

Wednesday, 19 May 2021

## **ADJOURNED AUDIT COMMITTEE**

An adjourned meeting of **Audit Committee** will be held on **Thursday, 27 May 2021** commencing at **2.30 pm**

The meeting will be held in the Assembly Room, Town Hall, Torquay for decision makers all other interested parties are encouraged to attend remotely via Zoom (the links to the meeting are set out below)

<https://us02web.zoom.us/j/87292591368?pwd=Sk1ISEYrQkZGVWJTaXVZcUJjTGIUQT09>

Meeting ID: 872 9259 1368      Passcode: 053979

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Where a person would like to attend in person, it is requested that they notify our Governance Support Team on 207087 or [governance.support@torbay.gov.uk](mailto:governance.support@torbay.gov.uk), so that arrangements can be made to ensure meetings are held safely, in accordance with Covid secure guidelines.

### **Members of the Committee**

Councillor Loxton (Chairman)

Councillor Dart

Councillor Kennedy

Councillor Hill

Councillor O'Dwyer

Councillor Howgate

Councillor Brooks

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**Together Torbay will thrive**

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**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)

# ADJOURNED 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 Register**

(Pages 4 - 43)

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**

To meet Covid-19 secure arrangements this meeting will be held via a hybrid system with the actual decision makers e.g. members of the Committee and key officers meeting in person, at the Town Hall, Torquay and all other people (this includes people who have registered to speak) attending remotely via Zoom.

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.

## **Meeting Etiquette - things to consider when attending a virtual meeting**

- Background – the meeting is public and people will be able to see what is behind you therefore consider what you will have on display behind you.
- Camera angle – sit front on, upright with the device in front of you.
- Who else is in the room – make sure you are in a position where nobody will enter the camera shot who doesn't want to appear in the public meeting.
- Background noise – try where possible to minimise background noise.
- Aim to join the meeting 15 minutes before it is due to start.

# Corporate Performance Report: Quarter 4 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?
2. Ensure Tor Vista achieves Registered Provider status and commence its work programme.	Obtained Registered Partner Status on 4th March, Acquired 21 properties on the open market for affordable rent for local people.	Action now complete. Obtain grant funding for Totnes Rd development from Homes England, Obtain planning permission for St Kildas development, continue design work on Torre Marine.
3. Ensure continued delivery against the Children's Services Improvement Plan.	<p>We are focused on developing the Sufficiency Strategy to focus on the next 3 years and link this to a medium term financial strategy.</p> <p>Launch the Early Help model in the three areas of Torbay by 3.5.2021.</p> <p>Continued to roll out the restorative practice training we are in the process of appointing a restorative practice lead in our Learning Academy.</p> <p>We have appointed a Independent scrutineer to support the Torbay Safeguarding Partnership Board. We have established the TSPB executive group.</p> <p>Continued focus on recruitment and retention through a national campaign along with supporting newly qualified social workers through the Learning Academy.</p> <p>Implement of plan of support by the LGA following the review and inspection of our YOT service.</p> <p>Review the 16/17 homeless pathways and appoint to the Youth Homelessness Prevention Worker positions in the early help service area.</p>	<p>Review and reset the priorities for improvement that will be set out in an amended improvement plan to be delivered over the next 9 months. This will include the revised sufficient priorities.</p> <p>Early help continues to be rolled out and governance arrangements are established. Phase 2 of the restorative practice training and work to establish the infrastructure to support Restorative practice implementation will continue.</p> <p>Continued focus on recruitment and retention through a national campaign along with supporting the next cohort of newly qualified social workers in the Learning Academy.</p>
4. Develop a forward investment programme for affordable and social housing in association with registered providers across Torbay.	<p>Strategic dialogue continues with all registered providers and a co-housing group.</p> <p>The new Torbay Strategic Housing Board has been established and held its inaugural meeting.</p>	<p>Assist registered providers to take on some of the Priority Sites, continue with regular Strategic Meetings with them.</p> <p>Second meeting due on 1st June, regular meetings with Chair and Board members individually, to continue to take place.</p>
5. Explore opportunities for joining the Co-operative Councils Innovation Network (CCIN) and, as part of the Network, consider the options available to support communities to access affordable finance.	<p>We are actively participating in in two Policy Labs with other councils – one in relation to climate change and one in relation to an inclusive economy.</p> <p>We are utilising the funding achieved as a Policy Prototype for our Early Help work in Children's Services to hold a bay-wide online workshop with the community and voluntary sector.</p> <p>A submission for Co-operative Council of the Year has been submitted showcasing the work that has been undertaken with the Food Alliance and how this is being moved towards a strategic food partnership.</p> <p>A Towards a Co-operative Council routemap continues to be prepared and will be driven forward through the Our Communities Project.</p> <p>Officers across the Council are continuing to utilise the Network as policies and initiatives are developed.</p>	Finalisation of the Towards a Co-operative Council routemap.

6. Explore opportunities to bring forward a 'Torbay Promise' to identified areas in Torbay.	This is incorporated into the PeopleToo work and the Early Help Sufficiency Strategy. So will not be a "stand alone" piece of work. This proposal was presented at the Early Help Board on 25.2.20, following a meeting with members of the Local Education Board, as part of the Early Help model. Consideration to a targeted Early Help plus in areas where we have the highest level of need.	This element of Early help is now embedded into the governance structure of the early help board. Data and mapping are taking place to review the vulnerability and deprivation which will enable resources to be targeted geographically.
7. Agree the refreshed Children and Young People's Plan and associated action plan.	The finalised plan has been circulated to councillors, it is endorsed by the Leader of the Council and the Cabinet Member for Children's Services and is due to be approved by 26.2.2021.	The C and YP plan has been approved and published and implementation will continue through the next quarter.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Quarter 4 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	52	25	59	62	47	47

Total numbers in temporary accommodation include clients housed under the COVID-19 Rough Sleepers Initiative (RSI). Details about these client's status are not recorded unless they have children and are housed under our statutory duty, in which case they would be counted within the statutory numbers and added to the figures for families.

ASPI0 Page 6	<a href="#">Numbers in temporary accommodation</a>	It's better to be low	TBC	532	Target in development	203	242	155	83	105	105
	<a href="#">- Of which are single persons</a>					127	184	76	55	63	63
	<a href="#">- Of which are couples</a>					6	13	4	6	5	5
	<a href="#">- Of which are families</a>					54	22	30	22	37	37

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

Code	Title	Polarity	Status	Prev Year End	Target	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year to date
	<a href="#">Contacts</a>	TBC	TBC	TBC	TBC	449	524	640	677	535	864	798	863	691	724	666	756	8187
	<a href="#">Targeted Help Referrals</a>	TBC	TBC	TBC	TBC	54	17	39	117	86	126	126	131	164	128	86	127	1201
IBR 2.4	<a href="#">Social Care Referrals</a>	TBC	TBC	TBC	TBC	88	244	222	198	160	172	161	187	158	164	176	161	2091
	<a href="#">Initial Strategy Discussions completed</a>	TBC	TBC	TBC	TBC	103	114	158	156	85	129	120	124	102	109	103	94	1397
2.2.3	<a href="#">S47 Outcomes (number of S47s completed)</a>	TBC	TBC	TBC	TBC	68	88	95	94	84	60	84	96	66	73	116	88	1012
	<a href="#">ICPCs</a>	TBC	TBC	TBC	TBC	20	39	23	30	21	11	40	34	28	27	14	31	318

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Last period value
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%	8.9%	8.9%	8.9%	8.7%	8.6%	8.8%	8.5%	8.5%	8.2%	8.1%	8.3%	8.3%	8.3%
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	4.5	4.5	National return suspended due to COVID-19 - no 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%	47.9%	46.3%	54.1%	67.2%	65.6%	73.0%	no figure published	71.6%	78.0%	80.0%	80.6%	78.7%	78.7%

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

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>8. Learning from elsewhere, develop Torbay’s approach to Family Friendly Torbay.</b></p>	<p>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. Discussions are taking place with the Children and Young People Partnership Board, to progress partnership actions to deliver our family friendly approach.</p>	<p>For the Chief Executive to facilitate a discussion with Torbay Together Partners as to how we can work together to deliver a Family Friendly Torbay.</p>
<p><b>9. Support the roll out of Torbay (self-harm) family intervention and mental health support teams (MHST).</b></p>	<p>Self-Harm: Initial focus on consolidating the pilot at Spires School.  MHST: continue to roll out MHST across additional 11 schools in Torbay (Wave 3).</p>	<ul style="list-style-type: none"> <li>•Monitor the Torbay self-harm prevention family intervention via the newly established Torbay Suicide and Self-Harm Prevention Plan task and finish group (in collaboration with Devon CCG – the commissioner). Learning and evaluation from the pilot will inform case for expansion across the Bay.</li> <li>•Commission specific piece of research to better understand suicide / self-harm rates.</li> <li>•MHST: current staffing issues which may delay progress. Push from NHS England to recruit more teams, however, we are keen to get delivery right initially before expanding too quickly.</li> </ul>
<p><b>10. Work in partnership to deliver the Torbay Multi-agency Suicide and Self-harm Prevention Plan.</b></p>	<ul style="list-style-type: none"> <li>•Awaiting funding release for safer suicide projects: community development, training, research.</li> <li>•Mental health practitioner recruited to drive Torbay-specific safer suicide projects above.</li> <li>•Participation in revised community mental health framework implementation: ensured Torbay community and voluntary sector input.</li> <li>•Consolidated Torbay Mental Health and Suicide Prevention Alliance with multi-agency membership, leading implementation of agenda across Torbay.</li> <li>•Refreshed Torbay suicide and self-harm prevention plan (endorsed by Health and Wellbeing Board 18th March, approved by Cabinet 20th April).</li> </ul>	<ul style="list-style-type: none"> <li>•Start expansion of safer suicide communities - community development approach to promoting resilience and wellbeing and safe spaces at local level (via supported local mental health networks).</li> <li>•Training: link with Devon Training Hub to align suicide prevention training offer with the Community Mental Health Framework redesign. Provide 4MentalHealth Train the trainer training for 2 Torbay trainers to deliver virtual (and face-to-face when possible) resilience and suicide awareness training. Universal, targeted and specialist training offer across wider Devon to be completed and promoted appropriately.</li> <li>•Commission specific piece of research to better understand suicide / self-harm rates (as Action 9 above).</li> <li>•Publish Torbay suicide and self-harm prevention plan.</li> <li>•Establish the best ways of signposting public and professionals to mental health and wellbeing support.</li> </ul>
<p><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></p>	<p>Extension of submission date approved and supported by market. New Alliance model will not be operational until end Jan 2023. Current procurement opportunity remains live.  Discussions with ASC have taken place for ASC work on developing a mental health specification to be integrated with the Multiple Complex Needs Alliance post-award.</p>	<p>Further consideration of how mental health provisions can be dovetailed into this alliance, either pre or post procurement, in light of allocation of ASC funding. Work underway across partnership to explore opportunities which will be further expanded in in this quarter.  Scoping of wider partnership strategic approach to Multiple Complex Needs.  Progression of investment in substance misuse provisions through Contain Outbreak Management Fund and national ring-fenced one-year funding.</p>

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<b>12. Agree the refreshed Education Strategy, SEND Strategy and Disadvantaged Strategy and associated action plans.</b>	Due to Covid 19 the completion of these documents has been delayed. It is expected these will now be completed in April 2021 (Qtr1 of 21/22).	Although Covid 19 has resulted in the delay of these strategies we have agreed with the LGA to have a peer review of our SEND offer to support any improvements that may be required.
<b>13. Provide Healthy Lifestyles services to those that need it whilst reviewing best practice elsewhere to inform future models of delivery.</b>	Procurement timeline developed. Prior Information Notice (PIN) for market drafted.  Rapid health needs assessment (RHNA) drafted to inform procurement.	Ratification of RHNA to be completed.  Recruitment of lead for Healthy Behaviours to be concluded.  Development of equality impact assessment, tender pack (draft) and the provisional specifications and service model.  Scoping and progressing national ring-fenced investment in adult weight management provision.
<b>14. Implement the trauma-informed approach across services.</b>	The restorative practice model continues to be rolled out as part of the wider Children's Services offer, this includes training of the Director of Children's Services, Chief Executive and lead member as well as key partners.	There is a need to ensure the relational model of intervention and behaviours which underpin the restorative model are closely linked and compliment the trauma informed approach. This work will be considered in the next quarter to ensure that families receive the best possible services from all agencies. Strategic trauma informed practice and system change scoping group 21.04.21 with police, Community Safety Partnership, Children's Services, Youth Offending Team and Health attending to review previous EMBRACE position and develop new action plan. Alignment with restorative practice has been agreed and will form part of new documents going forward.
<b>15. Deliver the healthy weight declaration.</b>	Activity on hold due to Area Lead engaged in COVID related work.	Establish current PHE/Food Active offer and requirements post review of Local Authority Healthy Weight Declaration. Scope opportunity for joint declaration and adoption across Devon.
<b>16. Develop an oral health promotion service.</b>	Supervised Toothbrushing - all early years and primary schools in programme contacted with interim guidance until full review of schools capacity is undertaken post return to school.  Dental First Steps – project start and distribution of packs delayed pending ethics approval – likely on the ground June.	Resume targeted Oral Health project delivery for children: <ul style="list-style-type: none"> <li>• Supervised Tooth Brushing</li> <li>• Dental First Steps.</li> </ul>
<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 have worked with the Trust to agree shared office accommodation for Adult Social Care teams, which will come into operation when office working is permitted.	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, as well as working with them in respect opportunities resulting from the Towns Fund and Future High Streets funding.
<b>18. Play our part as a critical partner within the Devon-wide Sustainability and Transformation Programme.</b>	In addition to the Board Membership, Senior Officers are now undertaking significant roles within/for the Integrated Care System, for example the Chief Executive is a Member of the Governance Task and Finish Group, as well as a Member of the Long Term Plan Implementation Group. The Director of Public Health is leading regionally in respect of Inequalities, and the Director of Adults is leading regionally in respect of Learning Disability and Autism.	Continue to be a critical partner within the Integrated Care System, through involvement which has now been clearly established.

Code	Title	Polarity	Status	Prev Year End	England Value		Last period value
PHLAP-BRF	<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-HI-C06	<a href="#">Proportion of women known to smoke at the time of delivery</a>	It's better to be low	Well above target	13.3%	10.4%	2019/20	11.6%
Ongoing improving trend, with Torbay's proportion of women known to smoke at the time of delivery not statistically different to the England average. Since 2010/11 there has been a decline from 20.9% to 11.6%. 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 and this continues to be a priority group to receive services whilst Healthy lifestyles service staff are transferred into front line NHS responses. However the long term intergenerational attitudes to smoking in the most deprived communities makes changing the lifestyles behaviours in this group challenging as we are now working with the most complex and entrenched populations.							
PHOF-HI-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	25.1%	23.0%	2019/20	25.7%
Current Public Health priorities for families and young people include: 1. Re-launch Torbay Healthy Weight Partnership with a particular greater focus on the voluntary sector 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 3. Confirm requirements and adopt Phase 1 Local Authority Healthy Weight Declaration. 4. Complete a new healthy weight vision for Torbay Council. 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.							
PHOF-HI-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-HI-C17a	<a href="#">Percentage of physically active adults</a>	It's better to be high	On target	69.8%	66.4%	2019/20	69.1%
PHOF-HI-C19a	<a href="#">Successful completion of drug treatment – opiate users</a>	It's better to be high	Above target	5.0%	5.6%	2019	5.9%
A particular focus on the outcomes for opiate users has been made over the past 15 months with services and commissioners developing a specific action plan to address the concerns. Nationally rates have been declining, however the outcome of the above action plan is that Torbay is now above national averages for Q2 2020/21 and has improved from 5.0% to 6.0% (national rates now 5.5%).							

**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>Due to the pandemic and the delay in publishing the peninsular strategic assessment, no peninsular strategy will be produced this year for Devon and Cornwall.</p> <p>Priorities identified:</p> <ul style="list-style-type: none"> <li>• Domestic Abuse and Sexual Violence (DASV)</li> <li>• Exploitation</li> <li>• Drugs</li> </ul> <p>Meeting has occurred with Chair of Adult Safeguarding Board to align priorities and avoid duplication. These meetings will now include the Children's equivalent to ensure connectivity.</p> <p>Work to align exploitation strategies across the LA including work with Children's.</p> <p>Implementation of DA Bill requirements.</p> <p>Trauma informed training in place across LA and partners.</p> <p>Work in place for summer policing plans including additional youth provision.</p>	<p>Workshops commence (6 May) on- Co-designing a radically improved response to sexual violence and abuse in Devon.</p> <p>Complete work in emerging work streams in relation to drug use.</p> <p>Awaiting outcome of Safer Streets funding.</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>Partnership delivery ongoing - Initial implementation of activities from Office of Police and Crime Commissioner (OPCC) perpetrator funding - progress impacted by lockdown.</p> <p>Work commenced on Innovation Unit project on sexual violence with OPCC, CCG, Devon and Cornwall to gather experiences of victims and survivors of sexual violence, including stakeholder events.</p> <p>DA &amp; SV agenda will be split under steering group to ensure equal focus.</p> <p>Data analysis completed implementation of DA bill and additional accommodation provision.</p> <p>Working with Police, TDAS and Children's Services Front Door to better understand and address data reporting.</p>	<p>Implementation of wider requirements of DA bill and assessment required. Initial capacity funding received. Work to be undertaken in partnership with other LA's.</p> <p>Supporting Standing Tall Partnership with development of Community Strategy and funding bids.</p> <p>Work with Department for Work and Pensions on employability project for DASV victim/survivors in partnership with Torbay Domestic Abuse Service (TDAS).</p> <p>Joint working with Police, TDAS and Children's Services Front Door to better understand and address data reporting.</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.</p> <p>We have reviewed all policies and procedures relating to exploitation and have implemented an exploitation screening tool.</p> <p>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 and Missing Operational Group (CEMOG) and Missing and Child Exploitation Forum (MACE)</p> <p>We will quality assure our response to children who are at risk of exploitation to learn and improve our effectiveness.</p> <p>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 update as the Pandemic still takes a priority and the force along with G7. Initial conversation has taken place with Borough Command Unit (BCU) Commander. Changes to their operational practices and estate requirement are currently being reviewed. Appropriate linkages are in place so there is effective communication.</p>	<p>Awaiting update from Police on when a review will be completed of their estate requirements in Torbay once the pandemic has decreased.</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 launched on the basis 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 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Quarter 4 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	343	300	360	257	393	393
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	264	187	197	181	196	196
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	10	4	11	4	25	25

Quarter 4 data covers the period January to end of March 2021, during which time a lockdown has been in place. There has been no drop in figures and the indeed the numbers are higher than the levels seen last year (and most notably the unexplained dip in Quarter 3). We hope that this is a result of wide communications across the system that domestic abuse services are open and that fleeing violence or abuse in the home is not a breach of the Stay at Home rules. The total figures for adults seeking support from the service are 9.9% down from the full year 2019/20. In comparison with Quarter 4 2019/20 (which ended as lockdown 1 commenced) however, the number of adult referrals is up by 14.6%. The total figures for children (with their parents) in the service are 24.8% down from the full year 2019/20. In comparison with Quarter 4 2019/20 (which ended just as lockdown 1 commenced) the number of children in the service has also dropped by 25.7%. The data requires further interrogation to understand the reasons for this. Hypotheses include a higher rate of people without children seeking support, or those with children (especially those with a number of children) choosing to remain at home with the abuser during lockdown due to concerns about accommodation, finances and so on. Standard or low risk cases are slightly up for the full year by 12.9%, with a 150% increase between Quarter 4 2019/20 and 2020/21 – although numbers are small so the percentages are skewed. This could however demonstrate an increase in awareness of domestic abuse and seeking support at an earlier stage.

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Last period value
1.3	<a href="#">Child Protection Plans</a>	TBC	TBC	TBC	TBC	197	223	218	220	221	200	208	219	223	222	209	223	223
	<a href="#">Children Looked After</a>	TBC	TBC	TBC	TBC	348	340	338	335	329	324	327	326	323	320	317	315	315
IBR 2.17a	<a href="#">Starting CLA</a>	TBC	TBC	TBC	TBC	2	4	7	8	2	4	7	10	5	2	11	6	6
IBR 2.29	<a href="#">Ceasing CLA</a>	TBC	TBC	TBC	TBC	8	11	9	10	8	9	5	13	8	6	14	10	10
ASCP10 0x	<a href="#">Number of adults safeguarding referrals (Section 42 Enquiries) Year to month</a>	N/A	(monitoring only)	31	No target set	24	23	37	103	121	149	117	202	223	253	273	298	298

## 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?
27. Explore the potential for the community wealth building (CWB) approach to develop new ways of working with our public and private sector partners to maximise local economic benefits, including public sector procurement.	Spend benchmarking analysis is underway.  Drafted good employment charter.	Agree memorandum of understanding with partners.  Identify support needed for local businesses.
28. Progress, using our relevant powers, the possession of the Crossways site in Paignton.	Further engagement with the owner to continue discussions on voluntary purchase. Preparing for the eventuality that an inquiry is required.	Continue to prepare for inquiry and continue negotiations with the owner.
29. Protect and accelerate the development of employment space to accommodate business growth.	Reviewed pipeline of demand.	Explore site acquisition opportunities.
30. Explore funding opportunities to create greater capacity and enhanced capability for Brixham Fish Market.	Continued with regular liaison with local MP, Brixham Trawler Agents, British Ports Association, HoSW LEP and TDA. Held Project Board meeting, identified additional feasibility work funding, circa £130k and commissioned TDA to progress with ground investigation (core sampling), design work and delivery of a cost plan. Identified the Levelling Up Fund as a likely funding source.	Complete the next phase of feasibility work and deliver an outline design, draft business case and cost plan. Further explore the Levelling Up Fund opportunity. Continue the regular liaison with local MP, Brixham Trawler Agents, British Ports Association, HoSW LEP and TDA.
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.	Funding commitment for employment space at Lymington Road.	Review terms of Growth Fund
32. Close the educational attainment gap and broaden the skills base within the workforce and further the growth of apprenticeships.	Job description for a Build Torbay project co-ordinator has been drafted.	Identify project partners.  Establish project board.
33. Support South Devon College's HE Vision including to secure Full Taught Degree Awarding Powers by 2022 and University College status by 2025.	No actions required.	Review with South Devon College Principal what support is required.

Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 4 2019/20			Quarter 1 2020/21			Quarter 2 2020/21			Quarter 3 2020/21			Quarter 4 2020/21			Last period value
	<a href="#">Gross rateable value of Business Rates (NDR)</a>	It's better to be high	On target	£93,858,989	£94,488,853	£93,858,989			£94,582,264			£94,802,114			£94,764,704			£94,451,199			£94,451,199

  

Code	Title	Polarity	Status	Prev Year End	Great Britain / Month Target	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	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%	7.1%	8.0%	7.6%	7.8%	7.8%	7.5%	7.0%	7.2%	7.1%	6.9%	7.3%	7.3%	7.3%
						5,485	6,165	5,845	5,955	5,985	5,750	5,350	5,555	5,455	5,310	5,635	5,610	

Code	Title	Polarity	Status	Prev Year End	Great Britain Value	2019					Last period value
TEPI07	<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%
Code	Title	Polarity	Status	Prev Year End	Great Britain Value	2020					Last period value
PPTI05	<a href="#">Earnings by Torbay Residence (Gross weekly pay)</a>	It's better to be high	Well below target	£505.10	£587.10	£468.90					£468.90
PPTI06	<a href="#">Earnings by Torbay Workplace (Gross weekly pay)</a>	It's better to be high	Well below target	£483.80	£586.70	£490.30					£490.30
Code	Title	Polarity	Status	Prev Year End	Great Britain Value	Jan 2019 - Dec 2019	Apr 2019 - Mar 2020	Jul 2019 - Jun 2020	Oct 2019 - Sep 2020	Jan 2020 - Dec 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%	79.1%	78.1%	77.1%	77.3%	76.7%	76.6%	76.6%
TEPI09	<a href="#">Percentage of people in Torbay in employment (aged 16 to 64)</a>	It's better to be high	On target	74.9%	75.4%	74.9%	73.1%	72.7%	72.6%	72.7%	72.7%

## 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?
<p><b>34. Ensure the COVID-19 Economic Recovery Plan links with the sector specific recovery plan for the tourism industry.</b></p>	<p>Close liaison has continued between the Council, the English Riviera BID company, the TDA and regional/national tourism bodies i.e. Visit Devon &amp; Visit England.</p> <p>The Economic Reposition Plan has a tourism theme with an agreed work programme. In line with the Reposition Plan, we have been working with LEP-wide partners to undertake an industry wide survey which has informed lobbying that secured the outcomes needed from the March Budget. We have also secured funding from our LEP and neighbouring LEPs to establish a South West-wide Tourism Recovery Plan that will help inform any future Tourism Zone opportunity. This will inform the future direction of the Destination Management Plan which will be reviewed later this year.</p>	<p>Further liaison will continue along with collaborative and collective lobbying for sector specific support.</p> <p>The Tourism Recovery Plan is expected to be completed next quarter. We will also be responding the government's independent review of Destination Management Organisations. Assuming Additional Restriction Grant (ARG) funding is available, look to establish the tourism business support programme to aid the recovery of the sector.</p>
<p><b>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.</b></p>	<p>Several projects delayed by the COVID-19 lockdown and the need to avoid summer disruption.</p> <p>Goodrington South - all works completed and unit operational.</p> <p>Meadfoot, Broadsands, and Goodrington North all complete, with facilities open.</p>	<p>Preston Bus Shelter and Torre Abbey completion aimed to complete 1st or 2nd week in May.</p>
<p><b>36. Work to identify a third party provider to operate the public toilets at Corbyn Head from 2021/2022 onwards.</b></p>	<p>Identification of the preferred bidder along with further engagement with Ward Councillors and community stakeholders, to inform the decision.</p>	<p>Final selection of preferred bidder to be concluded and lease negotiations to commence.</p>
<p><b>37. Work with partners to develop a Town Investment Plan for Torquay which secures the highest allocation of Town Deal investment.</b></p>	<p>Delivered accelerated projects.</p>	<p>Complete business plans for first wave projects.</p>
<p><b>38. Ensure that the Future High Streets Fund application for Paignton secures investment to accelerate the regeneration of Paignton.</b></p>	<p>Concluded funding agreement with Ministry of Housing Communities and Local Government.</p>	<p>Develop project delivery options &amp; programme.</p>
<p><b>39. Submit our application to the Heritage Lottery Fund (HLF) for Phase 3 of the renovations at Torre Abbey.</b></p>	<p>The Heritage Lottery Fund (HLF) application process was re-opened in early February with revised bidding criteria. Officers have been digesting the new guidance and preparing for an Expression of Interest (EOI) bid submission for HLF funding.</p>	<p>An Expression of Interest (EOI) bid will be submitted to the Heritage Lottery Fund (HLF).</p>
<p><b>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.</b></p>	<p>Work has continued with the Working Party, Oldway Trust, the Friends of Oldway and other volunteers. The old squash court was demolished</p> <p>DCA were commissioned to prepare a Resilience Fund bid to the Heritage Lottery Fund (HLF), as they re-opened for funding applications on 8th February.</p>	<p>DCA &amp; Purcell will update the condition survey ahead of the expected submission of a Resilience Fund bid to the Heritage Lottery Fund (HLF).</p> <p>A report will be presented to Cabinet to seek confirmation that the Oldway Trust will be the Council's lead partner to help take Oldway forward.</p> <p>The Oldway Trust and the Friends of Oldway will open the old Tea Rooms.</p>

<p><b>41. Develop plans for the long term future of the Pavilion in Torquay.</b></p>	<p>With regards to Torquay Pavilion: Specialist conservation consultants have been jointly appointed to undertake the detailed survey of the Pavilion and this work is on-going. Cost consultants have been jointly appointed to prepare an Outline Cost Plan and this work will commence shortly. Agents have been jointly appointed to provide advice on potential tenancies, uses and rents for the Pavilion.</p> <p>With regards to the adjacent car park development: Architects have been appointed by YG Developments and preliminary design work has commenced. KOR (PR) Consultants have been appointed by YG Developments to undertake engagement and consultation events for both the car park development and Pavilion restoration. These events are being planned. Agents have been appointed by YG Developments to provide advice on the potential tenancies (for the commercial units) and residential property values.</p>	<p>With regards to Torquay Pavilion: Specialist conservation consultants on-going survey of Pavilion. Cost Consultants commence preparation of Outline Cost Plan. Target completion date for these activities - August 2021 (on track).</p> <p>With regards to the adjacent car park development: Planning of engagement and consultation events for both the car park development and Pavilion restoration. Target completion date for these activities - August 2021 (on track).</p>
<p><b>42. Support the community in their development and delivery of projects which will improve our beaches and seafront areas.</b></p>	<p>All of the beach huts were moved from winter storage and put into position for the summer season.</p> <p>Replaced a large number of railings that were damaged in winter storms. Started renovations on the cabins at Broadsands and chalets at Meadfoot. Officers have been working with new beach tenants to help ensure that they are in a position to trade in the season.</p>	<p>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.</p> <p>Seasonal staff will be recruited and further maintenance will be undertaken at all beach locations.</p> <p>New beach signs to be erected at all bathing beaches.</p> <p>Work will continue with the Surf Lifesaving Organisation for the introduction of new Beach Wardens.</p>
<p><b>43. Maximise the use of investment from new businesses in Torbay through the use of Section 106 monies, Community Infrastructure Levy (CIL) and sponsorship.</b></p>	<p>Section 106 Task Force meetings continue, sifting through legacy monies and finding new projects to divert monies to, where possible.</p>	<p>First CIL Neighbourhood proportion spend panel still to be established.</p>
<p><b>44. Work with destination management partners to maximise all available funding for Torbay.</b></p>	<p>The Council has continued to work with the Destination Marketing Group, which is supported by the TDA.</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 Cultural Recovery work.</p>	<p>Support sector in developing Creative People &amp; Places bid.</p> <p>Develop Cultural Landscapes project brief.</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>Concluded Heart of SW/Great SW Tourism Recovery Plan.</p>	<p>Scope Destination Management Plan review.</p>
<p><b>47. Work with the community to empower them to manage flower beds and promote civic pride.</b></p>	<p>This work has generally been delayed due to COVID-19 but an additional officer has now been appointed by Groundwork South and progress being made with action plans being drawn up for each open space area.</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 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>	<p>Work will continue as per the previous quarter with more action plans being drawn up for each area of open space used by volunteers.</p> <p>These principles will be instrumental to the service redesign work being undertaken at SWISCo.</p>

**Performance Indicators are in development for this section. Information below is from the English Riviera Bid Company Ltd website.**

In February 2021, 96% of ERBID businesses were closed during as a result of COVID-19, 3% were closed for part of the month and just 1% had remained open. Those businesses still open to some degree were operating at -50% turnover levels compared to February 2020. An additional £46.5 million of anticipated tourism business turnover has been lost to the end of February 2021 resulting in a total loss to date for on the English Riviera (including 2020) of approximately £278.5 million.



# 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.	<p>The Council's Resource Management and Waste Strategy was approved by Council in February.</p> <p>The new Recycling Co-ordinator posts have continue their work to support further recycling within our communities.</p>	<p>The Resource Management and Waste Strategy Action Plan to be agreed by Cabinet.</p> <p>The new Recycling Co-ordinator posts will continue their work to support further recycling within our communities.</p>
49. Review and develop plans to improve communications and transport connectivity and sustainability, including the submission of a bid for Edginswell Rail Station.	<p>Established Edginswell New Station Project Board, Chaired by Assistant Director.</p> <p>Cabinet approved the Local Transport Action Plan and Local Cycling and Walking Infrastructure Plan 20.4.2021</p>	<p>Progress Project delivery and planning application for Edginswell Station. Pre-application planning enquiry to be submitted.</p>
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.	<p>Climate Emergency Officer making great progress. Carbon Neutral Council programme agreed and Carbon Neutral Torbay started.</p> <p>Carbon Neutral Council Officers Group established held first meeting. Chaired by Assistant Director.</p>	<p>Carbon Literacy Training for Councillors and staff to be rolled out. Provided by 'Speak Carbon'.</p> <p>Carry out actions included in the Carbon Neutral Council programme.</p> <p>Establish Carbon Neutral Torbay wide Group.</p>
51. Introduce and maintain close oversight of the impacts of charging for household DIY waste at the Recycling Centre.	<p>Household DIY waste charging was introduced in early January and SWISCo are maintaining oversight of the impacts of charging for household DIY waste at the Recycling Centre.</p>	<p>SWISCo will continue to maintain oversight of the impacts of charging for household DIY waste at the Recycling Centre.</p>
52. Develop plans for a trial and roll out of three-weekly refuse collections	<p>This project has been put on hold.</p>	<p>This project has been put on hold.</p>
54. Work as a member of the Peninsula Transport Body to tackle climate change through the transport agenda.	<p>Torbay Council continued to be an active member of the Peninsula Transport Body and provided the appropriate level of influence to help tackle climate change through the transport agenda.</p>	<p>Torbay Council will continue to be an active member of the Peninsula Transport Body and provide the appropriate level of influence to help tackle climate change through the transport agenda.</p>
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.	<p>The Trees for the Future document remains under development and will need to be incorporated into the wider work on Green Infrastructure. Further consideration has been given to the Trees and Woodland Management Plan.</p>	<p>iTree Project and Tree Warden Scheme to be launched in June 2021.</p> <p>A review will be undertaken as to the status of the current Trees and Woodland Management Plan.</p>

<b>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.</b>	Pre-app discussions on Solar Farms proposals. First round of funding secured for Electric Charging points going to be installed in 12 car parks across the Bay.	When submitted, determine two planning applications for Solar farms in the Bay. Seek funding opportunities for electric charging points, electric cars and bikes as part of community based provision.
<b>57. Implement the Environmental Enforcement Service.</b>	Contract is operational and has been working well. Teething problems have been ironed out. Regular contract meetings are in place and the ability to run reports. Officers are being tasked to locations where issues arise. Will also form part of the summer response plan. Linkages occurring with SWISCo. In excess of 1300 tickets issued since 02/02/21.	Ensuring that there is connectivity and appropriate tasking in place for the summer. Report being prepared on performance of the scheme to date.
<b>58. Review and develop plans to address flooding risks within Torbay.</b>	The Torbay Flood Steering Group met in March. Progress continued on several flood alleviation schemes within the Bay.  Consultation work continued with Members and the community regarding the proposed sea defence wall at Paignton and Preston.	A revised Torbay Local Flood Risk Management Strategy will be prepared for presentation to Cabinet.  Consultation work will continue with Members and the community regarding the proposed sea defence wall at Paignton and Preston, including consideration of a revised and more collaborative approach to public engagement.
<b>59. Encourage a sustainably developed built environment through review of Local Development Scheme (Local Plan Review).</b>	Climate Change issues are being addressed in the re-writing of the Supplementary Planning Documents through planning policy development. The process has started with the new Climate Emergency Officer and Development Management Team.	New SPD (Supplementary Planning Document) and additional guidance for applicants/agents on energy efficiency measures in new development. Develop a Portal with information on retro-fitting renewables/energy efficiency measures in existing housing stock.

**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 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Quarter 4 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	143kg	134kg	141kg	143kg	136kg	136kg

The lockdown due to COVID19 significantly affected waste performance 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. Overall, in 2020/21 kerbside collected domestic residual waste increased by 3477 tonnes (12.61% increase) compared to 2019/20. Litter bin waste increased by 14.5%. All other types of domestic residual waste decreased in 2020/21 including Household Waste Recycling Centre waste (800 tonnes decrease / -28.28%). The decreases were smaller than the increases, so household residual waste (used as the denominator in calculating NI 192) rose overall. 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 until 20th May, which significantly reduced the amount of recycling delivered to the site especially garden waste. Until we regain some sort of normality we believe this trend to continue, but can only assume that once the majority of the population is vaccinated the figures will not return to similar levels that we saw prior to COVID. Q4 indicates that we are beginning to return to normality and compared to Q3 performance has improved, although not yet to pre-COVID19 levels of performance.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Quarter 4 2020/21	Last period value
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%	40.25%	31.84%	37.30%	35.30%	37.70%	37.70%
<p>The increase in household residual waste described above (NI191), increases the denominator which is used to calculate the recycling percentage.</p> <p>Overall, during 2020/21, kerbside collected household recycling increased by over 1000 tonnes (7.8% increase) compared to 2019/20. This will have increased due to more people being at home. Paper collection decreased by 16% (over 250 tonnes) this is a trend that has been ongoing over several years as more paper is replaced by digital technologies. Textiles were down by 30% (20 tonnes) possibly as people have been more limited in their fashion purchases through lockdown and also due to a drive for increased quality by the reprocessor, meaning that more textiles had to be rejected, after collection, as they were not suitable for reuse or recycling. Glass increased by over 15% (540 tonnes); Aluminium increased by 17.8% (28 tonnes); Plastics increased by 19% (170 tonnes); Cardboard increased by 20% (500 tonnes); Steel cans increased by 28% (80 tonnes); Food waste increased by 15% (450 tonnes).</p> <p>The amount of recycling collected, comingled and sent to a Material Recycling Facility (MRF) for sorting before recycling decreased by approx. 23%. As comingled collections have been used in previous years to help catch up on late / delayed collections, this can be seen as an indicator of the collection rounds being completed successfully throughout the year with less delays to collections than in previous years.</p> <p>At the Household Waste Recycling Centre there was a decrease in residual waste for 2020/21 (noted above (NI191) -800 tonnes / -28%) The recycling collected at the site has decreased by over 3000 tonnes (-42%) with garden waste being the most affected material with a 49% reduction in tonnage (2700 tonnes). The site was closed during the first lock down, which was also at a time of year when garden waste tonnages are usually high, due to its seasonal arising. Quarter 4 of 2020/21 and the rest of 2021/22 should see some recovery of the recycling rate as the Recycling centre is now open Monday to Saturday but is limited due to social distancing.</p>											
CRTCC 01	<a href="#">% of commercial waste recycled</a>	It's better to be high	On Target	21.09%	25.00%	16.74%	26.36%	27.90%	22.06%	25.92%	25.92%
<p>During 2020/21 residual non-household or commercial tonnage has reduced by almost 1500 tonnes (-27%) when compared to 2019/20 and non-household / commercial recycling has reduced by approx. 500 tonnes (-33%). This is due to many businesses being closed during lockdown.</p>											

# 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?
<b>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.</b>	A number of workstreams involving the community and Community and Voluntary Sector are progressing – in place-based and people-based services.	The Opportunity, Impact and Risk Assessment in relation to COVID-19 on the community and wider Community and Voluntary Sector 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.
<b>61. Roll out and embed Crowdfunding to support community projects and establish Community Grant Funding schemes.</b>	Applications for the Community Ward Fund have been received and are in the process of being considered.  Further discussions have taken place about the operation of the Community Enablement Fund.	Final agreement will be reached on the operation of the Community 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.
<b>62. Re-energise take up of the Torbay Lottery as a means of funding for community projects.</b>	Allocations from the Torbay Lottery Small Grants Fund for 2020/2021 have been awarded and appropriate publicity given.	This action will be included within cohesive approach to funds/schemes available for the community from the Council (as per action 61 above).
<b>63. Agree a Community Engagement and Empowerment Strategy, including an 'Enabling Council' action plan.</b>	The Enabling Council Action Plan is currently being prepared.	The Enabling Council Action Plan will be completed and delivered as part of the Council Redesign Programme.
<b>64. Strengthen relationships with the Community Partnerships through the appointment of Ward Ambassadors within the Council.</b>	Promotion of the Ward Facilitators scheme has taken place with information (including contact details) available on the Council's website and information shared (via CDT) with each Community Partnership.	The Community Builders will be making contact with their Ward Facilitators over the coming weeks and, as lockdown eases, more conversations will be taking place between Community Builders and their communities. At this stage, Ward Facilitators may be required to work with Ward Councillors on specific issues.
<b>65. Strengthen relationships with the community by undertaking town visits by Leader and Chief Executive.</b>	Plans are now in place to merge the proposed Town Visits with Cabinet Conversations. A series of Community Conversations will be held over the coming months, based around community centres.	Work will continue to ensure that the first Community Conversation is successful.
<b>66. Simplify and standardise how the Council works through making the best use of technology.</b>	<ul style="list-style-type: none"> <li>• Piloted Microsoft 365 in key areas to prove system approach.</li> <li>• Obtained market response to CRM tender, started evaluation process.</li> <li>• Undertook customer service training.</li> <li>• Continued future ways of working project to enable greater collaboration and other key deliverables in project scope.</li> <li>• NB All work is aligned to the Council Re-Design to ensure offer and outcomes remain the focus of process improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out of 365 will continue throughout the quarter.</li> <li>• Preferred CRM supplier will be identified, or tender process will be paused, depending upon supplier responses in stage 2.</li> <li>• Continue customer service training throughout organisation.</li> <li>• Business Case for future ways of working project to be approved/amended by SLT. Works to be undertaken according to business case post approval.</li> <li>• NB All work is aligned to the Council Re-Design to ensure offer and outcomes remain the focus of process improvements.</li> </ul>
<b>67. Review the continued rationalisation of council assets.</b>	The Corporate Asset Management Group (CAMG) held a meeting this quarter. Part of CAMG's role is to provide advice on assets that are surplus to service requirements.	The Corporate Asset Management Group (CAMG) are due to meet this quarter. The work of CAMG will continue with a focus on the potential for a reduction in the need for office space post COVID-19.
<b>68. Ensure that Torbay Council collaborates effectively locally, regionally and nationally.</b>	Representatives of Torbay Council continue to prioritise attendance at appropriate local, regional and national forums.	Further work needs to be undertaken around the wider issues related to our local, regional and national collaboration.

Code	Title	Polarity	Status	Prev Year End	Cumulative to date target	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Cumulative to date
RECPI01	<a href="#">Agency Staff Cost (excluding schools)</a>	It's better to be low	Well above target	£4,865,773	£1,883,800	£ 213,420	£ 394,102	£ 323,976	£ 342,002	£ 258,797	£ 312,870	£ 287,765	£ 450,284	£ 448,078	£ 368,114	£ 611,101	£ 911,506	£ 4,922,014
Period 12: Adults £0k, Children's £749.5k, Public Health £0k, Business Services (£2.7)k, Corporate Services £100.3k, Planning & Transport £4.8k, Finance £59.6k																		

Code	Title	Polarity	Status	Prev Year End	Annual Target	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Last period value
RECPI02	<a href="#">Variance Against Revenue Budget (projected)</a>	It's better to be low	Well below target	£3,081,000	£0	£ 7,769,000	£ 7,769,000	£ 4,800,000	£ 4,496,000	£ 3,820,000	£ 1,986,000	£ 2,084,000	£ 1,562,000	£- 7,200,000	£- 7,429,000	£- 7,651,000	£- 8,825,000	£-8,825,000

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Quarter 4 2020/21	Last period value
HR 001	<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%	4.6%	2.9%	2.2%	3.1%	3.1%	3.1%

Quarterly statistics from the Information Compliance Team will be based on data taken at the time of producing the report. As these figures will be reviewed and finalised at the end of the financial year, they may be subject to change

RECPI06	<a href="#">Number of Corporate Complaints received</a>	It's better to be low	Monitoring only	456	No target set	69	60	74	83	83	83
RECPI05	<a href="#">Number of Corporate Complaints - Dealt with within timescales</a>	It's better to be high	Well below target	83%	90%	83%	57%	66%	61%	33%	33%

Performance in relation to complaints for quarter 4 is low. However, across the whole year the proportion of complaints dealt with within timescales is 54%. Complaint handling is reliant on information being provided by the relevant department. Despite concerted efforts by the information governance team to chase departments for information, there continue to be delays in this being provided to enable us to respond within the agreed timescales. Where a delay occurs individual complaints are escalated to the relevant SLT member for their action.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Quarter 4 2020/21	Last period value
	<a href="#">Number of Corporate Complaints upheld / partly upheld</a>	N/A	Monitoring only	181	No target set	17	17	18	33	20	20
	<a href="#">Number of Freedom of Information (FOI) requests / Environmental Information Requests (EIR) received</a>	N/A	Monitoring only	1426	No target set	469	235	427	408	414	414
FSIT012	<a href="#">Number of FOIs / EIRs - Dealt with within statutory timescales</a>	It's better to be high	Well below target	83%	95%	89%	85%	82%	82%	84%	84%
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. Following the ICO's audit in November 2020 we have changed our internal processing times to try and improve performance, this was implemented in January 2021.											
IG001	<a href="#">Number of subject access requests (SARs) received</a>	N/A	Monitoring only	55	No target set	21	26	33	30	43	43
FSIT014	<a href="#">Number of SARs - Dealt with within statutory timescales</a>	It's better to be high	Well below target	29%	90%	29%	29%	20%	17%	21%	21%
Subject Access Request performance is a known issue, which is being mitigated. The number of requests has increased significantly over the last few years, and has more than doubled from 55 requests in 2019/20 to 132 in 2020/21. 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. In January we employed a temporary Information Access Officer within the team to handle these requests and they are currently working on the backlog of outstanding requests. As we deal with the backlog, improvements in performance may take a while to be seen, especially as we continue to see high numbers of requests coming int. However at the current time the number of open requests is no longer increasing.											

Code	Title	Polarity	Status	Prev Year End	Target	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	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%	No births registered	No births registered	67.7%	60.8%	60.6%	64.7%	68.4%	72.1%	74.8%	76.6%	78.1%	79.8%	79.8%
<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 29th January there were eleven 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 once the national lockdowns are lifted. 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.</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%	75.0%	79.0%	81.7%	80.5%	80.6%	79.7%	80.0%	79.6%	78.6%	77.7%	76.5%	74.6%	74.6%
<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 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Quarter 4 2020/21	Last period value							
	<a href="#">SWISCO - Complaints per 1000 population</a>	It's better to be low	TBC	Data not available	TBC	Data not available	Data not available	0.07	0.08	0.09	0.09							
	<a href="#">SWISCO - Compliments per 1000 population</a>	It's better to be high	TBC	Data not available	TBC	Data not available	Data not available	0.09	0.03	0.10	0.10							
	<a href="#">Number of Planning Applications determined in time - with extensions</a>	It's better to be high	Monitoring only	691	No target set	214	112	224	243	246	246							
	<a href="#">Number of Planning Applications determined in time - without extensions</a>	It's better to be high	Monitoring only	TBC	No target set	98	23	55	88	102	102							

# **TORBAY COUNCIL**

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## **Corporate Risk Register Quarter 4 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

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
RTPC 01	Increased demand for Children's Services	3 - Possible	4 - Major	12	The number of children that are cared for by the local authority increases and puts pressure on sufficiency of placement and the budget.	We have robust oversight of our cared for population and those children who enter care. The Numbers of children cared for are safely reducing but we remain vigilant particularly in response to escalating need due to COVID-19. 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. There is now an Edge of Care offer which supports children who have the potential to become cared for but can safely remain at home with support. 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
RTPC 02	Impact upon the council's ability to meet statutory timescales	5 – Almost certain	4 - Major	20	Increased demand could impact on our ability to meet statutory timescales for the completion of assessments and meetings such as child protection case conferences.	There is weekly monitoring of the numbers of contacts and referrals into the Multi Agency Safeguarding Hub that require a statutory response. This has risen significantly during the COVID period. Quality assurance activity is	16	Nancy Meehan

						being undertaken to ensure that the thresholds remain robustly applied. Each service area has a performance meeting to ensure we are compliant with statutory requirements. There is an exception report in relation to Children's Services improvement which is reviewed at the Children's Services Improvement Board, SLT and Overview and Scrutiny. We have also established a Children's Services operational board to drive the operational activity identified in the Children's Services Improvement Plan.		
RTPC 03	Failure to deliver the Children's Services Improvement Plan	3 - Possible	5 - Critical	15	The last Ofsted Inspection judgement was that Children's Services are inadequate. If the next inspection judges us as inadequate it is highly likely that the delivery of Children's Services will be removed from Council control.	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. There have been two reports to the secretary of State since the commissioner was appointed which evidence improvement in the delivery of children's services in Torbay.	12	Nancy Meehan
RTPC 04	Delivery of Liquid Logic	3 - Possible	4 – Major	12	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.	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 June 2021	8	Nancy Meehan

RTPC 05	Local Area SEND Inspection	4 - Likely	4 – Major	16	The Local Area Special Educational Needs and/or Disabilities (SEND) inspection conducted by Ofsted and the Care Quality Commission (CQC) will take place before 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 evaluate progress with programme of monitoring visits.	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 expectations to review all plans as frequently as being requested. The SEND staff posts are being filled but delayed by COVID-19.	16	Rachael Williams
RTPC 06	Achievement of £6m of Adult Social Care savings by March 2023	3 - Possible	4 – Major	12	The Adult Social Care (ASC) Improvement Plan has been created to deliver the £6m saving through operational redesign and further strengthening the Community Led Support Approach and Strength Based Approach to social care. The projects within the plan have been designed in year one to realise savings from critical projects whilst allowing corresponding projects to be set up to realise savings in years two and three.	Adult Social Care Improvement Board will review risks and mitigate using the integrated Project Management Office as a function of the plan. Project risks will be mitigated at project level and escalated where there is likely to be a broader ASC Improvement Plan negative strategic or operational impact.	12	Jo Williams

RTPC 09	Increased demand in homelessness	4 - Likely	4 – Major	16	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.	Demand on the service remains high and ability to access move on accommodation is challenging. Additional resources have been implemented into the service to provide stability and facilitate movement on for clients. A sufficient strategy is currently being developed for the end of February to pull together partnership activity and Temporary Accommodation Strategy.	16	Tara Harris
RTPC 10	Ability to deliver Youth Homelessness Prevention Pathway	3 - Possible	4 – Major	12	Effective pathway needs to be implemented across services to ensure Torbay is legally compliant and that the service is at its full complement of staff to enable this to be delivered.	Ofsted identified in both the last inspection (2018) and the previous one (2015) that the response to 16 to 17 youth homelessness was not legally compliant. The children’s redesign considered how to respond to the criticism and subsequent repeat recommendation from Ofsted. This is being progressed. There has been a review of the homeless pathway following a recent audit of service responses to the vulnerable young people. We have recently appointed new youth homeless prevention workers. There is a scheduled QA deep dive into this area of the service.	12	Nancy Meehan
RTPC 11	Insufficient capacity to response to increase in COVID-19 pandemic infection rates or	4 - Likely	4 – Major	16	Local outbreak Management Plans require all local authorities to oversee the response to the COVID-19 pandemic at local level and to work in partnership with Public Health England, NHS, Care, Education, voluntary	Robust measures are in place and include: <ul style="list-style-type: none"> <li>• 24/7 multi-disciplinary rota to coordinate response to cases &amp; outbreaks</li> </ul>	12	Lincoln Sargeant

	community outbreak numbers 20/21				and business partners to prevent and respond to outbreaks.	<ul style="list-style-type: none"> <li>• Dedicated intensive support team to provide proactive and reactive infection control guidance &amp; testing</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>• Development of community testing capacity to deliver workplace asymptomatic testing and scope to deploy targeted community testing if required.</li> </ul>		
RTPC 12	Insufficient capacity to prevent & respond to high flu levels Winter 2020/21	4 - Likely	4 - Major	16	Flu is anticipated to present a higher than usual risk in 20/21 due 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.	<p>A combined COVID-19 and flu response provided the highest chance of success. Measures included:</p> <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</li> </ul>	6	Lincoln Sargeant

						<p>care vaccine delivery programme to people 60 and over.</p> <ul style="list-style-type: none"> <li>• Dedicated intensive support teams delivering swabbing and infection control support for settings with cases or outbreaks to prevent spread.</li> <li>• Flu incidence low 2020/21.</li> </ul>		
RTPC 13	Inadequate measures to prevent suicide & self-harm, promote good mental health & wellbeing, and support bereavement & loss	4 - Likely	3 - Moderate	12	<p>The impact of COVID-19 is modelled to produce an increase in mental distress, bereavement trauma and suicide risk. Torbay already has one of the high rates in the country for both suicide and self-harm. Comprehensive &amp; effective prevention and postvention pathways need to be in place across our three communities to identify people in need &amp; to ensure they receive appropriate information, signposting, support and intervention.</p>	<p>Capacity in place to work with partners across Torbay, the Integrated Care System &amp; regionally to:</p> <ul style="list-style-type: none"> <li>• Introduce 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 funded) community grant fund for 'safer suicide community' initiatives</li> <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> <li>• Use of COVID-19 impact funding short term to expand team capacity in Public</li> </ul>	9	Lincoln Sargeant

						Health to deliver strategic response and community capacity to deliver frontline support (helpline, supervision, support and training, safe spaces, online resource)		
RTPC 14	Inability to deliver the Housing Strategy	3 - Possible	4 - Major	12	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.	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. The Housing Strategy Action Plan is in development. There has been increased partnership working with providers such as landlords and health services.	8	David Edmondson



## Community and Corporate Plan Priority: Thriving Economy

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
RTE01	Ability to meet land supply requirements	4 - Likely	4 - Major	16	If we do not have a five year land supply then our Local Plan Policies and those of the Neighbourhood Plans cannot be considered up to date and put us under greater pressure of development. Failure to have a 5 year land supply therefore risks inappropriate development outside of the Local and Neighbourhood Plans. Ability to meet land supply requirements could impact income generation from new homes bonus and Section 106 monies.	Whilst we have published a statement last year that we had achieved a three year housing land supply and with three made neighbourhood plans, one for each town, formally adopted in 2019, we could defend against inappropriately sited development. However, last year's considerable under delivery and backlog of previous years under delivery means we have fallen below that 3 year figure.	16	David Edmondson
RTE02	A weak local economy due to COVID-19	4 - Likely	4 - Major	16	As a result of the COVID-19 pandemic the local economy is weakened resulting in an impact on our residents and visitors.	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> </ul>	16	Alan Denby

						<ul style="list-style-type: none"> <li>• Cultural development</li> <li>• Community wealth building</li> <li>• Growth</li> <li>• Employment and skills</li> </ul> <p>Since the plan has been agreed significant funding has been allocated to Torbay for Torquay's Town Deal, Paignton's Future High Street Fund and Getting Building Fund projects at Edginswell and Lymington Road. The Council has also proposed increased resource for delivery of the plan in 2021/22.</p>		
RTE03	Riviera International Conference Centre could close permanently	2 – Unlikely	3 - Moderate	6	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.	<ul style="list-style-type: none"> <li>• Agreement for Lease now signed with Parkwood Leisure and the support budget approved.</li> <li>• Progress being made to complete the essential backlog works</li> </ul>	6	Kevin Mowat
RTE04	Princess Theatre reopening	4 – Likely	4 – Major	16	Currently run by Ambassador Theatre Group (ATG) on behalf of Torbay Council. ATG have been significantly affected by COVID-19 pandemic and lockdown issues. The business model relies on touring shows. All shows are cancelled until at least 17 <sup>th</sup> May. The reopening will depend not only on the government's roadmap achieving its milestones but the willingness of producers to tour their shows. Given it takes several months to successful re/mount a production, the	<ul style="list-style-type: none"> <li>• Applications for (Govt) grant funding to support ATG through COVID-19 crisis.</li> <li>• Investment in the theatre from Torbay Council to improve facilities to make it more commercially viable when it does reopen.</li> <li>• ATG continue to work with all their producer partners to make the best endeavours to reopen as soon as possible, with the best programme available to audiences.</li> </ul>	8	Kevin Mowat

					current lack of certainty around a reopening date presents a challenge in this respect.			
RTE05	Financially unsustainable future for Torre Abbey	4 – Likely	4 – Major	16	Torre Abbey is currently a loss making asset. The focus must be switched to a commercial approach to ensure income generated meets or exceeds spend. Income is also currently impacted by reduced opening hours due to COVID-19. The building is subject to significant water ingress and has structural concerns.	<ul style="list-style-type: none"> <li>• Operations are being reviewed to develop a more commercial model. Including staff restructure currently in transit.</li> <li>• Agreed to develop the café as a quality “in-house” offer to drive up commercial income and help support the long-term sustainability of Torre Abbey.</li> <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> <li>• The Abbey will open on 18 May and continue to implement measures to make it more commercially viable.</li> </ul>	8	Kevin Mowat

## Community and Corporate Plan Priority: Tackling Climate Change

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
RTCC 01	Inadequate response to the climate change emergency.	4 – Likely	5 - Critical	20	<p>A single council is unlikely to ever be able to provide an adequate response on its own that will fully achieve carbon neutrality for an area. However, if the Council is not doing all it can to mitigate as much as possible, it will have reputational repercussions for the organisation and adverse, wide ranging implications for the wider area of Torbay.</p> <p>If our response is inadequate there is a risk that:</p> <ul style="list-style-type: none"> <li>- Infrastructure and other assets will be damaged or lost through flooding or wave action;</li> <li>- Business continuity will be impacted at a cost to Council and to 3rd parties i.e. Fish Market;</li> <li>- Beach huts and other waterfront properties will become unattractive or unviable as a business model;</li> <li>- Road links will be disrupted, causing severe indirect</li> </ul>	In March 2021 Cabinet approved a new Initial Carbon Neutral Action Plan for 2021 which includes delivery of 10 immediate actions. Cabinet also agreed plans to develop a new Council Carbon Neutral Programme and a new community led Torbay Carbon Neutral Action Plan by April 2022. Torbay continues to work with Devon Climate Emergency Response Group and recently formally responded to the draft Devon Carbon Plan.	15	Kevin Mowat

					interruptions to livelihoods and living; - Torbay's reputation as a premier beach resort will be impacted			
RTCC 02	Climate change impact on Tor Bay.	5 – Almost certain	5 - Critical	25	Expectation of more frequent extreme rainfall events. Sea level forecast to rise by 70cm by 2050 which will significantly increase the risk of coastal flooding of low-lying areas (particularly Paignton Green), increase in the frequency and power of storm events, increase rate of coastal erosion/damage to quays, slipways and other hard infrastructure on the shoreline. Increased disruption to maritime activities e.g. commercial fishing and marine leisure. Coastal, pluvial and fluvial flooding will also present significant risks to residential and business properties, as well as critical infrastructure.	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 Breakwater, but no funding routes have been identified yet. Work continues on the Flood Risk Management Plan and actions to address sustainable urban drainage systems (SUDS) and close collaboration with the Environment Agency is critical. The Devon Climate Emergency's Climate Impacts Group is also in the process of carrying out a new risk assessment and developing a new adaptation plan for Devon, Cornwall and Isles of Sicily. Local action where required will be led by the Local Resilience Forum and fed into the new Torbay Carbon Neutral Action Plan once developed.	20	Kevin Mowat
RTCC 03	Failing coastal infrastructure	5 – Almost certain	4 - Major	20	A number of coastal assets are at a tipping point of deterioration and require significant investment to ensure longevity and fitness for purpose.	Periodic inspection regime to monitor degradation. Need to identify funding solutions to invest in hard infrastructure to 'hold the line' or agree a process of managed retreat with appropriate investment in soft infrastructure.	16	Kevin Mowat

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

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
RCFF 01	Difficulties in social work recruitment to frontline safeguarding teams	4 – Likely	3 - Moderate	12	There have been recent difficulties in recruiting social work staff both on a permanent and agency basis. The situation in the last year has been compounded due to potential recruits not wishing to relocate during the COVID-19 pandemic.	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 went live on 07 September 2020 and this is already proving to be a positive attribute in our campaign to recruit and retain staff.	12	Nancy Meehan
RCFF 02	School High Needs Block spending pressures	4 – Likely	4 – Major	16	The School Forum currently have a deficit budget position of circa 2.5 million for 2020/21 and cumulative deficit from previous years of 3.8 million.	The School Forum is working with the Education Skills and Funding Agency (EFSA) to consider the actions that are needed to mitigate spend. The National system of funding pupils with higher need is 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	16	Rachael Williams

						delivered and are anticipated to generate savings. 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.		
RCFF 03	SWISCo commissioning resource	3 - Possible	4 – Major	12	Insufficient commissioning resource for SWISCo.	Delivery expectations have been reduced. TUPE transfer key service areas into SWISCo and operate a ‘thin’ client model. Broaden the commissioning resource at Assistant Director level within Place.	8	Kevin Mowat
RCFF 04	Failure to comply with GDPR	5 – Almost certain	3 - Moderate	15	The General Data Protection Regulation (GDPR) tightens existing data protection requirements on organisations. The Council needs to be able to demonstrate compliance to the regulation in all of its processing activities. Failure to do so could result in enforcement action from the Information Commissioner’s Office, damage to reputation and potential increase in complaints and claims.	A GDPR compliance project has been undertaken and regular staff awareness campaigns are also undertaken to ensure staff keep data protection at the forefront of their minds, with the aim of reducing breaches.	12	Matt Fairclough-Kay
RCFF 06	Balancing 2021/2022 budget in light of COVID-19 financial pressures	1 - Rare	4 – Major	4	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	Budget 2021/22 approved by Council in February 2021.	4	Martin Phillips

					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.			
RCFF 07	Achieving a balanced budget over the period of the medium term financial plan	4 - Likely	4 – Major	16	The projected budget gap over the life of the Medium Term Resource Plan (MRTP) is an estimated position and is subject to change and is based upon a series of assumptions and projections which will be regularly reviewed for future years to ensure they continue to be realistic. There is therefore a risk that the projections for the budget deficit may prove to be either under or over estimates.	The MTRP will be updated as appropriate to take account of changing circumstances and new intelligence. An influencing and lobbying campaign is in development to raise the profile of Torbay Council, and Torbay as a whole.	12	Martin Phillips
RCFF 08	Proportionality of borrowing and commercial risk – a measure of income risk on assets funded from borrowing.	4 - Likely	4 – Major	16	The risk that council will be unable to meet its fixed borrowing liabilities if income streams associated with that borrowing are not maintained or fluctuate. The more the council borrows and the more it relies on that commercial income to support services, the greater the risk. The Ministry of Housing	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.	16	Martin Phillips / Kevin Mowat



					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.	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.		
RCFF 09	Corporate Fraud & Error.	4 - Likely	3 – Moderate	12	Risk that council is exposed to fraud and error in its operations in particular collection fund fraud and error.	Fraud and Error team established and focused on key areas of risk, such as in 20/21 the payment of over £50m of business grants.	12	Martin Phillips
RCFF 10	Corporate Health and Safety	3 - Possible	4 – Major	12	Non-compliance to health and safety requirements across the local authority increases the risk to public and staff safety, this includes gaining appropriate certifications for some of our assets.	Replacement staff are now operational along with additional contractor’s capacity to mitigate the additional pressure associated with COVID-19. An additional post will also be recruited to in February working in Harbours to provide specialist support in this area.	12	Tara Harris
RCFF 11	Capacity of legal services to deal with care proceedings before the court	3 - Possible	4 – Major	12	As the numbers of children looked after increases, as does the requirement for legal services to support care proceedings which will go before the court. This increase could lead to lack of capacity to deal with cases in a timely and effective manner.	Required resources are kept under close review, and the teams are currently supplemented by agency workers, to give capacity and ensure that vacant posts are filled. This does however lead to a significant budgetary pressure.	8	Matt Fairclough-Kay
RCFF 12	Change management capability	3 - Possible	4 – Major	12	The Council is undertaking an ambitious programme of transformation, together with delivering changes required as a	Council Redesign Programme Board is reviewing the prioritisation of projects, and workstreams therein so as to ensure that the workforce can deliver, or that	12	Anne-Marie Bond

	across the Council				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.	additional resources are identified in order to deliver within required timeframes.		
RCFF 13	Staff resilience	5 – Almost certain	4 – Major	20	Staff resilience on an on-going basis has been incredibly challenged given the 40% reduction in staff numbers during austerity. With the pressures that COVID-19 brings, there are some teams in the Council where the risks around resilience are now critical.	All Directors are keeping under constant review the pressures and resilience issues in their teams (especially those who are undertaking specific COVID-19 response/recovery activities), to identify those where additional resources are required,	16	All Directors
RCFF 14	Reputation and engagement	3 - Possible	4 – Major	12	The risk is that the Council's reputation deteriorates with its communities, when it needs to improve, and this has a detrimental impact on our ability to gain public support for the actions that will realise the Council's priorities.	The Council's Community and Corporate Plan sets a clear ambition for the Council to become an enabling Council, and one which has a very different and improved relationship with residents. This is supported by the Council Redesign programme, which aims to put residents at the centre of everything we do and which seeks to engage and empower them.	12	Anne-Marie Bond
RCFF 15	Response times in respect of Subject Access Requests, Complaints, Freedom of Information requests and	5 – Almost certain	3 - Moderate	15	The Information Compliance Team is managing year on year increases in the volume of requests, and delays and non-compliance with timescales is common. There is a risk of a detrimental impact on the Council's reputation, and of	In respect of complaints, a one stage process is now embedded, and the permanent appointment of two Complaints Officers who independently investigate/oversee complaints, has improved the Council's performance significantly.	15	Matt Fairclough-Kay

	Environmental Impact Assessments				investigation by the Information Commissioners Office.	Subject Access Requests remain at record levels. An individual request can take hundreds of hours to complete and significant delays are common place. As well as using support from other Councils to undertake a small number on our behalf, we have recruited a dedicated post on a 12 month FTC to deal with the backlog.		
RCFF 16	Government Devolution White Paper	3 - Possible	4 – Major	12	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.	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