

Tuesday, 16 March 2021

AUDIT COMMITTEE (ADJOURNED)

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

Monday, 29 March 2021 commencing at **1.00 pm**

<https://us02web.zoom.us/j/81109598607?pwd=NGZ6S0dVQUJYMDYzdytnbmE5c0RNUT09>

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Members of the Committee

Councillor Loxton (Chairman)

Councillor Dart

Councillor Kennedy

Councillor Hill

Councillor O'Dwyer

Councillor Howgate

Councillor Brooks

Together Torbay will thrive

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

AUDIT COMMITTEE AGENDA

1. **Apologies**

To receive any apologies for absence, including notifications of any changes to the membership of the Committee.

2. **Declarations of interests**

- (a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

- (b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

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

(Pages 4 - 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

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.

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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 to 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 3 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.	The process of applying for Registered Provider status has continued throughout this quarter.	TorVista Homes are expected to achieve Registered Provider status in early March.
3. Ensure continued delivery against the Children's Services Improvement Plan.	<p>Continued to monitor the implementation of the Sufficiency Strategy. Launched the Early Help Strategy and commenced implementation. Launched the Learning Academy. Embed the restorative practice training. Multi-Agency Safeguarding arrangements have been agreed – we now need to appoint an independent scrutineer and work with the partnership to deliver the new safeguarding partnership board. Completed a LGA peer review of the Youth Offending (YOT) Service. As part of the improvement plan we are considering our approach to 16-17yo young people who are at risk of homelessness. Prioritise our cared for population and reduction of numbers. Finalise the way forward in providing the residential resource for Torbay children.</p>	<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. Launch the Early Help model in the three areas of Torbay by 3.5.2021. Continued to roll out the restorative practice training we are in the process of appointing a restorative practice lead in our Learning Academy. We have appointed a Independent scrutineer to support the Torbay Safeguarding Partnership Board. We have established the TSPB executive group. Continued focus on recruitment and retention through a national campaign along with supporting newly qualified social workers through the Learning Academy. Implement of plan of support by the LGA following the review and inspection of our YOT service. Review the 16/17 homeless pathways and appoint to the Youth Homelessness Prevention Worker positions in the early help service area.</p>
4. Develop a forward investment programme for affordable and social housing in association with registered providers across Torbay.	Ongoing strategic dialogue has continued with registered providers across Torbay.	To set up the new Torbay Strategic Housing Board in association with registered providers across Torbay and other housing sector stakeholders.
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 have applied to part of two Policy Labs with other councils – one in relation to climate change and one in relation to an inclusive economy. We have been successful in qualifying as Policy Prototype for our Early Help work in Children's Services. A Towards a Co-operative Council routemap is being prepared and will be driven forward through the Our Communities Project. Officers across the Council are utilising the Network as policies and initiatives are developed including our Social Value Policy and the Community Wealth Building Work. The CCIN Induction Programme is being shared as part of our own Member Development Programme.</p>	Finalisation of the Towards a Co-operative Council routemap.
6. Explore opportunities to bring forward a 'Torbay Promise' to identified areas in Torbay.	We have reviewed our Early Help provision and model. This has incorporated partners and stakeholders views and how we propose to integrate a collaborative model of Early Help.	This is incorporated into the PeopleToo work and the Early Help Sufficiency Strategy. So will not be a "stand alone" piece of work. 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.

7. Agree the refreshed Children and Young People's Plan and associated action plan.	<p>We have finalised the version and will hopefully use delegated powers to amend and update avoiding the need to return to Cabinet for discussion on the minor updates.</p> <p>We have re-established the Children and Young People's Strategic Board and have presented the Children and Young Peoples Plan to the board.</p>	<p>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.</p>
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Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2019/20	Quarter 1 2019/20	Quarter 2 2020/21	Quarter 3 2020/21	Last period value
	Numbers Housed through Devon Home Choice	It's better to be low	(monitoring only)	256	No target set	52	25	59	62	62
ASPI02	Numbers in temporary accommodation	It's better to be low	TBC	532	Target in development	203	242	155	83	83
	- Of which are single persons					127	184	76	55	55
	- Of which are couples					6	13	4	6	6
	- Of which are families					54	22	30	22	22

(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	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Year to date
	Contacts	TBC	TBC	TBC	TBC	598	533	531	449	524	640	677	535	864	798	863	691	7730
	Targeted Help Referrals	TBC	TBC	TBC	TBC	72	72	73	54	17	39	117	86	126	126	131	164	1077
IBR 2.4	Social Care Referrals	TBC	TBC	TBC	TBC	219	135	78	88	244	222	198	160	172	161	187	158	2022
	Initial Strategy Discussions completed	TBC	TBC	TBC	TBC	108	101	85	103	114	158	156	85	129	120	124	102	1385
	S47 Outcomes (number of S47s completed)	TBC	TBC	TBC	TBC	55	77	56	68	88	95	94	84	60	84	96	66	923
	ICPCs	TBC	TBC	TBC	TBC	31	22	39	20	39	23	30	21	11	40	34	28	338

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Last period value
ASC 1E	Percentage of adults with a learning disability in paid employment	It's better to be high	Well above target	8.8%	7.0%	8.9%	8.8%	8.8%	8.9%	8.9%	8.9%	8.7%	8.6%	8.8%	8.5%	8.5%	8.2%	8.2%
ASC 2C p2x	Delayed transfers of care from hospital. Part 2 - attributable to social care	N/A	(monitoring only)	N/A	No target set	4.5	4.5	Return suspended due to COVID-19 - no further data available.										N/A
ASC 1Hx	Proportion of adults in contact with secondary mental health services who live independently, with or without support (commissioned outside ICO) Year to month	It's better to be high	Well above target	49.2%	60.0%	49.2%	48.8%	49.2%	47.9%	46.3%	54.1%	67.2%	65.6%	73.0%	no figure published	71.6%	78.0%	78.0%

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>8. Learning from elsewhere, develop Torbay's approach to Family Friendly Torbay.</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.</p>	<p>The discussion which has begun within the Children and Young People (C&YP) Partnership Board will continue. There are a number of actions that we will take forward as a partnership to develop and further enhance our family friendly approach. We will be working with others to broaden the reach of the development to impact upon all other areas that are represented at the C&YP Partnership Board i.e. regeneration, planning and other portfolio areas.</p>
<p>9. Support the roll out of Torbay (self-harm) family intervention and mental health support teams.</p>	<p>The self-harm in schools pilot project was adapted as an online / virtual offer across all schools during lock down and over the school holidays. Pilot progressing well and impact being monitored. Funding for year 2 agreed.</p> <p>The Mental Health Support Teams (MHST) in schools also adapted their offer to schools, as part of the delivery of Wave 2 and 3.</p>	<p>Self-Harm: Initial focus on consolidating the pilot at Spires School. Additional work will focus on understanding the needs of those presenting to Emergency Departments, with a specific piece of research funded by NHSE to better understand female suicide / self harm rates across the Bay Learning and evaluation from the pilot will inform case for expansion across the Bay. MHST: continue to roll out MHST across additional 11 schools in Torbay (Wave 3)</p>
<p>10. Work in partnership to deliver the Torbay Multi-agency Suicide and Self-harm Prevention Plan.</p>	<p>Development of Torbay Mental Health & Suicide Prevention Alliance: a whole system approach to addressing mental health needs and suicide prevention established with terms of reference and stakeholder sign up.</p> <p>Action plan and priorities agreed.</p> <p>Devonwide suicide real time surveillance system set up</p> <p>Draft training plan (universal and targeted) in development</p>	<p>Expansion of safer suicide communities - community development approach to promoting resilience and wellbeing and safe spaces at local level. Training: delivery of universal and targeted training using NHS England suicide prevention funding, in collaboration across Devon. Participation in revised community mental health framework implementation: ensure Torbay community and voluntary sector partners input into the new model of community mental health to create a pathway of support through the continuum of mental health needs. Publish updated Torbay suicide and self-harm prevention plan. Commission funded research into high rates of suicide and self-harm in Torbay. Strengthen front line support and signposting for mental distress to provide adequate response to increased mental health problems resulting from the pandemic, including isolation and financial hardship.</p>
<p>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.</p>	<p>All procurement paperwork delivered on time and opportunity presented to market on schedule. Extension to submission date in place following letters from two incumbent suppliers.</p>	<p>Procurement opportunity is currently open. Incumbent providers have requested a further extension due to COVID-19 impact to deliver submission to which the Local Authority has issued a VEAT notice to the market. This is currently live. Outcome could be further extension to current contracts until January 2023</p>

12. Agree the refreshed Education Strategy, SEND Strategy and Disadvantaged Strategy and associated action plans.	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).	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).
13. Provide Healthy Lifestyles services to those that need it whilst reviewing best practice elsewhere to inform future models of delivery.	Services have resumed post COVID-19 restrictions but remained limited in some cases due to external partners not providing services (e.g. gyms and personal trainers). This lockdown has resulted in a subsequent decrease in demand, coupled to a redeployment of significant number of staff to manage the front line NHS COVID-19 response from Jan 2021.	Further development and clarification of Procurement timeline. Development of EIA, tender pack (draft) and the provisional specifications and service model.
14. Implement the trauma-informed approach across services.	Needs to be considered alongside and in conjunction with wider restorative justice approaches across the wider Children's Services system.	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.
15. Deliver the healthy weight declaration.	Suspended due to COVID-19 response.	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.
16. Develop an oral health promotion service.	Suspended due to COVID-19 response.	Resume targeted Oral Health project delivery for adults and children: • Supervised Tooth Brushing • Dental First Steps • Leonard Stocks Project
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.	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.
18. Play our part as a critical partner within the Devon-wide Sustainability and Transformation Programme.	Consideration to link to CCG Health Inequality work. Director of Public Health part of Strategic Commissioning Partnership. Work prioritised within the prevention workstream but work on-going.	Resumption of Prevention workstream – review priorities. Director of Public Health to join South Devon on Local Care Partnerships.

Code	Title	Polarity	Status	Prev Year End	England Value		Last period value
PHAP-14	Admission episodes for alcohol-related conditions (persons: narrow definition)	It's better to be low	Well above target	788	664	2018/19	808
New alcohol treatment pathways commenced during covid lockdown. This is expected to ensure that more of those that require treatment are able to access it. However this is only one small component of the total number of people who are admitted to hospital for alcohol, as not all people need treatment. The treatment service is also working with the hospital to improve the pathways into alcohol treatment services prior to hospital discharge in an attempt to reduce future/repeat admissions. They have also ensured that all discharges have access to Breaking Free Online to support people through a tailored programme of digital support for their alcohol use. Wider societal norm changes are required to bring about a change in the alcohol culture in Torbay and the UK which leads to excessive alcohol admissions locally.							
PHOF-C06	Proportion of women known to smoke at the time of delivery	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-C09a	Proportion of children aged 4-5 years (reception age) classified as overweight or obese	It's better to be low	Well above target	25.1%	23.0%	2019/20	25.7%
<p>Current Public Health priorities for families and young people include:</p> <ol style="list-style-type: none"> 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-C16	Percentage of adults classified as overweight or obese	It's better to be low	On target	59.8%	62.3%	2018/19	59.8%
PHOF-C17a	Percentage of physically active adults	It's better to be high	On target	70.7%	67.2%	2018/19	69.8%
PHOF-C19a	Successful completion of drug treatment – opiate users	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>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.</p>	<p>Strategic Assessment has been finalised in line with the peninsula assessment. The CSP Board has signed off the assessment and it has been published on the Council website.</p> <p>The confirmed priorities identified that underpin the focus of the partnership this year are:</p> <ul style="list-style-type: none"> • Domestic Abuse and Sexual Violence (DASV) • Exploitation • Drugs <p>Significant focus has been maintained in quarter three in relation to DASV through activity and funding. Development work has started in relation to developing a co-ordinated, cross system response to exploitation.</p>	<p>Continued development of the whole system co-ordinated approach to exploitation.</p> <p>Continue to deliver against the priorities in DASV including but not limited to preparations for the Domestic Abuse Bill.</p> <p>Undertake work in emerging work streams in relation to drug use.</p> <p>Continue work ensuring all three themes are integrated into cross cutting work streams across the organisation.</p>
<p>20. Ensure an effective partnership approach to reducing domestic abuse and sexual violence (DASV) to ensure that all agencies are working together.</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>Early Help representatives identified and attended CRAFT Project Board. (CRAFT is a relationship intervention enabling early identification of DVA).</p> <p>Multiple Complex Needs tender launched.</p> <p>STP – sexual violence listening exercise interviews completed.</p> <p>CVS - Standing Tall Partnership - further short term monies granted via OPCC, and seeking long term funding.</p> <p>Torbay Domestic Abuse Service - ongoing service.,</p> <p>Representation at Integrated Offender Management Behaviour Change Project group.</p> <p>Commenced preparations for Domestic Abuse Act 2020 – joint working with Peninsula LAs, and support with service mapping via DASV Ops Group and CVS. Review of data to assess the impact of new duty on accommodation capacity.</p> <p>CCG DASV lead making case for continuation of IRIS (Identification & Referral to Improve Safety) - clinical enquiry in GP practices - (this work originally started from a Devon and Torbay Home Office funded project).</p>	<p>Extension to Multiple Complex Needs. Liaison with OPCC and partner LAs concerning delivery of Perpetrator Funded projects – significant impact on attendance and ability to deliver by 31st March due to 3rd lockdown.</p> <p>Participation in Changing Futures funding bid.</p> <p>Detailed preparations for Domestic Abuse Act 2020 - Recruit Peninsula Co-Ordinator role to support cross authority referrals pathways work and a regional needs assessment using pooled Building Capacity Funds.</p> <p>Continuation of 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>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>21. Ensure a focus on the risk to and impact of exploitation of children and vulnerable adults, working in partnership with community groups.</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 CEMOG and 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>

22. Co-locate police officers within Children's Services' teams to continue to improve outcomes for children and families.	Due to COVID-19 responses this cannot be progressed at this stage.	Due to COVID-19 responses this cannot be progressed at this stage.
23. Support Devon and Cornwall Police in securing a response location in Paignton.	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.	Awaiting update from Police on when a review will be completed of their estate requirements in Torbay once the pandemic are decreased.
24. Work proactively with local NHS partners to deliver Health and Wellbeing Hubs in Paignton and Torquay and to maximise the impact of the Health Improvement Programme.	Work to deliver a Health and Wellbeing Hub in Paignton ceased in agreement with NHS partners.	Work will continue with local NHS partners to deliver Health and Wellbeing Hubs where necessary and where the need has been identified by health colleagues.
25. Support the implementation of the Evening and Night Time Economy Strategy.	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.	Strategy will be launch on the basis of it forms a building block for the sector as part of the COVID-19 recovery. This however will be dependent of the status of the pandemic.

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	Last period value
1a	Torbay Domestic Abuse Service - New placements in the service - Adults	N/A	(monitoring only)	1,455	No target set	343	300	360	257	257
2a	Torbay Domestic Abuse Service - New placements in the service - Number of Children of clients	N/A	(monitoring only)	1,012	No target set	264	187	197	181	181
3a	Torbay Domestic Abuse Service - New placements in the service - 1c) Number of standard risk cases out of above (all others are either medium or high risk as determined by a DA risk assessment tool)	N/A	(monitoring only)	47	No target set	10	4	11	4	4

Numbers of referrals accepting the service have dropped by just over 28% in Q3, unsurprisingly as this period includes the second lockdown period in November to early December. Within those referrals we have seen an increase in referrals from Children's Services (up to 12 from 5 last quarter) and a drop in Police referrals (non MARAC) from 175 in Q2 to 93. The latter corresponds to intelligence from the Police that medium and standard risk domestic abuse referrals to them dropped significantly after September 2020, contrary to other LAs in the Peninsula region. We are working with the Police and other agencies to understand the reasons for this. Hypotheses include the reduction in the night time economy and the reduction of people coming to the area on holiday, as a high number of DA reports come from tourists in the holiday months. However it is more likely to be a combination of factors that are attributable and our investigations continue. For comparison, the referral figures to TDAS for the same period in 2019/20 were significantly higher:
Adults – 342 (25% higher)
Children of clients – 289 (37% higher)
Number of standard risk cases out of above - 11 (63% higher but low numbers)
Although MARAC referral rates were up 22% to 89 from 73 in Q2, Independent Domestic Violence Advisor engagement rates dropped to 83.1% from 91/8% in Q2, likely due to lockdown making it difficult for victims to safely speak to IDVAs. However this rate is higher than the engagement rate of 73% for Q3 in 2019/20. Repeat MARAC clients (i.e. referred within 1 year of exiting the service) remains steady at 51.4% from 55.2 in Q2, compared to 30.4% in Q3 2019/20.

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Last period value
	Child Protection Plans	TBC	TBC	TBC	TBC	199	192	194	197	223	218	220	221	200	208	219	223	223
	Children Looked After	TBC	TBC	TBC	TBC	368	365	354	348	340	338	335	329	324	327	326	323	323
IBR 2.17a	Starting CLA	TBC	TBC	TBC	TBC	18	10	5	2	4	7	8	2	4	7	10	5	5
IBR 2.29	Ceasing CLA	TBC	TBC	TBC	TBC	6	14	15	8	11	9	10	8	9	5	13	8	8
ASCP10 0x	Number of adults safeguarding referrals (Section 42 Enquiries) Year to month	N/A	(monitoring only)	31	No target set	5	6	31	24	23	37	103	121	149	117	202	223	223

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.	CWB board has been convened. Establish the Procurement and Employment Sub-groups	Undertake local benchmarking / spend analysis exercise.
28. Progress, using our relevant powers, the possession of the Crossways site in Paignton.	Gathering information and evidence to support Compulsary Purchase Order inquiry. Further engaging with the owner to continue discussions on voluntary purchase.	Continue to prepare for inquiry and continue negotiations with the owner.
29. Protect and accelerate the development of employment space to accommodate business growth.	Getting Building Fund allocated to Edginswell & Lymington Road.	<ul style="list-style-type: none"> • Identification of additional potential employment sites. • Review pipeline of demand.
30. Explore funding opportunities to create greater capacity and enhanced capability for Brixham Fish Market.	Regular liaison with local MP, Brixham Trawler Agents, British Ports Association, HoSW LEP and TDA to keep abreast of funding options. EIA scoping work undertaken.	Continue the regular liaison with local MP, Brixham Trawler Agents, British Ports Association, HoSW LEP and TDA. Undertake further work towards the land reclamation project, including cost estimates and necessary consents i.e. Marine Management Organisation & planning.
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.	No specific actions.	Bring forward business cases for Edginswell & Lymington Road if appropriate. Identify opportunities for the Fund including for the employment sites noted at #29.
32. Close the educational attainment gap and broaden the skills base within the workforce and further the growth of apprenticeships.	Begun to develop a Building Torbay programme for construction skills in Torbay.	Sign off the specification for Building Torbay.
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	Last period value
	Gross rateable value of Business Rates (NDR)	It's better to be high	On target	£93,858,989	£94,371,329	£93,858,989	£94,582,264	£94,802,114	£94,764,704	£94,764,704

Code	Title	Polarity	Status	Prev Year End	Great Britain / Month Target	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Last period value
TEPI03	Out of Work Benefits Claimant Count	It's better to be low	Well above target	3.5%	6.3%	3.2%	3.5%	3.5%	7.1%	8.0%	7.6%	7.8%	7.8%	7.5%	7.0%	7.2%	7.2%	7.2%
						2,475	2,675	2,675	5,485	6,165	5,845	5,955	5,985	5,750	5,350	5,555	5,510	

Code	Title	Polarity	Status	Prev Year End	Great Britain Value	2019				Last period value
TEPI07	Percentage of workless households in Torbay	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	Earnings by Torbay Residence (Gross weekly pay)	It's better to be high	Well below target	£505.10	£587.10	£468.90				£468.90
PPTI06	Earnings by Torbay Workplace (Gross weekly pay)	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	Last period value
TEPI08	Percentage of people in Torbay who are economically active (aged 16 to 64)	It's better to be high	On target	78.1%	79.0%	78.1%	77.1%	77.3%	76.7%	76.7%
TEPI09	Percentage of people in Torbay in employment (aged 16 to 64)	It's better to be high	On target	74.9%	75.7%	74.9%	73.1%	72.7%	72.6%	72.6%

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

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
34. Ensure the COVID-19 Economic Recovery Plan links with the sector specific recovery plan for the tourism industry.	Close liaison has continued between the Council, the English Riviera BID company, the TDA and regional/national tourism bodies i.e. Visit Devon & Visit England.	Further liaison will continue along with collaborative and collective lobbying for sector specific support.
35. Invest up to an additional £0.6 million in public toilet provision enabling investment at Goodrington South, Meadfoot, Broadsands, Goodrington North, Abbey Meadows and Preston Bus Shelter.	Several projects delayed by the COVID-19 lockdown and the need to avoid summer disruption. Goodrington South - all works completed and unit operational.	Meadfoot Project start date 16th November completion estimated 22nd January 2021. Broadsands modular unit under construction, drainage and foundation works scheduled for 14th September 30th October. Completion of unit detail awaited dependant on drainage plans. Goodrington North Project estimated start date 30th November 2020 completion estimate 5th February 2021. Abbey Meadows Project start date 28th September completion estimated 6th November. Preston Bus Shelter Project start date 12th October completion estimated 20th November.
36. Work to identify a third party provider to operate the public toilets at Corbyn Head from 2021/2022 onwards.	Initial short-listing of bidders has commenced using an appropriate scoring matrix with input from Members & Officers. Some due diligence has also been undertaken.	The next phase is to identify the preferred bidder along with further engagement with Ward Councillors and community stakeholders, to inform the decision making process.
37. Work with partners to develop a Town Investment Plan for Torquay which secures the highest allocation of Town Deal investment.	Heads of terms offer for £21.9M secured October. Business plans for accelerated projects developed. Revised project allocations. Scoped & commenced delivery of the accelerated projects.	Develop business plans for first wave projects. Affirm partnership approach for key town centre project. Deliver the accelerated projects
38. Ensure that the Future High Streets Fund application for Paignton secures investment to accelerate the regeneration of Paignton.	£13,36M has been allocated to Paignton. Revised the project allocation based on funding awards	Develop project delivery options & programme.
39. Submit our application to the Heritage Lottery Fund (HLF) for Phase 3 of the renovations at Torre Abbey.	This quarter did not see any resumption of the normal application process but Officers have been monitoring the situation with the Heritage Lottery Fund (HLF) and any other funding opportunities.	The Heritage Lottery Fund (HLF) re-opened for funding applications on 8th February. Work will continue on preparing for an Expression of Interest (EOI) bid submission in March.
40. Support the Heritage Lottery Resilience Fund bid for Oldway Mansion in order to support the submission of a Heritage Lottery Fund bid, the new Oldway Trust and volunteer activities.	The Heritage Lottery Fund (HLF) has ceased Resilience Fund applications due to Covid-19. Work has continued with the Oldway Trust, the Friends of Oldway and other volunteers. A key holder agreement has been signed and the old Tea Rooms are due to re-open.	The Heritage Lottery Fund (HLF) re-opened for funding applications on 8th February. Work will continue on preparing for a Resilience Fund bid that will be submitted after the Torre Abbey EOI submission to the HLF.
41. Develop plans for the long term future of the Pavilion in Torquay.	Discussions have been ongoing with the tenant.	Work will progress to reach an agreed understanding on the way forward to fully restore the Pavilion. Principles will be agreed to undertake a full condition survey, leading to a detailed cost plan for restoration works.
42. Support the community in their development and delivery of projects which will improve our beaches and seafront areas.	This is normally a quiet quarter and with COVID-19 lockdown measures in place there has been very little progress with this action.	Further support and encouragement will be provided to the community in their development and delivery of projects which will improve our beaches and seafront areas.
43. Maximise the use of investment from new businesses in Torbay through the use of Section 106 monies, Community Infrastructure Levy (CiL) and sponsorship.	Several Section 106 Task Force meetings, sifting through legacy monies and finding new projects to divert monies to where possible. Large CiL payments received for Paignton projects.	Run the first CiL Neighbourhood proportion spend panel, with new proposals being invited for Paignton and a small amount in Torquay.
44. Work with destination management partners to maximise all available funding for Torbay.	The Council has continued to work with the Destination Marketing Group, which is supported by the TDA.	The Council will continue to work with the Destination Marketing Group, which is supported by the TDA.

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.	Delivered Cultural Recovery work. Supported development of Town Deal accelerated projects.	Delivery of Town Deal accelerated project.
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.	Carried out sector survey. Supported Heart of the SW LEP review. Destination Management Group has met.	Support reopening.
47. Work with the community to empower them to manage flower beds and promote civic pride.	Before the COVID-19 lockdown, work was progressing which included the Torbay Community Development Trust undertaking engagement about the community looking after flower beds, extending the Council's work with Groundwork South to co-ordinate the work of volunteers and developing Community Action Plans for the flowerbeds and greenspaces. Understandably, this work has slowed considerably due to the lockdown measures but an additional officer has now been appointed by Groundwork South to help progress this action.	A new work stream has been established entitled "Green Infrastructure – Increasing Community Empowerment". The work stream Project Board will now start work to address the four overarching (and related) messages from the first Community Conference held in September 2019: <ul style="list-style-type: none"> • There needs to be a change of culture in the Council and also in communities. • Trusted relationship with communities need to be built. • Communication with communities and individuals needs to improve. • Celebration of Torbay's assets and civic pride need to be encouraged.

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

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

Tackling Climate Change

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

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
48. Deliver a successful transition of services to SWISCo, in particular ensuring that there is a focus on increasing recycling rates.	Public consultation undertaken on the proposed Resource and Waste Strategy, with a clear focus on increasing recycling rates.	The Council's new Resource and Waste Strategy should be approved by Council and the associated Action Plan agreed by Cabinet.
49. Review and develop plans to improve communications and transport connectivity and sustainability, including the submission of a bid for Edginswell Rail Station.	In Q3 Edginswell Station funding from Government was confirmed through the New Stations Fund. A report into the potential of demand responsive transport (DRT) in Torbay was finalised. Local Transport Action Plan and Local Cycling and Walking Infrastructure Plan was drafted and considered by SLT.	Set up a project delivery team for Edginswell Station. Undertake follow up actions from DRT report. Informal Cabinet approval for consultation and undertake consultation on Local Transport Action Plan and Local Cycling and Walking Infrastructure Plan.
50. Appoint a dedicated Climate Change Officer, to co-ordinate Council activities as part of the Devon Climate Emergency Response Group and develop an action plan to address climate change in Torbay.	The new Climate Emergency Officer started at the Council just before Christmas and has really hit the ground running, they have made great strides, preparing Carbon Neutral proposals, engaging with colleagues and partners and working with Devon Climate Emergency colleagues.	Cabinet consideration of the Carbon Neutral Council and Carbon Neutral Torbay proposals and the Action plans for 2021-22 and beyond.
51. Introduce and maintain close oversight of the impacts of charging for household DIY waste at the Recycling Centre.	Capital works were completed at the HWRC site to allow for the introduction of charging.	Household DIY waste charging will be introduced in early January and SWISCo will maintain oversight of the impacts of charging for household DIY waste at the Recycling Centre.
52. Develop plans for a trial and roll out of three-weekly refuse collections	The Project Board has met regularly to properly plan the trial areas. New Recycling Officers have been recruited.	The Council's new Resource and Waste Strategy should be approved by Council and the associated Action Plan agreed by Cabinet.
54. Work as a member of the Peninsula Transport Body to tackle climate change through the transport agenda.	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.	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.
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.	Natural Environment services were transferred into SWISCo on 1st December. SWISCo will be tasked to work with our community to protect and enhance our treescape and introduce appropriate re-wilding.	The Trees for the Future document will need to be incorporated into the wider work on Green Infrastructure. Consideration will be given to the Trees and Woodland Management Plan.
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.	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.	Determine two planning applications for Solar farms in the Bay to be submitted by the TDA. Seek funding opportunities for electric charging points, electric cars and bikes as part of community based provision.
57. Implement the Environmental Enforcement Service.	Contract has been let to National Enforcement Solutions (NES). Operational from 2 February 21.	Review and embed contract and ensure that there are appropriate operational relationships and mechanisms across the organisations including SWISCo to allow efficient and effective delivery.

58. Review and develop plans to address flooding risks within Torbay.	Work commenced on consulting with Members and the community regarding the proposed sea defence wall at Paignton and Preston.	The Torbay Flood Steering Group are due to meet again in March. A revised Torbay Local Flood Risk Management Strategy will be prepared for presentation to Cabinet. In the meantime several flood alleviation schemes continue to be progressed.
59. Encourage a sustainably developed built environment through review of Local Development Scheme (Local Plan Review).	Whilst the limit of the Local Plan review was severely constrained, there is an opportunity to develop Supplementary Guidance 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	Last period value
NI191	Residual household waste per household	It's better to be low	Well above target	143	120kg	143kg	134kg	141kg	143kg	143kg
The lockdown due to COVID19 significantly affected waste performance during the first three quarters of 2020-21. The increase in residual waste was seen in the waste collected at the kerbside and this was reflected by similar increases for all local authorities across the UK. All other sources of residual household waste e.g. civic amenity and litter bin waste, were reduced in Qtrs 1 to 3 of 2020-21. More people were at home instead of at work, so increases in the tonnage collected at the kerbside were seen as a result. The Recycling Centre was also closed 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										
NI192	Percentage of household waste sent for reuse, recycling and composting	It's better to be high	Well below target	40.25%	50.00%	40.25%	31.84%	37.30%	35.30%	35.30%
The increase in household residual waste described above, increases the denominator which is used to calculate the recycling percentage. Materials collected from the kerbside for recycling also increased in Quarter 1 2020-21 compared to Quarter 4 2019-20, by approximately 700 tonnes, this will have increased due to more people being at home. There was a significant increase in the amount of food waste collected for recycling (possibly wasted as a result of stockpiling). However, as the Recycling Centre was closed during lockdown the amount of material collected for recycling at the site was significantly lower than previous years as mentioned above significantly garden waste. In 2019-20 over 3170 tonnes of recycling were delivered to the site by householders, but in 2020-21 only 740 tonnes were delivered. Quarter 1 is traditionally a heavy quarter for garden waste, so the reduced tonnage has significantly affected the recycling rate. In the first three quarters of 2020/21 the amount of recycling collected was down by over 3,000 tonnes (Equivalent of 6% loss on recycling rate), 83% of this reduction purely due to reduced 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. 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.										
CRTCC 01	% of commercial waste recycled	It's better to be high	Well below target	21.09%	25.00%	16.74%	26.36%	27.90%	22.06%	22.06%
The reason why the commercial is low is due to the fact that many of the businesses that we collect from are closed due to covid and these premises will segregate their waste so that it can be recycled. Until they start to operate again this will be hard to improve on.										

A Council Fit for the Future

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

Community and Corporate Plan Delivery Plan Action	What have we done in the last quarter?	What are the priorities for the next quarter?
60. To build upon and embed the successful collaboration that saw residents, communities, partnerships and the Council working together differently in the response to the pandemic.	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.
61. Roll out and embed Crowdfunding to support community projects and establish Community Grant Funding schemes.	The Community Ward Fund has been launched to enable infrastructure and community projects to be funded over the coming months.	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.
62. Re-energise take up of the Torbay Lottery as a means of funding for community projects.	Promotion of the availability Torbay Lottery Small Grants Fund for 2020/2021 has been undertaken and grants will be allocated shortly.	This action will be included within cohesive approach to funds/schemes available for the community from the Council (as per action 61 above).
63. Agree a Community Engagement and Empowerment Strategy, including an 'Enabling Council' action plan.	The Community Engagement and Empowerment Strategy was agreed at Council in in February 2020. Ward Ambassadors have been renamed as Ward Facilitators. Each Facilitator has been asked to meet with their ward councillors and, in the majority of cases, these meetings have taken place.	Now the Strategy has been approved, the Enabling Council Action Plan will be prepared, using the feedback received during the consultation period.
64. Strengthen relationships with the Community Partnerships through the appointment of Ward Ambassadors within the Council.	Ward Ambassadors have been renamed as Ward Facilitators. Each Facilitator has been asked to meet with their ward Councillors and, in the majority of cases, these meetings have taken place.	Promotion of the scheme needs to take place with the Community Partnerships and the wider community. Mechanisms also need to be put in place to monitor the actions being taken, ensuring that the specific purpose of the Facilitators is kept in mind.
65. Strengthen relationships with the community by undertaking town visits by Leader and Chief Executive.	Consideration has been given to how Town Visits can work in practice, in particular with ongoing Covid restrictions.	Work will focus on ensuring that Cabinet Conversations are held, ahead of Town Visits being reinstated once Covid restrictions are eased.

<p>66. Simplify and standardise how the Council works through making the best use of technology.</p>	<p>Brought in partner and began project work to implement Microsoft 365, the new operating system for the Council's Windows estate that will enable much greater electronic collaboration, improved resilience and ability to remotely manage teams whilst standardising and simplifying core working practices.</p> <p>Completed requirements gathering and tender launch for the new Customer Relationship Management (CRM) system to improve customer services across the organisation and enable full exploitation of digitalisation to release efficiency savings and improve productivity, underpinned by standardisation, simplification and data sharing.</p> <p>Reviewed customer service standards across the Council to improve and standardise our service levels ready for continuous improvement that will be possible through CRM capabilities. Council wide training starts now.</p> <p>Kicked-off a future ways of working project to deliver a post Covid working environment.</p>	<p>Pilot Microsoft 365 in key areas to prove system approach.</p> <p>Identify market response to CRM tender and understand costing models to either identify a preferred bidder or reduce requirements due to cost prohibition.</p> <p>Complete customer service training for all priority groups.</p> <p>Continue future ways of working project to enable greater collaboration and other key deliverables in project scope.</p> <p>NB All work is aligned to the Council Re-Design to ensure offer and outcomes remain the focus of process improvements.</p>
<p>67. Review the continued rationalisation of council assets.</p>	<p>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.</p>	<p>The work of CAMG will continue with a focus on the potential for a reduction in the need for office space post COVID-19.</p>
<p>68. Ensure that Torbay Council collaborates effectively locally, regionally and nationally.</p>	<p>The Our Influence Strategy has been agreed which sets out Torbay's approach to lobbying.</p>	<p>Attendance at appropriate local, regional and national forums will continue to be prioritised.</p> <p>Further work needs to be undertaken around the wider issues related to our local, regional and national collaboration.</p>

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Code	Title	Polarity	Status	Prev Year End	Cumulative to date target	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Cumulative to date
RECPI01	Agency Staff Cost (excluding schools)	It's better to be low	Well above target	£4,865,773	£1,098,883	£519,888	£411,082	£806,694	£213,420	£394,102	£323,976	£342,002	£258,797	£312,870	£287,765	£450,284	£448,078	£3,031,293
<p>Period 9: Adults £0k, Children's £374.8k, Public Health £0k, Business Services £7.8k, Corporate Services £53.4k, Planning & Transport £8.1k, Finance £3.9k</p>																		
Code	Title	Polarity	Status	Prev Year End	Annual Target	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Last period value
RECPI02	Variance Against Revenue Budget (projected)	It's better to be low	Well below target	£3,081,000	£0	£3,285,388	£3,206,488	£3,081,000	£7,769,000	£7,769,000	£4,800,000	£4,496,000	£3,820,000	£1,986,000	£2,084,000	£1,562,000	£7,200,000	£-7,200,000

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Last period value
HR 00	Staff sickness – % working days lost as an overall organisation	It's better to be low	Well below target	4.9%	3.5%	4.6%	2.9%	2.2%	3.1%	3.1%
RECPIO 6	Number of Corporate Complaints received	It's better to be low	Monitoring only	456	No target set	69	60	75	84	84
RECPIO 5	Number of Corporate Complaints - Dealt with within timescales	It's better to be high	Well below target	83%	90%	83%	57%	64%	61%	61%

The new system had been implemented for complaints only and the impact of this can be seen at Q3 in 2019-20, which was just after the implementation of this project. By recruiting complaint investigators our performance in respect of timeliness increased from 57% to 74%. Unfortunately, performance remains lower than anticipated in Q3 due to the capacity of colleagues within departments who are responding to COVID pressures. As a team we are reliant on information being provided by other departments and there can sometimes be delays with this. An escalation process is in place whereby the relevant SLT member is made aware of delayed responses. It is possible performance will fluctuate throughout this year as the pandemic continues. However, our performance remains higher than it was before we implemented this project which was around 40%.

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 4 2019/20	Quarter 1 2020/21	Quarter 2 2020/21	Quarter 3 2020/21	Last period value
Page 22	Number of Corporate Complaints upheld / partly upheld	N/A	Monitoring only	181	No target set	17	17	18	33	33
	Number of Freedom of Information (FOI) requests / Environmental Information Requests (EIR) received	N/A	Monitoring only	1426	No target set	469	235	427	408	408
FSIT012	Number of FOIs / EIRs - Dealt with within statutory timescales	It's better to be high	Well below target	83%	95%	89%	84%	82%	82%	82%

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	Number of subject access requests (SARs) received	N/A	Monitoring only	55	No target set	21	27	33	30	30
FSIT011	Number of SARs - Dealt with within statutory timescales	It's better to be high	Well below target	29%	90%	29%	27%	11%	13%	13%

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 doubled from 2019/20 to 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 an 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, but the number of open requests is no longer increasing.

Code	Title	Polarity	Status	Prev Year End	Target	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Last period value	
REG001 B	Registration of births - Registered within 42 days	It's better to be high	Well below target	98.4%	98%	98.4%	98.5%	98.4%	No births registered	No births registered	67.7%	60.8%	60.6%	64.7%	68.4%	72.1%	74.8%	74.8%	
<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	Registration of deaths - Registered within 5 days	It's better to be high	Well below target	74.5%	90.0%	74.1%	74.6%	74.5%	75.0%	79.0%	81.7%	80.5%	80.6%	79.7%	80.0%	79.6%	78.6%	78.6%	
<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"> 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. o On occasion, it can be a challenge to find a next of kin to register a death. 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. <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		Last period value					
	SWISCO - Complaints per 100,000 population	It's better to be low	TBC	Data not available	TBC	Data not available		Data not available		6.6		8.1		8.1					
	SWISCO - Compliments per 100,000 population	It's better to be high	TBC	Data not available	TBC	Data not available		Data not available		8.8		3.7		3.7					
	Number of Planning Applications determined in time - with extensions	It's better to be high	Monitoring only	691	No target set	214		112		224		243		243					
	Number of Planning Applications determined in time - without extensions	It's better to be high	Monitoring only	TBC	No target set	98		23		55		88		88					

TORBAY COUNCIL

Corporate Risk Register Quarter 3 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	Score and RAYG	Title	Description	Probability Score	Impact Score	Mitigation	Score and RAYG After Mitigation	Risk Owner
RTPC 01	12	Increased demand for Children's Services	The number of children that are cared for by the local authority increases and puts pressure on sufficiency of placement and the budget.	3 - Possible	4 - Major	We have robust oversight of our cared for population and those children who enter care. 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	20	Impact upon the council's ability to meet statutory timescales	Increased demand could impact on our ability to meet statutory timescales for the completion of assessments and meetings such as child protection case conferences.	5 – Almost certain	4 - Major	There is weekly monitoring of the numbers of contacts 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 being undertaken to ensure that the	16	Nancy Meehan

						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	15	Failure to deliver the Children's Services Improvement Plan	The last Ofsted Inspection judgement was that Children's Services are inadequate. If the next inspection judges us as inadequate it is highly likely that the delivery of Children's Services will be removed from Council control.	3 - Possible	5 - Critical	A Children's Commissioner is in place as part of a DfE statutory direction. The Commissioner chairs the improvement board and the board has been reviewed to further strengthen its function. There is also stronger quality assurance and a better understanding of performance. 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	12	Delivery of Liquid Logic	If timescales are not met for the delivery of Liquid Logic (February 2021) this will have significant budget implications with Liquid Logic and will leave the Council with a data deficiency.	3 - Possible	4 – Major	There is a governance structure around the implementation of the system and progress is being reported to SLT. Due to data migration there is delay to the implementation of Liquid Logic which is now scheduled for June 2021	8	Nancy Meehan

RTPC 05	16	Local Area SEND Inspection	The Local Area Special Educational Needs and/or Disabilities (SEND) inspection conducted by Ofsted and the Care Quality Commission (CQC) will take place before July 2020. The local area preparations and self-evaluation currently demonstrates an inability to be compliant with the legislative code, due to the capacity within the system. If inspectors confirm this self-analysis, it is anticipated that the Local Area will receive a 'statement of action' and inspectors will evaluate progress with programme of monitoring visits.	4 - Likely	4 – Major	The Ofsted Inspection Process is currently on hold due to COVID-19 and there is no definitive information about when 'normal' inspection activity will commence. The preparation processes are continuing and the inspection self-evaluation document is being updated. The impact of COVID-19 on SEND delivery is being documented and the changes to SEND legislation are being addressed. However, there is a realistic risk that the authority and partners will not be able to meet the 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	12	Achievement of £6m of Adult Social Care savings by March 2023	The Adult Social Care (ASC) Improvement Plan has been created to deliver the £6m saving through operational redesign and further strengthening the Community Led Support Approach and Strength Based Approach to social care. The projects within the plan have been designed in year one to realise savings from critical projects whilst allowing corresponding projects to be set up to realise savings in years two and three.	3 - Possible	4 – Major	Adult Social Care Improvement Board will review risks and mitigate using the integrated Project Management Office as a function of the plan. Project risks will be mitigated at project level and escalated where there is likely to be a broader ASC Improvement Plan negative strategic or operational impact.	12	Jo Williams

RTPC 07	16	Domiciliary Care Capacity	A deficit in the required capacity to meet all care requirements	4 - Likely	4 – Major	Triaging of care packages. Development of market – retention, recruitment including voluntary capacity. Increased independence through enablement and circles of support. Wellbeing and resilience support for care workers/staff. Development of esteem and value associated with care work.	12	Jo Williams
RTPC 08	10	Adult Social Care assessment of working age adults with poor mental health is not wholly compliant with the Council's duties under Care Act 2014.	Responsibility for delivery of social care services for mental health working age adults is delegated under a Memorandum of Understanding to Devon Partnership Trust (DPT) by Torbay Council. There are currently (July 2020) 500 people on waiting list for a secondary mental health service, some of whom may also have an entitlement to social care support under the Care Act, but have not yet received a Care Act eligibility assessment. Therefore people eligible for social care support will have delayed access to it which could lead to unnecessary deterioration in wellbeing, risks to mental health and potential escalation of support needs. Also those people referred to the Mental Health Assessment Team but assessed as not entitled to secondary mental health service have not been assessed for eligibility for support	5 – Almost certain	2 - Minor	Assessments are mainly undertaken by DPT. Care Act eligibility indicator questions have been introduced into DPT's Mental Health Assessment Team's assessment so in future it will be known who has an entitlement under the Care Act 2014. Where remedial action for those currently on list is required, this is being undertaken through the improved Better Care Fund funded DPT/Step One waiting list project.	10	Jo Williams

			under Care Act, or offered info about informal community support.					
RTPC 09	16	Increased demand in homelessness	The level of homelessness experienced as a result of COVID-19 is expected to increase. Increased demand could impact on the Councils ability to meet statutory requirements and provide appropriate safeguarding.	4 - Likely	4 – Major	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	12	Ability to deliver Youth Homelessness Prevention Pathway	Effective pathway needs to be implemented across services to ensure Torbay is legally compliant and that the service is at its full complement of staff to enable this to be delivered.	3 - Possible	4 – Major	Ofsted identified in both the last inspection (2018) and the previous one (2015) that the response to 16 to 17 youth homelessness was not legally compliant. The children’s redesign considered how to respond 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	16	Insufficient capacity to respond to increase in	Local outbreak Management Plans require all local authorities to oversee the response to the COVID-19 pandemic at local level and to work in	4 - Likely	4 – Major	Robust measures are in place and include:	12	Lincoln Sargeant

		COVID-19 pandemic infection rates or community outbreak numbers 20/21	partnership with Public Health England, NHS, Care, Education, voluntary and business partners to prevent and respond to outbreaks.			<ul style="list-style-type: none"> • 24/7 multi-disciplinary rota to coordinate response to cases & outbreaks • Dedicated intensive support team to provide proactive and reactive infection control guidance & testing • Comprehensive intelligence systems mapping cases, outbreaks and risk settings, identifying patterns of spread, & helping to guide the response • Strong, effective communications & engagement plans with communities and partners promoting behaviours which will prevent the spread of infection and compliance with isolation guidance • Training of existing staff & introduction of standard operating procedures to enable 24/7 response over the long term • Recruitment of additional skilled staff to build resilience in delivering response & intensive support. • Development of community testing capacity to deliver workplace asymptomatic testing and scope to deploy targeted community testing if required. 		
RTPC 12	16	Insufficient capacity to prevent & respond to high flu levels	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	4 - Likely	4 - Major	<p>A combined COVID-19 and flu response provided the highest chance of success. Measures included:</p> <ul style="list-style-type: none"> • Dedicated, flexible, mobile vaccination teams targeting all risk settings and high risk groups (care 	6	Lincoln Sargeant

		Winter 2020/21	needed to reduce the incidence and the impact of disease.			sector, education, hostels, carers, people with health risk conditions, shielded population, pregnant women, young children) in parallel with the primary care vaccine delivery programme to people 60 and over. <ul style="list-style-type: none"> • Dedicated intensive support teams delivering swabbing and infection control support for settings with cases or outbreaks to prevent spread. • Flu incidence low 2020/21. 		
RTPC 13	12	Inadequate measures to prevent suicide & self-harm, promote good mental health & wellbeing, and support bereavement & loss	The impact of COVID-19 is modelled to produce an increase in mental distress, bereavement trauma and suicide risk. Torbay already has one of the high rates in the country for both suicide and self-harm. Comprehensive & effective prevention and postvention pathways need to be in place across our three communities to identify people in need & to ensure they receive appropriate information, signposting, support and intervention.	4 - Likely	3 - Moderate	Capacity in place to work with partners across Torbay, the Integrated Care System & regionally to: <ul style="list-style-type: none"> • Introduce a new suicide surveillance & postvention system & expand this to include suicide attempts as well as completed suicides • Commission (NHS England funded) research with people with lived experience into high incidence of female suicides & self-harm • Work with three communities to implement new (NHS England funded) community grant fund for 'safer suicide community' initiatives • Carry out a training needs analysis to inform allocation of the (NHS England funded) training programmes • Develop new Torbay mental wellbeing alliance spanning community & statutory providers developing improved pathways for mental distress & matching needs with supply for mental health and 	9	Lincoln Sargeant

						<p>wellbeing, suicide prevention, and bereavement support.</p> <ul style="list-style-type: none"> • Use of COVID-19 impact funding short term to expand team capacity in Public Health to deliver strategic response and community capacity to deliver frontline support (helpline, supervision, support and training, safe spaces, online resource) 		
<p>RTPC 14</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 33</p>	12	Inability to deliver the Housing Strategy	National policies have served to reduce affordable housing development, increase affordability pressure in the private rented sector and make it increasingly difficult to access decent housing, for people who are on low incomes or benefits increasing deprivation and related health concerns for residents.	3 - Possible	4 - Major	<p>Officer resource has been increased. The new housing company, TorVista Homes, has established its own Board and will be regulated by Homes England. TorVista has submitted its application and are already working to bring forward a number of affordable housing schemes.</p> <p>The Housing Strategy Action Plan is in development.</p> <p>There has been increased partnership working with providers such as landlords and health services.</p>	8	David Edmondson

Community and Corporate Plan Priority: Thriving Economy

Code	Score and RAYG	Title	Description	Probability Score	Impact Score	Mitigation	Score and RAYG After Mitigation	Risk Owner
RTE01	16	Ability to meet land supply requirements	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.	4 - Likely	4 - Major	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	16	A weak local economy due to COVID-19	As a result of the COVID-19 pandemic the local economy is weakened resulting in an impact on our residents and visitors.	4 - Likely	4 - Major	There is an Incident Management Team work stream specifically set up to review this matter and support recovery of Torbay's economy. Following consultation with stakeholders and the business community, the Economic Reposition Plan has been produced. The plan seeks commitment from stakeholders and businesses to support Torbay's recovery and repositioning as a result of COVID-19, and focusses on 6 themes: <ul style="list-style-type: none"> • Town centres • Visitor economy 	16	Alan Denby

						<ul style="list-style-type: none"> • Cultural development • Community wealth building • Growth • Employment and skills <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	6	Riviera International Conference Centre could close permanently	It is essential to ensure that Riviera International Conference Centre remains a viable entity to ensure its contribution to the local economy and Torbay as the Premier UK resort.	2 – Unlikely	3 - Moderate	<ul style="list-style-type: none"> • Agreement for Lease now signed with Parkwood Leisure and the support budget approved. • Progress being made to complete the essential backlog works 	6	Kevin Mowat
RTE04	16	Princess Theatre reopening	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 th 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 current lack of certainty around a reopening date presents a challenge in this respect.	4 – Likely	4 – Major	<ul style="list-style-type: none"> • Applications for (govt) grant funding to support ATG through COVID-19 crisis. • Investment in the theatre from Torbay Council to improve facilities to make it more commercially viable when it does reopen. • 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. 	8	Kevin Mowat

RTE0 5	16	Financially unsustainable future for Torre Abbey	Torre Abbey is currently a loss making asset. The focus must be switched to a commercial approach to ensure income generated meets or exceeds spend. Income is also currently impacted by reduced opening hours due to COVID-19. The building is subject to significant water ingress and has structural concerns.	4 – Likely	4 – Major	<ul style="list-style-type: none"> • Operations are being reviewed to develop a more commercial model. Including staff restructure currently in transit. • 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. • Grant applications e.g. to National Lottery Heritage Fund, are being made to secure funding to help resolve some of the issues and challenges. • The Abbey will open on 18 May and continue to implement measures to make it more commercially viable. 	8	Kevin Mowat
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Community and Corporate Plan Priority: Tackling Climate Change

Code	Score and RAYG	Title	Description	Probability Score	Impact Score	Mitigation	Score and RAYG After Mitigation	Risk Owner
RTCC 01	10	Inadequate response to the climate change emergency.	If our response is inadequate it will have reputational repercussions for the organisation.	2 - Unlikely	5 - Critical	Work with local, regional and national partners to deliver a collaborative Climate Change Emergency Response Strategy. Projects are being progressed to deliver Solar Farm developments at Nightingale Park and adjacent to Brokenbury Quarry, with a 25 year lifespan. Roll out of Electric Vehicle charging infrastructure. New	8	Kevin Mowat

						appointment of a Climate Emergency Response officer.		
RTCC 02	25	Climate change impact on Tor Bay.	Expectation of more frequent extreme rainfall events. Sea level forecast to rise by 70cm by 2050 which will significantly increase the risk of coastal flooding of low-lying areas (particularly Paignton Green), increase in the frequency and power of storm events, 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.	5 – Almost certain	5 - Critical	There are a number of contingency measures being considered to respond to coastal and pluvial flooding e.g. enhanced coastal sea defences. The Port Master Plan also contains climate change countermeasures e.g. further rock armouring of Victoria 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.	20	Kevin Mowat
RTCC 03	20	Failing coastal infrastructure .	A number of coastal assets are at a tipping point of deterioration and require significant investment to ensure longevity and fitness for purpose.	5 – Almost certain	4 - Major	Periodic inspection regime to monitor degradation. Need to identify funding solutions 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	Score and RAYG	Title	Description	Probability Score	Impact Score	Mitigation	Score and RAYG After Mitigation	Risk Owner
RCFF 01	12	Difficulties in social work recruitment to frontline safeguarding teams	There have been recent difficulties in recruiting social work staff both on a permanent and agency basis. The situation in the last year has been compounded due to potential recruits not wishing to relocate during the COVID-19 pandemic.	4 – Likely	3 - Moderate	Changes are being made to the structure of the Children’s Service in line with our service redesign to make them fit for purpose. The new restorative social work model is currently being implemented (and all staff are being trained). There is now a social work offer in place for new staff which is having some positive impact on the recruitment process which is supported by a dedicated microsite and increased funding to expand the establishment. A learning academy 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	16	School High Needs Block spending pressures	The School Forum currently have a deficit budget position of circa 2.5 million for 2020/21 and cumulative deficit from previous years of 3.8 million.	4 – Likely	4 – Major	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	12	SWISCo commissioning resource	Insufficient commissioning resource for SWISCo.	3 - Possible	4 – Major	Delivery expectations have been reduced. TUPE transfer key service areas into SWISCo and operate a ‘thin’ client model. Broaden the commissioning resource at Assistant Director level within Place.	8	Kevin Mowat
RCFF 04	15	Failure to comply with GDPR	The General Data Protection Regulation (GDPR) tightens existing data protection requirements on organisations. The Council needs to be able to demonstrate compliance to the regulation in all of its processing activities. Failure to do so could result in enforcement action from the Information Commissioner’s Office, damage to reputation and potential increase in complaints and claims.	5 – Almost certain	3 - Moderate	A GDPR compliance project has been undertaken and regular staff awareness campaigns are also undertaken to ensure staff keep data protection at the forefront of their minds, with the aim of reducing breaches.	12	Matt Fairclough-Kay
RCFF 05	4	Balancing 2020/2021 budget in light of COVID-19 financial pressures	The Council’s revenue budget remains under significant pressure. The total financial pressures faced are £18.7m before use of specific reserves. This takes account of the financial impact of COVID-19. The main pressures are due to the COVID-19 pandemic and the financial impact of the changes we have had to make to service delivery and the changes in behaviour of the general public.	1 - Rare	4 – Major	Quarter Three budget report shows a net underspend for 2020/21.	4	Martin Phillips

RCFF 06	4	Balancing 2021/2022 budget in light of COVID-19 financial pressures	The financial impact of COVID-19 in future years is still being assessed. A number of the spending pressures seen in 2020/21 could reoccur in 2021/22. In addition, if the economy is impacted as predicted, a number of income sources will continue to be affected. In addition, the Government announced the deferral to 2021/22 of the Fair Funding Formula and the changes to the National Non Domestic Rates (Business Rates) retention scheme. The timing and impact of any Spending Review and/or Emergency Budget are also unknown.	1 - Rare	4 – Major	Budget 2021/22 approved by Council in February 2021.	4	Martin Phillips
RCFF 07	12	Achieving a balanced budget over the period of the medium term financial plan	The projected budget gap over the life of the Medium Term Resource Plan (MTRP) is an estimated position and is subject to change and is based upon a series of assumptions and projections which will be regularly reviewed for future years to ensure they continue to be realistic. There is therefore a risk that the projections for the budget deficit may prove to be either under or over estimates.	3 - Possible	4 – Major	The MTRP will be updated as appropriate to take account of changing circumstances and new intelligence. An influencing and lobbying campaign is in development to raise the profile of Torbay Council, and Torbay as a whole.	12	Martin Phillips
RCFF 08	16	Proportionality of borrowing and commercial risk – a measure of	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	4 - Likely	4 – Major	Regarding our investment properties; As part of the IMT recovery a sub group has been put in place for this key area and the TDA are in frequent contact with tenants.	16	Martin Phillips / Kevin Mowat

		income risk on assets funded from borrowing.	services, the greater the risk. The Ministry of Housing Communities and Local Government refers to this as “proportionality”. This risk is compounded by the economic impact of COVID-19 and lockdown, impacting on investment property rental income.			Investment management meetings have become more frequent. The risk had been maintained at 16 as despite the mitigation it is uncertain how long the financial impact of pandemic on council rental income will last.		
RCFF 09	12	Corporate Fraud & Error.	Risk that council is exposed to fraud and error in its operations in particular collection fund fraud and error.	4 - Likely	3 – Moderate	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	12	Corporate Health and Safety	Non-compliance to health and safety requirements across the local authority increases the risk to public and staff safety, this includes gaining appropriate certifications for some of our assets.	3 - Possible	4 – Major	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	12	Capacity of legal services to deal with care proceedings before the court	As the numbers of children looked after increases, as does the requirement for legal services to support care proceedings which will go before the court. This increase could lead to lack of capacity to deal with cases in a timely and effective manner.	3 - Possible	4 – Major	Required resources are kept under close review, and the teams are currently supplemented by agency workers, to give capacity and ensure that vacant posts are filled. This does however lead to a significant budgetary pressure.	8	Matt Fairclough-Kay
RCFF 12	12	Change management capability across the Council	The Council is undertaking an ambitious programme of transformation, together with delivering changes required as a result of budgetary decisions. The risk is the workforce in unable to deliver the amount of Council-wide and service change service needed, whilst	3 - Possible	4 – Major	Council Redesign Programme Board is reviewing the prioritisation of projects, and workstreams therein so as to ensure that the workforce can deliver, or that additional resources are identified in order to deliver within required timeframes.	12	Anne-Marie Bond

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

						on our behalf, we have recruited a dedicated post on a 12 month FTC to deal with the backlog.		
RCFF 16	12	Government Devolution White Paper	The UK Government have pledged to bring forward a White Paper to set out their proposals for English Devolution. This could include proposals for local government reorganisation where existing Local Authorities are combined into single Councils.	3 - Possible	4 – Major	The White Paper was anticipated to be published for responses in the autumn of 2020. However, the Ministry of Housing, Communities & Local Government's press office now say it will come out "in due course".	12	Anne- Marie Bond