressed.
59. Encourage a sustainably developed built environment through review of Local Development Scheme (Local Plan Review).	Local Plan review well underway, including the establishment and first meeting of the Local Plan Working Group.	Decision on the scope of update of the Local Plan. Report in December. Preparation of supporting documents and a revised Local Development Scheme with shorter timescales.

Further performance indicators for this section are being explored in combination with the review of the Climate Change Strategy.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 3 2019/20	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Last period value
NI191	<a href="#">Residual household waste per household</a>	It's better to be low	Well above target	143	120kg	126kg	143kg	135kg	Reported 1 quarter in arrears	TBC
<p>The lockdown due to COVID19 significantly affected waste performance during Quarter 1 of 2020-21. The increase in residual waste was seen in the waste collected at the kerbside and this was reflected by similar increases for all local authorities across the UK. All other sources of residual household waste e.g. civic amenity and litter bin waste, were reduced in Q1 2020-21. More people were at home instead of at work, so increases in the tonnage collected at the kerbside were seen as a result. The Recycling Centre was also closed, which significantly reduced the amount of recycling delivered to the site especially garden waste. It is expected that with the easing of lockdown measures and the re-opening of the Recycling Centre, levels of household waste will reduce and recycling rates should partially recover showing an improvement on this indicator.</p>										
NI192	<a href="#">Percentage of household waste sent for reuse, recycling and composting</a>	It's better to be high	Well below target	40.25%	50.00%	41.68%	40.25%	31.84%	Reported 1 quarter in arrears	TBC
<p>The increase in household residual waste described above, increases the denominator which is used to calculate the recycling percentage. Materials collected from the kerbside for recycling also increased in Quarter 1 2020-21 compared to Quarter 1 2019-20, by approximately 300 tonnes, this will have increased due to more people being at home. There was a significant increase in the amount of food waste collected for recycling (possibly wasted as a result of stockpiling). However, as the Recycling Centre was closed during lockdown the amount of material collected for recycling at the site was significantly lower than previous years as mentioned above significantly garden waste. In 2019-20 over 3170 tonnes of recycling were delivered to the site by householders, but in 2020-21 only 740 tonnes were delivered. Quarter 1 is traditionally a heavy quarter for garden waste, so the reduced tonnage has significantly affected the recycling rate. It is expected that with the easing of lockdown measures and the re-opening of the Recycling Centre, levels of recycling will increase.</p>										
0000	<a href="#">% of commercial waste recycled</a>	It's better to be high	Above target	21.09%	25.00%	16.79%	16.74%	26.36%	Reported 1 quarter in arrears	TBC

# 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

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
60. To build upon and embed the successful collaboration that saw residents, communities, partnerships and the Council working together differently in the response to the pandemic.	The Opportunity, Impact and Risk Assessment in relation to Covid-19 on the community and the wider Community and Voluntary Sector has been reviewed with specific impacts, risks and opportunities escalated to the overarching Assessment.	The Assessment needs to be completed and the actions identified will be incorporated into the project plan for the Our Communities project of the Council Redesign Programme.
61. Roll out and embed Crowdfunding to support community projects and establish Community Grant Funding schemes.	The draft criteria for the Community Enablement Fund has been considered by members of the Cabinet.	Final agreement will be reached on the operation of the Enablement Fund and appropriate publicity undertaken. Work will also continue on ensuring that there is a cohesive approach to all available funds/schemes available for the community from the Council.
62. Re-energise take up of the Torbay Lottery as a means of funding for community projects.	We allocated £9,480 to six local good causes from the Torbay Lottery Small Grants Fund for 2019/2020.	This action will be included within cohesive approach to funds/schemes available for the community from the Council (as per action 61 above).
63. Agree a Community Engagement and Empowerment Strategy, including an 'Enabling Council' action plan.	The draft Community Engagement and Empowerment Strategy was launched at the Community Conference in September 2020. The consultation will run through to 20 December 2020.	Engagement on the draft Community Engagement and Empowerment Strategy is underway with a long and short version questionnaire available. Promotion will take place across the whole community and consideration will be given to whether in person events can be held (Covid restrictions permitting).
64. Strengthen relationships with the Community Partnerships through the appointment of Ward Ambassadors within the Council.	Ward Ambassadors have been renamed as Ward Facilitators. Each Facilitator has been asked to meet with their ward councillors and, in the majority of cases, these meetings have taken place.	Promotion of the scheme needs to take place with the Community Partnerships and the wider community. Mechanisms also need to be put in place to monitor the actions being taken, ensuring that the specific purpose of the Facilitators is kept in mind.
65. Strengthen relationships with the community by undertaking town visits by Leader and Chief Executive.	A schedule of Town Visits has been prepared.	Arrangements for the Town Visits need to be put in place.
66. Simplify and standardise how the Council works through making the best use of technology.	Completed IT infrastructure refresh, which is the foundation for improvements. Ran tender process for Office 365, the new operating system for the Council's Windows estate that will enable much greater electronic collaboration, improved resilience and ability to remotely manage teams whilst standardising and simplifying core working practices. Started business requirements and business case for new Customer Relationship Management (CRM) system to improve customer services across the organisation and enable full exploitation of digitalisation to release efficiency savings and improve productivity, underpinned by standardisation, simplification and data sharing.	Start Office 365 project work to bring in new operating system by May 21. Commence tender process for new CRM system on business case and funding approval. NB All work is aligned to the Council Re-Design to ensure offer and outcomes remain the focus of process improvements.
67. Review the continued rationalisation of council assets.	The Corporate Asset Management Group (CAMG) held a meeting in June. Part of CAMG's role is to provide advice on assets that are surplus to service requirements.	The work of CAMG will continue with a focus on the potential for a reduction in the need for office space post Covid-19.
68. Ensure that Torbay Council collaborates effectively locally, regionally and nationally.	The draft External Affairs Strategy has been considered by SLT. We have ensured that the Council is represented at appropriate regional and national forums.	The Strategy will be considered by members of the Cabinet in the near future. Attendance at appropriate local, regional and national forums will continue to be prioritised.

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Cumulative to date
RECPI01	<a href="#">Agency Staff Cost (excluding schools)</a>	It's better to be low	Well above target	£4,865,773	£470,950	£349,363	£363,340	£587,165	£519,888	£411,082	£806,694	£213,420	£394,102	£323,976	£342,002	£258,797	£312,870	£1,845,167
Adults £0k, Children's £273.9k, Public Health £0k, Business Services £9k, Corporate Services £27.9k, Planning & Transport £2k																		

Code	Title	Polarity	Status	Prev Year End	Annual Target	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Last period value
RECPI02	<a href="#">Variance Against Revenue Budget (projected)</a>	It's better to be low	Below target	£3,081,000	£0	£3,228,000	£3,388,083	£2,874,000	£3,285,388	£3,206,488	£3,081,000	£7,769,000	£7,769,000	£4,800,000	£4,496,000	£3,820,000	£1,986,000	£1,986,000

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 3 2019/20	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Last period value
HR 00	<a href="#">Staff sickness – % working days lost as an overall organisation</a>	It's better to be low	Well below target	4.9%	3.5%	4.4%	4.6%	2.9%	2.2%	2.2%
RECPI06	<a href="#">Number of Corporate Complaints received</a>	It's better to be low	Monitoring only	456	No target set	86	69	60	75	75
RECPI05	<a href="#">Number of Corporate Complaints - Dealt with within timescales</a>	It's better to be high	Well below target	83%	90%	74%	83%	57%	64%	64%

The new system had been implemented for complaints only and the impact of this can be seen at Q3 in 2019-20, which was just after the implementation of this project. By recruiting complaint investigators our performance in respect of timeliness increased from 57% to 74%. Unfortunately at Q1 in 2020-21 performance has dropped due to the impact of COVID and this is because our complaint investigators were taken off their normal duties for part of their working week to assist with the COVID call centre. In addition to this our responses to complaints depend very much on colleagues, who are delivering front line services, on providing us with information. During this time, those officers were also dealing with other priorities in respect of the COVID response. Q2 performance has improved from Q1 and 62% of complaints which were due in this time were responded to within agreed timescales. It is possible performance will fluctuate throughout this year as the pandemic continues. However, our performance remains higher than it was before we implemented this project which was around 40%.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 3 2019/20	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Last period value
	<a href="#">Number of Corporate Complaints upheld / partly upheld</a>	N/A	Monitoring only	181	No target set	10	17	17	18	18
	<a href="#">Number of Freedom of Information (FOI) requests / Environmental Information Requests (EIR) received</a>	N/A	Monitoring only	1426	No target set	307	469	235	427	427
FSIT012	<a href="#">Number of FOIs / EIRs - Dealt with within statutory timescales</a>	It's better to be high	Well below target	83%	95%	85%	89%	84%	82%	82%
<p>There has been no change in how the council processed these requests. FOI performance has remained at similar levels across the year. We continue to work with SLT to advise them of overdue cases and we have improved our processes around chasing responses which are due. The target for the percentage of FOIs handled in time is high as this is what the Information Commissioner's Office set as a good level of performance.</p>										
IG001	<a href="#">Number of subject access requests (SARs) received</a>	N/A	Monitoring only	55	No target set	13	21	27	33	33
FSIT012	<a href="#">Number of SARs - Dealt with within statutory timescales</a>	It's better to be high	Well below target	29%	90%	33%	29%	27%	11%	11%
<p>Subject Access Request performance is a known issue, which is being mitigated. The number of requests has increased significantly over the last few years. The majority of requests are large in volume (often thousands of pages) and complex in their nature and can take a significant amount of time to process, sometimes months. There is currently no dedicated resource within the team to handle these requests, however, this is currently being addressed through the approval of a 12 month fixed term post which is going out to advert imminently. In addition to this, a neighbouring authority has been assisting us with some requests. Improvements may not be seen immediately as there is a backlog of requests to be dealt with, however, the additional resource will certainly improve the current situation.</p>										

Code	Title	Polarity	Status	Prev Year End	Target	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Last period value
REG001 B	<a href="#">Registration of births - Registered within 42 days</a>	It's better to be high	Well below target	98.4%	98%	98.6%	98.6%	98.4%	98.4%	98.5%	98.4%	No births registered	No births registered	67.7%	60.8%	60.6%	64.7%	64.7%
<p>Due to a national lockdown national restrictions were placed on life events, this meant that no birth registrations took place for twelve weeks from March to June 2020. When restrictions were lifted Registrars had a significant back log of births to register (550 in total). As of the week ending 2 October there were only ten births outstanding that are over the statutory registration time scale of 42 days. The performance should return to normal which is usually around 90% by the end of October 2020. However, this will be dependent on how cooperative the parents are and if they attend a registration appointment or continue to ignore late registration reminder letters. We have plenty of appointment availability however we are unable to force people to attend to register their babies. This is a great achievement for the Registrars Team and the recovery reflects the hard work they have put in to recover the back log. A service level agreement with Devon County Council for residents who live in the Teignbridge or South Hams areas but whose babies are born at Torbay Hospital is back in place after being ceased for a period of this year due to COVID 19. These babies can again be registered at Devon County register offices and therefore the number of births needing to be registered by Torbay will be fewer.</p>																		
REG001 D	<a href="#">Registration of deaths - Registered within 5 days</a>	It's better to be high	Well below target	74.5%	90.0%	74.6%	75.4%	75.2%	74.1%	74.6%	74.5%	75.0%	79.0%	81.7%	80.5%	80.6%	79.7%	79.7%
<p>Torbay Registration service has historically not been able to attain the statutory timescale of registering 90% deaths within five days. The service has worked very hard over the last few years to improve its timelines. Registrations are now being completed by telephone, rather than a face to face appointment, which was a change in legislation to respond to Corona Virus. This is also coupled with the doctors scanning medical certificates for the registrations, rather than waiting for physical documents to arrive in the office – again another change to death registrations in light of Corona Virus.</p> <p>To attain the 90% target is a very challenging task. Issues that impact on the service being able to achieve this target include:</p> <ul style="list-style-type: none"> <li>o The service is unable to make a doctor complete a medical certificate in a timely manner after a death e.g. they may be on holiday or busy.</li> <li>o On occasion, it can be a challenge to find a next of kin to register a death.</li> <li>o In circumstances where solicitors deal with an estate and they are slow at registering due to being busy or accessing the deceased personal information to complete the registration.</li> </ul> <p>The General Register Office monitor this target and are in regular contact to monitor our performance and assist with identifying actions to address this. However, it needs to be recognised that some of the issues encountered to achieve this target are outside of our control. The Compliance officer from General Register Office has recently commended Torbay Registrars on their performance regarding this PI.</p>																		
Code	Title	Polarity	Status	Prev Year End	Target	Quarter 3 2019/20		Quarter 4 2019/20		Quarter 1 2020/21		Quarter 2 2020/21		Last period value				
	<a href="#">SWISCO - Complaints per 100,000 population</a>	It's better to be low	TBC	Data not available	TBC	Data not available		Data not available		Data not available		6.6		6.6				
	<a href="#">SWISCO - Compliments per 100,000 population</a>	It's better to be high	TBC	Data not available	TBC	Data not available		Data not available		Data not available		8.8		8.8				
	<a href="#">Number of Planning Applications determined in time - with extensions</a>	It's better to be high	Monitoring only	691	No target set	238		214		112		224		224				
	<a href="#">Number of Planning Applications determined in time - without extensions</a>	It's better to be high	Monitoring only	TBC	No target set	123		98		23		55		55				

# **TORBAY COUNCIL**

---

## **Corporate Risk Register Quarter 2 2020/21**

## 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.

### 2.2 Risk Matrix

Impact	Critical	5	10	15	20	25
	Major	4	8	12	16	20
	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**

Score and RAYG	Title	Description	Probability Score	Impact Score	Mitigation	Score and RAYG After Mitigation	Risk Owner
12	Increased demand for Children's Services	The number of children that are cared for by the local authority increases and puts pressure on sufficiency of placement and the budget.	3 - Possible	4 - Major	We have robust oversight of our cared for population and those children who enter care. A number of panels have been put in place to monitor and track children's progression. These include a pre-birth tracker, permanence panel and the placement panel that reviews children in independent care settings. Cases are tracked on a weekly basis. There is now an Edge of Care offer which supports children who have the potential to become cared for. There is more effective use of the PARIS system with the use of daily alerts specifically related to COVID-19 to support us in identifying the most vulnerable children in this challenging time.	12	Nancy Meehan
20	Impact upon the council's ability to meet statutory timescales	Increased demand could impact on our ability to meet statutory timescales for the completion of assessments and meetings such as child protection case conferences.	5 – Almost certain	4 - Major	There is weekly monitoring of the numbers of contacts into the Multi Agency Safeguarding Hub that require a statutory response. This has risen significantly during the COVID period. 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	16	Nancy Meehan

					an exception report in relation to children's services improvement which is reviewed at the Children's Services Improvement Board, SLT and overview and scrutiny.		
15	Failure to deliver the Children's Services Improvement Plan	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.	3 - Possible	5 - Critical	A Children's Commissioner is in place as part of a DfE statutory direction. The Commissioner chairs the improvement board and the board has been reviewed to further strengthen its function. There is also stronger quality assurance and a better understanding of performance.	12	Nancy Meehan
12	Delivery of Liquid Logic	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.	3 - Possible	4 – Major	There is a governance structure around the implementation of the system and progress is being reported to SLT. Due to data migration there is delay to the implementation of Liquid Logic which is now scheduled for May 2021	8	Nancy Meehan
16	Local Area SEND Inspection	The Local Area Special Educational Needs and/or Disabilities (SEND) inspection conducted by Ofsted and the Care Quality Commission (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. If inspectors confirm this self-analysis, it is anticipated that the Local Area will receive a 'statement of action' and inspectors will	4 - Likely	4 – Major	The Ofsted Inspection Process is currently on hold due to COVID-19 and there is no definitive information about when 'normal' inspection activity will commence. The preparation processes are continuing and the inspection self-evaluation document is being updated.  The impact of COVID-19 on SEND delivery is being documented and the changes to SEND legislation are being addressed. However, there is a realistic risk that the authority and partners will not be able to meet the	16	Rachael Williams

		evaluate progress with programme of monitoring visits.			expectations to review all plans as frequently as being requested. The SEND staff posts are being filled but delayed by Covid.		
12	Achievement of £6m of Adult Social Care savings by March 2023	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.	3 - Possible	4 – Major	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.	12	Jo Williams
Page 33	Domiciliary Care Capacity	A deficit in the required capacity to meet all care requirements	4 - Likely	4 – Major	Triaging of care packages. Development of market – retention, recruitment including voluntary capacity. Increased independence through enablement and circles of support. Wellbeing and resilience support for care workers/staff. Development of esteem and value associated with care work.	12	Jo Williams
10	Adult Social Care assessment of working age adults with poor mental health is not	Responsibility for delivery of social care services for mental health working age adults is delegated under a Memorandum of Understanding to Devon Partnership Trust (DPT) by Torbay Council.	5 – Almost certain	2 - Minor	Assessments are mainly undertaken by DPT. Care Act eligibility indicator questions have been introduced into DPT's Mental Health Assessment Team's assessment so in future it will be	10	Jo Williams

	wholly compliant with the Council's duties under Care Act 2014.	There are currently (July 2020) 500 people on waiting list for a secondary mental health service, some of whom may also have an entitlement to social care support under the Care Act, but have not yet received a Care Act eligibility assessment. Therefore people eligible for social care support will have delayed access to it which could lead to unnecessary deterioration in wellbeing, risks to mental health and potential escalation of support needs. Also those people referred to the Mental Health Assessment Team but assessed as not entitled to secondary mental health service have not been assessed for eligibility for support under Care Act, or offered info about informal community support.			known who has an entitlement under the Care Act 2014. Where remedial action for those currently on list is required, this is being undertaken through the improved Better Care Fund funded DPT/Step One waiting list project.		
16	Increased demand in homelessness	The level of homelessness experienced as a result of COVID-19 is expected to increase. Increased demand could impact on the Councils ability to meet statutory requirements and provide appropriate safeguarding.	4 - Likely	4 – Major	The economic consequences of COVID-19 and subsequent impact on homelessness are being addressed through a partnership work stream and recovery plan.	16	Tara Harris
12	Ability to deliver Youth Homelessness Prevention Pathway	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.	3 - Possible	4 – Major	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	12	Tara Harris / Nancy Meehan

					to the criticism and subsequent repeat recommendation from Ofsted. This is being progressed.		
16	Insufficient capacity to response to increase in COVID-19 pandemic infection rates or community outbreak numbers 20/21	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 Public Health England, NHS, Care, Education, voluntary and business partners to prevent and respond to outbreaks. Unexpected and unforeseen capacity issues and organisational system issues at national and regional level have in turn had an impact.	4 - Likely	4 – Major	Robust measures are needed and will include: <ul style="list-style-type: none"> <li>• 24/7 multi-disciplinary rota to coordinate response to cases &amp; outbreaks</li> <li>• Dedicated intensive support team to provide proactive and reactive infection control guidance &amp; swabbing</li> <li>• Comprehensive intelligence systems mapping cases, outbreaks and risk settings, identifying patterns of spread, &amp; helping to guide the response.</li> <li>• Strong, effective communications &amp; engagement plans with communities and partners promoting behaviours which will prevent the spread of infection and compliance with isolation guidance</li> <li>• Training of existing staff &amp; introduction of standard operating procedures to enable 24/7 response over the long term</li> <li>• Recruitment of additional skilled staff to build resilience in delivering response &amp; intensive support.</li> <li>• new risk hampering ability to respond as expected</li> </ul>	16	Caroline Dimond
16	Insufficient capacity to prevent &	Flu is anticipated to present a higher than usual risk in 20/21 due	4 - Likely	4 - Major	A combined COVID-19 and flu response will provide the highest chance of success. Measures include:	12	Caroline Dimond

Page 96	respond to high flu levels Winter 2020/21	to the continuation of COVID-19 infection in the population. Vaccines will be available for eligible groups and high uptake will be needed to reduce the incidence and the impact of disease.			<ul style="list-style-type: none"> <li>• Dedicated, flexible, mobile vaccination teams targeting all risk settings and high risk groups (care sector, education, hostels, carers, people with health risk conditions, shielded population, pregnant women, young children) in parallel with the primary care vaccine delivery programme to people 60 and over.</li> <li>• Dedicated intensive support teams delivering swabbing and infection control support for settings with cases or outbreaks to prevent spread.</li> <li>• Some issues with supply currently (national issue).</li> <li>• Need to align this with possible COVID-19 vaccination programme.</li> </ul>		
	Inadequate measures to prevent suicide & self-harm, promote good mental health & wellbeing, and support bereavement & loss	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 high rates in the country for both suicide and self-harm. Comprehensive & effective prevention and postvention pathways need to be in place across our three communities to identify people in need & to ensure they receive appropriate information, signposting, support and intervention.	4 - Likely	3 - Moderate	Put capacity in place to work with partners locally, across the Sustainability and Transformation Partnership (STP) & regionally to: <ul style="list-style-type: none"> <li>• Put in place a new suicide surveillance &amp; postvention system &amp; expand this to include suicide attempts as well as completed suicides</li> <li>• Commission (NHS England funded) research with people with lived experience into high incidence of female suicides &amp; self-harm</li> <li>• Work with three communities to implement new (NHS England</li> </ul>	8	Caroline Dimond

					<p>funded) community grant fund for 'safer suicide community' initiatives</p> <ul style="list-style-type: none"> <li>• Carry out a training needs analysis to inform allocation of the (NHS England funded) training programmes</li> <li>• Develop new Torbay mental wellbeing alliance spanning community &amp; statutory providers developing improved pathways for mental distress &amp; matching needs with supply for mental health and wellbeing, suicide prevention, and bereavement support.</li> </ul>		
12 Page 37	Inability to deliver the Housing Strategy	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.	3 - Possible	4 - Major	<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.</p> <p>The Housing Strategy Action Plan is in development.</p> <p>There has been increased partnership working with providers such as landlords and health services.</p>	8	David Edmondson

## Community and Corporate Plan Priority: Thriving Economy

Score and RAYG	Title	Description	Probability Score	Impact Score	Mitigation	Score and RAYG After Mitigation	Risk Owner
12	Ability to meet land supply requirements	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 Section 106 monies. Failure to have 5 year land supply risks development outside of the local plan.	3 - Possible	4 - Major	At this time we have achieved a three year housing land supply and with three neighbourhood plans, one for each town, formally adopted at Full Council last year, this means we can defend against inappropriately sited development.	8	David Edmondson
Page 38	A weak local economy due to COVID-19	As a result of the COVID-19 pandemic the local economy is weakened resulting in an impact on our residents and visitors.	4 - Likely	4 - Major	There is an Incident Management Team work stream specifically set up to review this matter and support recovery of Torbay's economy. Following consultation with stakeholders and the business community, the Economic Reposition Plan has been produced. The plan seeks commitment from stakeholders and businesses to support Torbay's recovery and repositioning as a result of COVID-19, and focusses on 6 themes: <ul style="list-style-type: none"> <li>• Town centres</li> <li>• Visitor economy</li> <li>• Cultural development</li> <li>• Community wealth building</li> </ul>	16	Kevin Mowat

					<ul style="list-style-type: none"> <li>• Growth</li> <li>• Employment and skills</li> </ul> <p>An influencing and lobbying campaign is in development to raise the profile of Torbay Council, and Torbay as a whole.</p>		
12	Riviera International Conference Centre could close permanently	It is essential to ensure that Riviera International Conference Centre remains a viable entity to ensure its contribution to the local economy and Torbay as the Premier UK resort.	4 – Likely	3 - Moderate	<ul style="list-style-type: none"> <li>• Work towards move to new operator – Parkwood Leisure in November</li> <li>• Complete essential backlog works</li> </ul>	8	Kevin Mowat
16	Princess Theatre could close permanently	<p>Currently run by Ambassador Theatre Group (ATG) on behalf of Torbay Council. ATG have been significantly affected due to COVID-19 and the theatre still remains closed like all of ATGs other assets.</p> <p>The loss of the theatre would have a significant impact on the local economy both directly in terms of jobs and income and indirectly income around hospitality sector etc.</p> <p>As a Torbay Council asset the decline of ATG would mean the running of the theatre would revert back to the Council.</p>	4 – Likely	4 – Major	<ul style="list-style-type: none"> <li>• Applications for (govt) grant funding to support ATG through COVID-19 crisis.</li> <li>• The site could be run by a different operator however this would be difficult in the current climate.</li> <li>• Investment in the theatre from Torbay Council to improve facilities to make it more commercially viable when it does it reopen.</li> </ul>	8	Kevin Mowat
16	Financially unsustainable future for Torre Abbey	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	4 – Likely	4 – Major	<ul style="list-style-type: none"> <li>• Operations are being reviewed to develop a more commercial model.</li> <li>• There is potential to develop the café as a quality “in-house” offer to drive up commercial income and</li> </ul>	8	Kevin Mowat

		opening hours due to COVID-19. The building is subject to significant water ingress and has structural concerns.			help support the long-term sustainability of Torre Abbey. <ul style="list-style-type: none"> <li>• Grant applications e.g. to National Lottery Heritage Fund, are being made to secure funding to help resolve some of the issues and challenges.</li> </ul>		
--	--	--	--	--	--	--	--

### Community and Corporate Plan Priority: Tackling Climate Change

Score and RAYG	Title	Description	Probability Score	Impact Score	Mitigation	Score and RAYG After Mitigation	Risk Owner
Page 40	Inadequate response to the climate change emergency.	If our response is inadequate it will have reputational repercussions for the organisation.	2 - Unlikely	5 - Critical	Work with local, regional and national partners to deliver a collaborative Climate Change Emergency Response Strategy. Projects are being progressed to deliver Solar Farm developments at Nightingale Park and adjacent to Brokenbury Quarry, with a 25 year lifespan. Roll out of Electric Vehicle charging infrastructure.	8	Kevin Mowat
25	Climate change impact on Tor Bay	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,	5 – Almost certain	5 - Critical	There are a number of contingency measures being considered to respond to coastal and pluvial flooding e.g. enhanced coastal sea defences. The Port Master Plan also contains climate change countermeasures e.g. further rock armouring of Victoria	20	Kevin Mowat

		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			Breakwater, but no funding routes have been identified yet. Work continues to address sustainable urban drainage systems (SUDS) and close collaboration with the Environment Agency is critical.		
20	Failing coastal infrastructure.	A number of coastal assets are at a tipping point of deterioration and require significant investment to ensure longevity and fitness for purpose.	5 – Almost certain	4 - Major	Periodic inspection regime to monitor degradation. Need to identify funding solutions or agree a process of managed retreat.	16	Kevin Mowat

### Community and Corporate Plan Priority: Council Fit for the Future

Page and RAYG	Title	Description	Probability Score	Impact Score	Mitigation	Score and RAYG After Mitigation	Risk Owner
12	Difficulties in social work recruitment to frontline safeguarding teams	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.	4 – Likely	3 - Moderate	Changes are being made to the structure of the Children's Service in line with our service redesign to make them fit for purpose, the new restorative social work model is currently being implemented (and all staff are being trained). There is now a social work offer in place for new staff which is having some positive impact on the recruitment process which is supported by a dedicated microsite and increased funding to expand the establishment. A learning academy	12	Nancy Meehan

					went live on 07 September 2020 and this is already proving to be a positive attribute in our campaign to recruit and retain staff.		
16	School High Needs Block spending pressures	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.	4 – Likely	4 – Major	<p>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 under review. This could in part lead to additional funds being made available to the local area. The School Forum has established a Higher Needs Recovery Group to work through mitigating actions. These are being delivered and are anticipated to generate savings.</p> <p>Additional funds have been announced for 2021 – 2022 this will have an impact on the budget position but will not lead to a balanced in year budget.</p>	16	Rachael Williams
15	SWISCo commissioning resource	Insufficient commissioning resource for SWISCo.	3 - Possible	4 – Major	Delivery expectations have been reduced. TUPE transfer key service areas into SWISCo and operate a 'thin' client model.	15	Kevin Mowat
15	Failure to comply with GDPR	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	5 – Almost certain	3 - Moderate	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

		result in enforcement action from the Information Commissioner's Office, damage to reputation and potential increase in complaints and claims.					
12	Balancing 2020/2021 budget in light of COVID-19 financial pressures	The Council's revenue budget remains under significant pressure. The total financial pressures faced are £18.7m before use of specific reserves. This takes account of the financial impact of COVID-19. The main pressures are due to the COVID-19 pandemic and the financial impact of the changes we have had to make to service delivery and the changes in behaviour of the general public.	3 - Possible	4 – Major	<p>The moratorium on non-essential spend within the Council is maintained.</p> <p>Sources of funding that could be applied against in-year shortfalls are being reviewed, although such use would result in an "opportunity cost" in relation to the original intention for the funding.</p> <p>We are making our own case to the Ministry of Housing, Communities and Local Government (MHCLG), as well as supporting national and regional lobbying, for further COVID-19 related funding from Government.</p> <p>The Chief Financial Officer used virements to revise the 2020/2021 budget in order to re-establish a baseline budget. The revised budget is intended to be flexible as there are still a wide range of unknown factors.</p> <p>There is regular financial reporting to senior officers and members.</p> <p>MHCLG have now announced four tranches of funding in addition to an income compensation scheme. This funding combined with service underspends, in particular in CSC</p>	9	Martin Phillips

					means that the council should be able to break even in the current year subject to the impact of COVID-19 in the last 5 months of the financial year.		
16	Balancing 2021/2022 budget in light of COVID-19 financial pressures	The financial impact of COVID-19 in future years is still being assessed. A number of the spending pressures seen in 2020/21 could reoccur in 2021/22. In addition, if the economy is impacted as predicted, a number of income sources will continue to be affected. In addition, the Government announced the deferral to 2021/22 of the Fair Funding Formula and the changes to the National Non Domestic Rates (Business Rates) retention scheme. The timing and impact of any Spending Review and/or Emergency Budget are also unknown.	4 - Likely	4 – Major	Budget proposals for 2021/22 were issued on the 20 <sup>th</sup> October for consultation which included the financial impact of the pandemic on expenditure and income.  The current proposals show a “gap” of £2.6m with a number of options to achieve a balanced budget by February 2022.  Caveat is that the impact of the pandemic from a higher number of cases or impact of “lock down or tier restrictions is still an uncertainty.	12	Martin Phillips
12	Achieving a balanced budget over the period of the medium term financial plan	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.	3 - Possible	4 – Major	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.	12	Martin Phillips

16	Proportionality of borrowing and commercial risk	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.	4 - Likely	4 – Major	Regarding our investment properties; As part of the IMT recovery a sub group has been put in place for this key area and the TDA are in frequent contact with tenants. 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
Page 45	Corporate Health and Safety	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	Significant progress has been made in delivering the work place implementing new processes and working practices. Risk remains possible due to temporary reduction in personal as a result of SWISCo transition and new associated risks associated with COVID-19.	12	Tara Harris
12	Capacity of legal services to deal with care proceedings before the court	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	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
12	Change management capability	The Council is undertaking an ambitious programme of transformation, together with	3 - Possible	4 – Major	Council Redesign Programme Board is reviewing the prioritisation of projects, and workstreams therein so	12	Anne-Marie Bond

	across the Council	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.			as to ensure that the workforce can deliver, or that additional resources are identified in order to deliver within required timeframes.		
20	Staff resilience	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 brings, there are some teams in the Council where the risks around resilience are now critical.	5 – Almost certain	4 – Major	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,	16	All Directors
Page 46	Reputation and engagement	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.	3 - Possible	4 – Major	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 which seeks to engage and empower them.	12	Anne-Marie Bond
15	Response times in respect of Subject Access Requests, Complaints,	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	5 – Almost certain	3 - Moderate	In respect of complaints, a one stage process is now embedded, and the permanent appointment of two Complaints Officers who independently investigate/oversee	15	Matt Fairclough-Kay

	Freedom of Information requests and Environmental Impact Assessments	detrimental impact on the Council's reputation, and of investigation by the Information Commissioners Office.			complaints, has improved the Council's performance significantly. Subject Access Requests are at a record level, and an individual request can take hundreds of hours to complete, and significant delays are common place. Whilst more members of the team are now processing these requests, given the increase in volume this is not improving the overall position. We have sought support from other Council's to undertake a small number on our behalf, but that has cost implications. A dedicated resource is being recruited to deal with the back log for a period of 12 months.		
Page 47	Government Devolution White Paper	The UK Government have pledged to bring forward a White Paper to set out their proposals for English Devolution. This could include proposals for local government reorganisation where existing Local Authorities are combined into single Councils.	3 - Possible	4 – Major	The White Paper was anticipated to be published for responses in the autumn of 2020. However, the Ministry of Housing, Communities & Local Government's press office now say it will come out "in due course".	12	Anne-Marie Bond