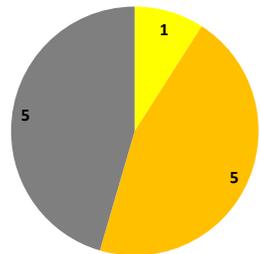
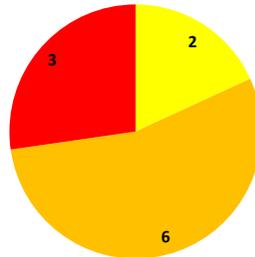


Performance and Risk Report July 2016

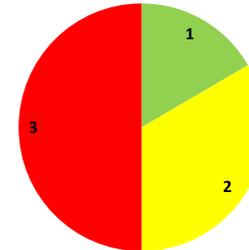
Key to Performance Status:



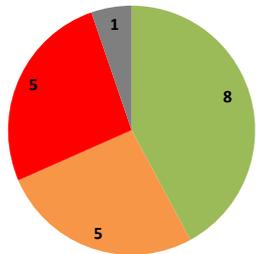
Attractive and Safe PIs (11)



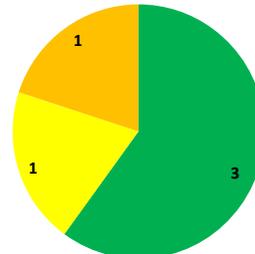
Promoting Healthy Lifestyle PIs (11)



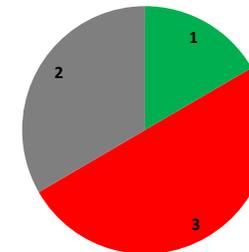
Prosperous Torbay PIs (6)



Protecting all children and giving them the best start in life



Protecting Vulnerable Adults PIs (5)



Running an Efficient Council PIs (6)



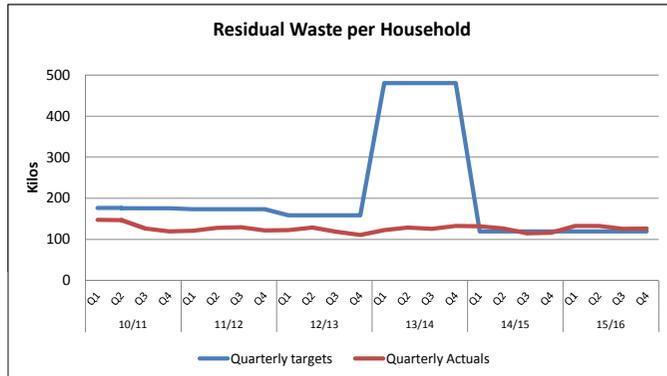
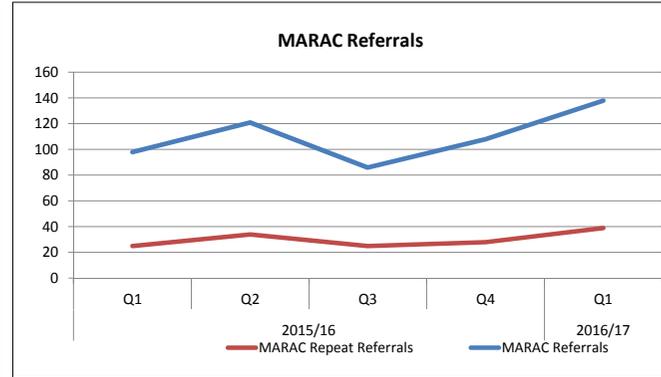
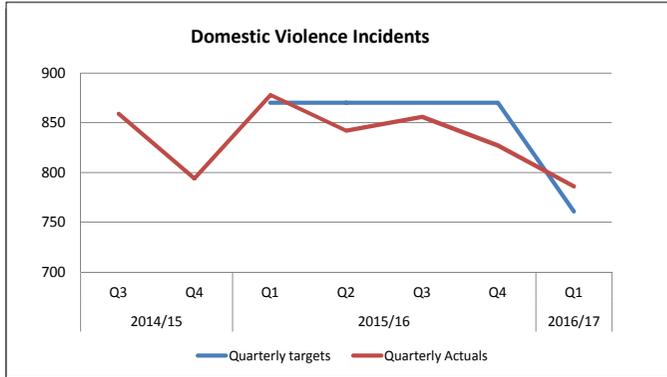
The risks in this report are high level strategic risks aligned to the Corporate Plan. This report enables the council's Senior Leadership Team (SLT) to be able to review and challenge the council's risks on a regular basis and identify improvement actions or mitigations required. Business units will continue to develop and manage their own risk measures aligned to their specific service areas. These business unit risks will be reported by exception to SLT, therefore the current risks listed within this report may be exchanged for others in the future.

An Attractive and Safe Place

Attractive and Safe: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 2 2015/16	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Cumulative to date
	Numbers in Temporary accommodation	It's better to be low		497	420					New indicator - awaiting data
	How long people stay in temporary accommodation	It's better to be low		33	30					New indicator - awaiting data
	Numbers on the housing waiting list by Band A & B.	It's better to be low		Band A 2 Band B 330	Band A 2 Band B 300					New indicator - awaiting data
	Number of people statutorily housed									New indicator - awaiting data
	Number of 16 to 18 year olds statutorily housed									New indicator - awaiting data
	Average number sleeping rough	It's better to be low	Above Target	24	20	-	-	24	23	23
ASPI04	Domestic violence incidents	It's better to be low	On Target	3,043	3,043	842	856	827	786	786
ASPI06	MARAC Referrals	It's better to be low	Above Target	301	301	87	61	80	99	99
ASPI07	MARAC Repeat Referrals	It's better to be low	Above Target	112	112	34	25	28	39	39
Code	Title	Polarity	Status	Prev Year End	England Value	Quarter 2 2015/16	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Last period value
NI191	Residual household waste per household	It's better to be low	Below Target	129kg	120kg	133kg	126kg	127kg	Not due	127kg
NI192	Percentage of household waste sent for reuse, recycling and composting (LAA)	It's better to be high	Below Target	42.61%	46.00%	44.04%	43.01%	42.61%	Not due	42.61%

An Attractive and Safe Place: Performance of Monthly and Quarterly PIs



Attractive and Safe: Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?												
ASPR01	Increased demand on housing services	Medium to high (12)	22/07/16	4 - Likely	3 - Moderate	Fran Hughes	Alternative provision is being explored i.e. Agreement with Mears Group re leased accommodation. Re-procurement of temp accom started July 2016.		Accepted												
ASPR02	Failure to meet statutory thresholds	Medium to high (12)	22/07/16	3 - Possible	4 - Major	Fran Hughes	Maintain sufficient resilience within teams providing statutory services to meet thresholds		Accepted												
ASPR03	Increasing cost of highways improvements and maintenance	Medium to high (12)	22/07/16	4 - Likely	3 - Moderate	Fran Hughes	Asset Management Plan in place to ensure that available budget is managed effectively. The Asset Management Plan has a particular priority to preventative maintenance. Preventative maintenance has been increased, however this is under threat in future years due to levels of likely budget cuts.		Accepted												
ASPR04	Cliff and Sea defence failures through storm/ lack of maintenance	Medium to high (12)	22/07/16	3 - Possible	4 - Major	Fran Hughes	Continue maintenance and apply for capital funding from council and grant aid funding from Environment Agency. Part of Oddcombe Cliff has recently been stabilised. A rock fall at Goodrington occurred and as a result further stabilisation works will be required in the autumn. Investigations are being carried out by the Council's Geotechnical Consultant on the cliffs at Freshwater Quarry where stabilisation works will be required once funding is available. These works are likely to be required in the autumn due to birds nesting on cliffs. A number of coastal defence schemes are on the Environment Agency medium term plan which covers the next 6 years. One of these is Hollicombe Cliffs, a project appraisal report has recently been approved by the EA for £1.2million of grant in aid funding. Detailed design works are underway and the scheme should commence on site in late October 2016.		With mitigation works the risk is reduced however areas where we have not undertaken any works are still at risk as we cannot predict where rock falls are likely to occur.												
ASPR05	Increasing cost of waste disposal.	Medium to high (12)	22/07/16	3 - Possible	4 - Major	Fran Hughes	Contract review being undertaken		Accepted												
ASPR06	Reduction of Police funding and possible cost shunt to the council	High (20)	22/07/16	4 - Likely	5 - Critical	Fran Hughes	Ensure that a robust Community Safety Partnership remains in place to identify and address escalating issues.		Accepted												
	Increase in crime	Medium to high (12)	22/07/16	4 - Likely	3 - Moderate	Fran Hughes	Reduction in resources across all agencies could have an impact on crime levels.		Accepted												
							<table border="1"> <thead> <tr> <th>Yr13/14</th> <th>Yr14/15</th> <th>Yr15/16</th> <th>Q1 16/17</th> <th>Q2 16/17</th> <th>Q3 16/17</th> </tr> </thead> <tbody> <tr> <td>9,812</td> <td>8,988</td> <td>8,586</td> <td>2,425</td> <td></td> <td></td> </tr> </tbody> </table>	Yr13/14	Yr14/15	Yr15/16	Q1 16/17	Q2 16/17	Q3 16/17	9,812	8,988	8,586	2,425				
Yr13/14	Yr14/15	Yr15/16	Q1 16/17	Q2 16/17	Q3 16/17																
9,812	8,988	8,586	2,425																		
	Unsustainable funding for Domestic Abuse Services	High (20)	20/07/16	4 - Likely	5 - Critical	Fran Hughes	Existing contract has been extended until Sept 2017 with additional funding from CSP. Future funding being considered by SWIFT.		Accepted												

Promoting healthy lifestyles

Promoting healthy lifestyles: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	England Value		Last period value
PHOF2.06i HI	Excess weight in 4-5 and 10-11 year olds – 4-5 year olds (Per 100,000)	It's better to be low	Well Above Target	25.3%	21.9%	2014/15	24.1%
PHOF2.15i HI	Successful completion of drug treatment – opiate users	It's better to be high	Below Target	8.4%	7.8%	2014	7.4%
PHOF2.18 MHI	Admission episodes for alcohol-related conditions –narrow definition (Male) per 100,000	It's better to be low	Well Above Target	1,002	827	2014/15	965
PHOF2.18 FHI	Admission episodes for alcohol-related conditions –narrow definition (Female) per 100,000	It's better to be low	Well Above Target	642	474	2014/15	600
PHOF2.22 vHI	Cumulative % of the eligible population aged 40-74 received an NHS Health Check	It's better to be high	Below Target	n/a	27.4%	2013/14 - 2014/15	25.7%
PHOF2.14 HI	Smoking Prevalence	It's better to be low	On Target	19.9%	16.9%	2015	17.0%
PHOF2.13i HI	Percentage of physically and inactive adults - active adults	It's better to be high	Below Target	52.4%	57.0%	2015	53.6%
PHOF2.13i IHI	Percentage of physically and inactive adults - inactive adults	It's better to be low	On Target	34.2%	28.7%	2015	29.9%
PHOF2.12 HI	Excess weight in adults - Percentage of adults classified as overweight or obese	It's better to be low	Above Target	n/a	64.6%	2012-2014	68.1%

Code	Title	Polarity	Status	Prev Year End	England Value		Last period value
PHOF0.2iv MOI	The gap between life expectancy at birth in Torbay and life expectancy at birth for England: Male	It's better to be high	Below Target	-0.3	0.0	2012-2014	-0.5
PHOF0.2iv FOI	The gap between life expectancy at birth in Torbay and life expectancy at birth for England: Female	It's better to be high	Below Target	-0.3	0.0	2012-2014	-0.2

Promoting healthy lifestyles: Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
PHLR01	Pandemic - i.e. Flu/Ebola	Medium to high (12)	20/07/16	3- Possible	4 - Major	Caroline Dimond	Emergency plans		Accepted
PHLR02	Reduction in the public health grant	Medium to high (12)	20/07/16	4 -Likely	3 - Moderate	Caroline Dimond	Forecast budget planning taking into account potential impact of reduction. Awaiting actual cut, Planning mitigating actions.		Accepted
PHLR03	Reduction in funding for sport and leisure services	Medium (8)	22/07/16	4 -Likely	2 - Minor	Fran Hughes			Accepted

Prosperous Torbay

Prosperous Torbay: Performance Indicators

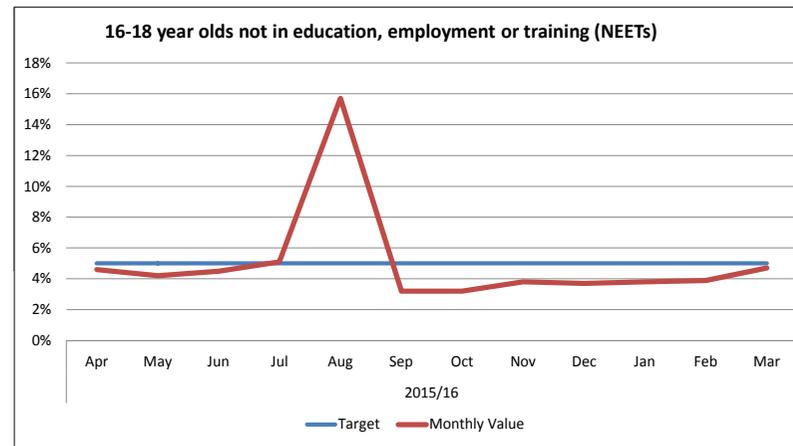
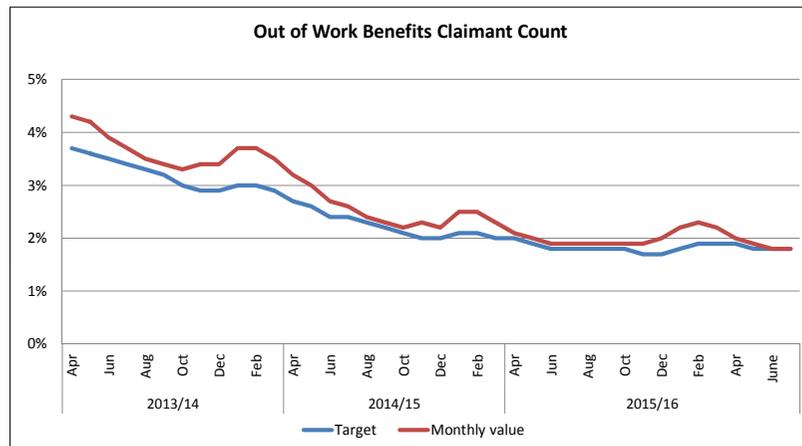
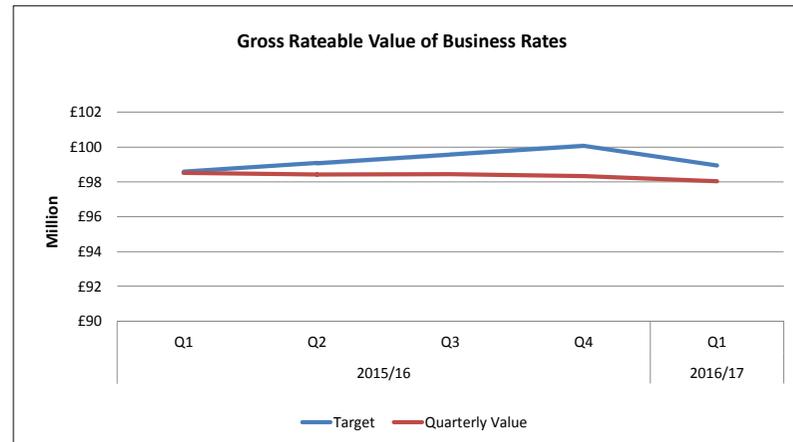
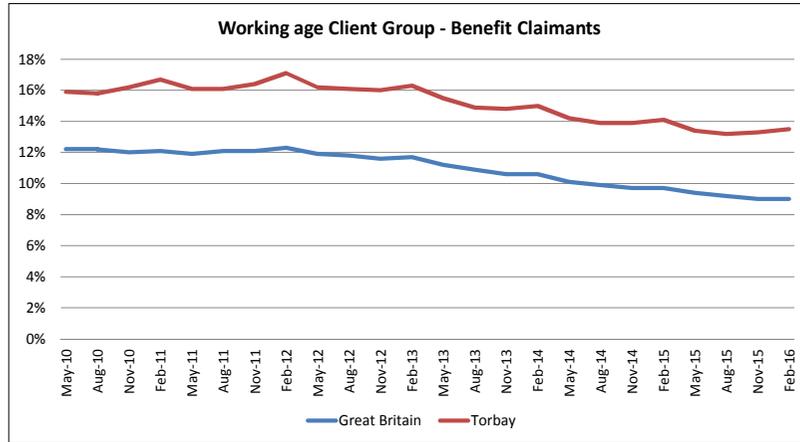
Code	Title	Polarity	Status	Prev Year End	Great Britain / Quarter Target	May-15	Aug-15	Nov-15	Feb-16	Last period value
PTPI01	Working age Client Group - Main benefit claimants	It's better to be low	Well Above Target	13.9%	9.0%	13.4%	13.2%	13.3%	13.5%	13.5% (10,410)

Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 2 2015/16	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Last period value
PTPI02	Gross rateable value of Business Rates (NNDR)	It's better to be high	On Target	£98,334,749	£98,932,008	£98,422,119	£98,439,809	£98,334,749	£98,027,554	£98,027,554

Code	Title	Polarity	Status	Prev Year End	Great Britain / Month Target	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Last period value
PTPI03	Out of Work Benefits Claimant Count	It's better to be low	On Target	2.2%	1.8%	1.9%	1.9%	1.9%	1.9%	2.0%	2.2%	2.3%	2.2%	2.0%	1.9%	1.8%	1.8%	1.8%
PTPI04	% 16 - 18 year olds not in education, employment or training (NEET)	It's better to be low	Below Target	4.0%	5.0%	5.1%	15.7%	3.2%	3.2%	3.8%	3.7%	3.8%	3.9%	4.7%				4.7%

Code	Title	Polarity	Status	Prev Year End	Great Britain Value												Last period value
PTPI05	Earnings by Residence (weekly full time)	It's better to be high	Well Below Target	£433.20	£529.60	2015											£421.60
PTPI06	Earnings by Workplace (weekly full time)	It's better to be high	Well Below Target	£421.90	£529.00	2015											£425.20

Prosperous Torbay: Performance of Monthly and Quarterly PIs



Prosperous Torbay: Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
PTR02	Local Plan not delivered	Medium (8)	20/07/16	2 - Unlikely	4 - Major	Pat Steward	Limited resources in place within Spatial Planning to undertake delivery and monitoring work; prioritised work plan over next 5 years; work with other services including TEDC to deliver; exploring shared services with other Councils. Political support for masterplan delivery / regeneration continues; appointment of major projects programme director will help reduce risk		
PTR03	Failure to meet national planning performance targets	Medium to high (12)	20/07/16	3 - Possible	4 - Major	Pat Steward	Spatial Planning informs and monitors returns to Government every month; Reports are provided to Development Management Committee every 6 months; Spatial Planning works with applicants to help ensure applications are 'right first time'; Spatial Planning adjusts its resources to deal with workload pressures; Spatial Planning will refuse planning applications, without negotiation, where there has been no pre-application submission by applicants and there are robust reasons for refusal. Performance report to DMC in June 2016 showed continued improvements over last 2 years		
PTR04	Five year housing land supply	Medium to high (12)	20/07/16	3 - Possible	4 - Major	Pat Steward	Spatial Planning maintains a list of sites to be delivered over a rolling 5 year period; this list is refreshed and published every year as part of the Annual Housing Monitoring Review; in order to meet this target the Council needs to enable delivery of around 500 new homes per annum. Performance against this target will be reported, biannually, to the Development Management Committee. In addition, the Council will undertake a major review of the Local Plan every 5 years or more frequently / partial reviews if required. Spatial Planning is being proactive (e.g. masterplans, engagement with landowners etc) to ensure delivery of new homes above the minimum required to hit 5 year land requirements. BREXIT has had a major impact on national house builders and on Government timeframes for bringing forward new legislation to allow Permission in Principle. Continued work on Neighbourhood Plans to help bring forward more housing sites. Council has published and promoted Brownfield land register and established a self-build register.		

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
PTR05	Further reductions made under welfare reforms	Medium to high (12)	19/08/16	4 -Likely	3 - Moderate	Bob Clark	<p>The Council recognises that residents are facing wider financial pressures from energy bills, increasing housing costs as well as welfare reforms, the ability of lower income households to absorb the impact is restricted. Early engagement our customers who are impacted ensures they make informed choices, are offered appropriate support and do not fall into debt.</p> <p>Benefit Cap changes will probably be applied during November in Torbay. At the moment it is estimated that it will affect around 260 households, currently we have 41 capped, so it may start to attract media attention from September onwards. For reference the cap is always deducted from Housing Benefit, other social security benefits are unaffected, unless they receive Universal Credit, which won't apply to any of these cases just yet.</p>	<p>As Torbay's economy grows and unemployment falls, strategies that encourage new employment, skills development and enterprise will mitigate welfare reform. The following actions should be undertaken;</p> <ul style="list-style-type: none"> • Support those most affected by welfare reform into jobs • Inform and prepare residents for welfare reform changes • Inform and prepare staff for welfare reform changes • Engage, involve and prepare elected members • Internal council activity - Identify wider financial risks where demand for services may increase, e.g. Homeless, Customer Services and Children's Services etc. <p>Benefit Cap changes: Households that will be potentially affected by the cap changes will be invited to attend a series of forums around the bay to discuss the impact and mitigating actions that can be taken. As this is part of the Government's Welfare Reform changes and affects the national HB scheme the council and DWP have jointly arranged these forums.</p> <p>Consultation for the proposed changes to the Council Tax Support scheme, from April 2017: The Council's Vulnerability Policy and Discretionary Reductions (Exceptional Hardship) Policy are mitigating features of the current scheme. To support households adversely affected by the changes we recommend an easement in the Exceptional Hardship Policy, based on the findings from the impact assessment and increase the fund accordingly.</p>	Accepted

Protecting All Children and Giving Them the Best Start in Life

Protecting All Children and Giving Them the Best Start in Life: Performance Indicators

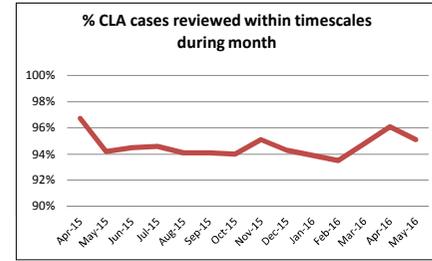
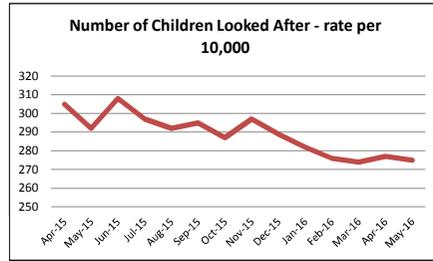
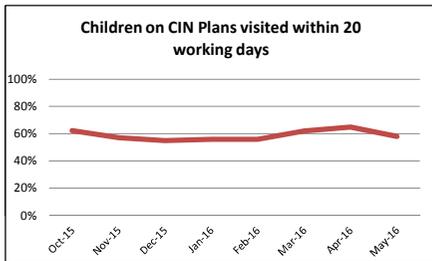
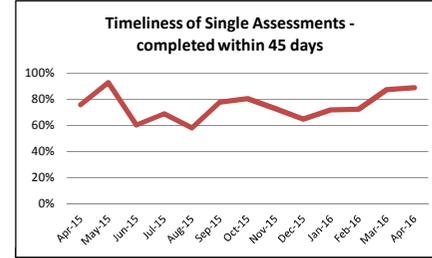
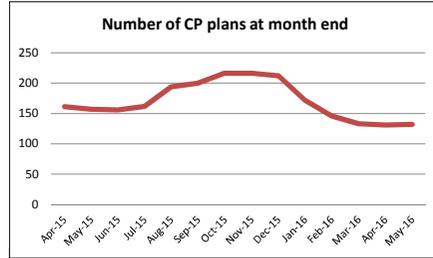
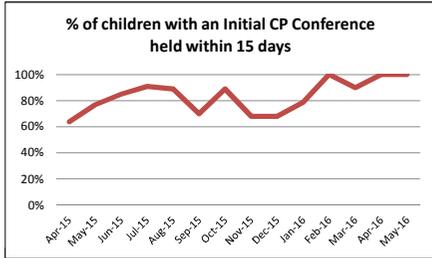
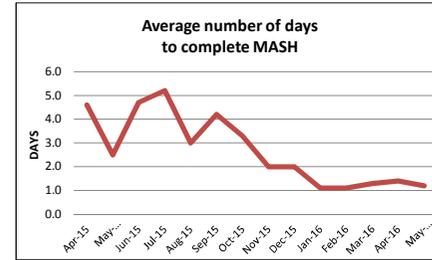
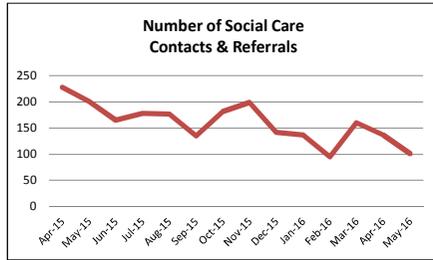
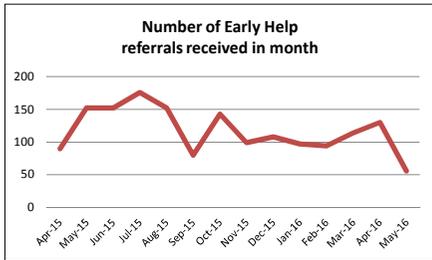
Code	Title	Polarity	Status	Average monthly for 15/16 year	Anticipated performance level	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Last period value
1	Number of Early help referrals received in month	In line with our service expectations	In line	122	100 per month (1200)	152	80	143	99	108	97	94	114	130	56			56
3	Number of Social Care Contacts & Referrals	Its better to be low	Below expected levels	168	135 per month or 1,620 per year	177	135	182	199	142	137	95	160	137	101			101

Code	Title	Polarity	Status	Average monthly for 15/16 year	Anticipated performance level	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Last period value
4	Average number of days to complete MASH	Its better to be low	In line	3.04 (working days)	1	3.0	4.2	3.3	2.0	2.0	1.1	1.1	1.3	1.4	1.2			1.2
8	% of children with an Initial Child Protection Conference held within 15 days from strategy meetings	Its better to be high	In line	79%	100.0%	89%	70%	89%	68%	68%	79%	100%	90%	100%	100%			100%
9	Number of CP plans at month end by Category	In line with benchmarks	In line	133	140	194	200	216	216	212	172	146	133	131	132			132
11	Timeliness of Single Assessments - completed within 45 days	Its better to be high	Below expected levels	75%	82%	58.2%	77.9%	80.6%	72.9%	64.8%	71.9%	72.4%	87.5%	88.9%				88.9%
16	% CLA cases reviewed within timescales during the month	Its better to be high	Below expected levels	96%	100.0%	100.0%	96.9%	100.0%	100.0%	94.7%	93.9%	93.5%	94.8%	96.1%	95.1%			95.1%

Code	Title	Polarity	Status	As at 2015/16 year end	Anticipated performance level	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Last period value
12	Children on CIN plans visited within 20 working days	Its better to be high	Well below expected levels	53%	80%			62%	57%	55%	56%	56%	62%	65%	58%			58.0%
14	Number of Children Looked After	In line with benchmarks	Well above expected levels	274	250	292	295	287	297	289	282	276	274	277	275			275

Code	Title	Polarity	Status	As at 2015/16 year end	Quarter Target	Quarter 2 2015/16	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Last period value
17	Social Work Staffing levels – numbers, vacancies	Its better to be low	Below expected levels	28.7%	18%	32.6%	29.1%	28.7%		28.7%
	Progress against agreed 5 year plan financial target	In line with benchmarks								New indicator - Data to be added
Code	Title	Polarity	Status	Prev Year End	England Value					Last period value
15	Adoption Timeliness - Average time from entering care to moving in with adoptive family	Its better to be low	Below expected levels	530	426	2015/16				360
PCPI09	KS4 % achieving 5+ A*-C GCSEs (or equivalent) including English and maths GCSEs	It's better to be high	In line	56.6%	53.8%	2015				57.3%
PCPI10	KS2 % achieving level 4 or above in reading, writing and maths	It's better to be high	In line	77.0%	80.0%	2015				80.0%
PHOF1.021 W	School Readiness: All children achieving a good level of development at the end of reception	It's better to be high	In line	61.30%	66.3%	2014/15				64.4%
PHOF2.021 iHI	Breastfeeding Prevalence at 6 - 8 weeks after birth	It's better to be high	Well below expected levels	n/a	43.8%	2014/15				35.7%
PHOF2.03 HI	Smoking status at the time of delivery	It's better to be low	Well above expected levels	16.8%	11.4%	2014/15				16.1%
PHOF2.091 iHI	Smoking prevalence at age 15 - regular smokers (WAY survey)	It's better to be low	Well above expected levels	n/a	5.5%	2014/15				10.4%
PHOF3.03 xHP	Population vaccination coverage - MMR for two doses (5 years old)	It's better to be high	In line	88.9%	88.6%	2014/15				89.9%

Protecting All Children and Giving them the Best Start in Life: Performance of Monthly and Quarterly PIs



Protecting All Children and Giving Them the Best Start in Life: Risks

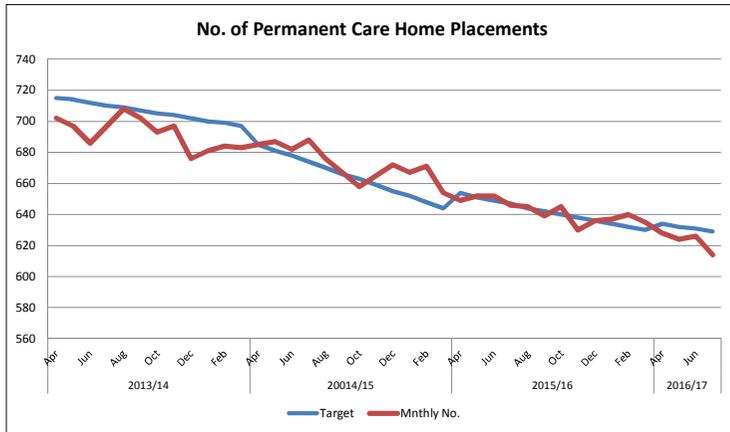
Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Description	Mitigation/Progress	Is Risk Reduced, Accepted or eliminated?
PCR01	Increased demand for services (Troubled Families/Early Help Strategy)	Medium to high (12)	23/08/16	3 - Possible	4 - Major	Andy Dempsey	Contacts to Social Care are currently at or around the levels for 2015/2016, with circa 6,000 per year. As significant proportion of contacts continue to result in the provision of advice or no further action. Ofsted and Hampshire have concluded that application of thresholds at the point of entry (MASH) is correct suggesting further work is needed with TSCB partners.	Work is underway with TSCB partners to review the approach towards Early Help to ensure work is managed and led at the right point within the continuum of need.	Accepted
PCR02	Delivery of 5 year plan - Stemming The Flow (Including PIP)	High (16)	23/08/16	4 - Likely	4 - Major	Andy Dempsey	The 5 year financial plan is underpinned by a number of key elements - bringing the population of children looked after (CLA) in line with statistical comparators (with correspondingly reduced costs); stepping down children (when in their best interests) from residential to familial placements, and reducing staffing costs both social care and non social care.	Year 1 is currently projecting an overspend at the end of Q1 of circa £1.3m. Although action has been taken to address this, the cumulative impact of assumptions within the plan around reductions in placement costs that are yet to be actioned will eradicate those savings and generate a potential pressure of £2.2m by year end. A comprehensive review of the CLA population has been commenced to determine the effectiveness of permanency planning and the extent to which there are planned exits from care sufficient to deliver the 5 year plan. This exercise will be completed by end of August. A dedicated placements/contacts/commissioning team will be created using existing resources in September to focus on placement capacity and costs.	Reduced
PCR03	Delivery of TPST and Integrated Care Organisation	High (16)	23/08/16	4 - Likely	4 - Major	Andy Dempsey	Integral elements of the SWIFT project	Mutual Ventures (MV) undertook an evaluation of work to progress the transfer of Children's Services into the ICO in March. They concluded that much work remained to be completed. The inspection outcome has necessarily required the timescales for transfer to be recalibrated and for improvement activity to be carefully balanced with preparation work. MV will be working with stakeholders in September with the aim of having a revised project plan in place by end of the month.	Accepted
PCR04	Safeguarding Improvement Programme	Medium to high (12)	23/08/16	3 - Possible	4 - Major	Andy Dempsey	Inspection judgement that Children's Services and the TSCB are inadequate. The DfE have appointed a Commissioner - Chief Executive, Hampshire County Council, who will report on a regular basis to the Minister on progress.	National research (ISOS/LGA) suggests that sustained and marked improvement in Children's Services taken 18-12 months from the point that an accurate picture of performance is in place. Hampshire and Ofsted have identified improvements in voice of the child and assessment work alongside areas requiring considerable improvement. The improvement process is also being reviewed to place a much tighter focus on meeting the Ofsted recommendations, following an approach used by Hampshire in their improvement work for other authorities. The revised approach will be in place for September.	Reduced
PCR05	Removal of the Education Service Grant	High (16)	23/08/16	4 - Likely	4 - Major	Andy Dempsey	The proposed removal of the Education Service Grant will result in less direct services to schools to impact on pupil outcomes. There will also be an impact on central/corporate services currently dependent in part upon ESG.	The funding delegated to Torbay Teaching School to be directed to build capacity outside of the organisation. Strategic planning with Torbay Teaching School Alliance to take a lead on system issues for children and young people within the school community. A mapping exercise is underway to understand how ESG is underpinning corporate/central services with the aim of mitigating the impact of ESG withdrawal.	Accepted

Protecting Vulnerable Adults

Protecting Vulnerable Adults: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Last period value
LI404	No. of permanent care home placements	It's better to be low	On Target	635	629	645	639	645	630	636	637	640	635	628	624	626	614	614
NI135	Carers receiving needs assessment or review & a specific carer's service, or advice & infor (LAA)	It's better to be high	Well Above Target	43.28%	13.30%	24.24%	27.37%	32.09%	35.94%	38.22%	41.17%	42.79%	43.28%	5.90%	11.90%	18.60%	21.91%	21.91%
TCT14b	Safeguarding Adults - % repeat SG referrals in last 12 months	It's better to be low	Well Above Target	4.87%	8.00%	6.64%	4.98%	4.98%	6.51%	5.45%	4.55%	3.64%	4.87%	~	6.64%	7.52%	7.00%	7.00%
BCF-004a	Delayed transfers of care from hospital (days)	It's better to be low	Well Above Target	n/a	713	~	~	~	~	~	~	~	~	63	0	0	155	155
Code	Title	Polarity	Status	Prev Year End	Target													Last period value
PVAPI01	Re-ablement Services (Effectiveness)	It's better to be high	Below Target	n/a	84.0%	2014/15												77.20%

Protecting Vulnerable Adults: Performance of Monthly and Quarterly PIs



Protecting Vulnerable Adults: Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
ASCR01	Increased demand for services	Medium to high (12)	20/06/16	4 - Likely	3 - Moderate	Caroline Taylor	A new care model and prevention strategy STP will have geographic Devon approach to prevention- ensure modelling gives Torbay benefits.		Reduced
ASCR02	Financial strain relating to the implementation of the Care Act	Medium (6)	20/06/16	2 - Unlikely	3 - Moderate	Caroline Taylor	Lobby government and feedback future cost strain. Await new government approach to rest of care act and 2019 implementation- may be further delayed due to costs.		Accepted
ASCR03	Insufficient and unsustainable care home market in Torbay	Medium to high (12)	20/06/16	4 - Likely	3 - Moderate	Caroline Taylor	Work to diversify the market and outcomes based model and regional work on supply		Accepted
ASCR04	Integrated Care Organisation: Delivery of new model of care at pace and scale	Medium to high (12)	20/06/16	4 - Likely	3 - Moderate	Caroline Taylor	Strong commissioner provider monitoring, overview of overall outcomes via HWBB/JCG. Exe lead CLR on ICO Board-continuing to influence STP and find agreement despite local challenges. Ensure STP finance plan is aligned to council MTFP and risk share is robust.		Accepted
ASCR05	Failure to deliver ICO within budget	High (12)	19/08/16	4 - Likely	4 - Major	Caroline Taylor			

Running an Efficient Council

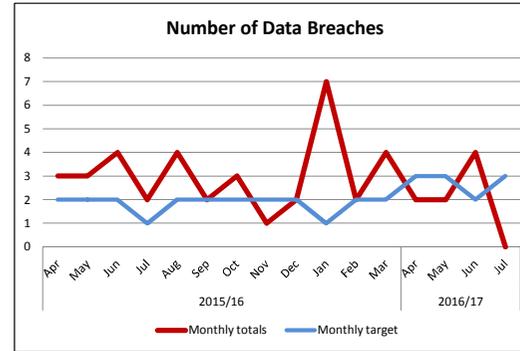
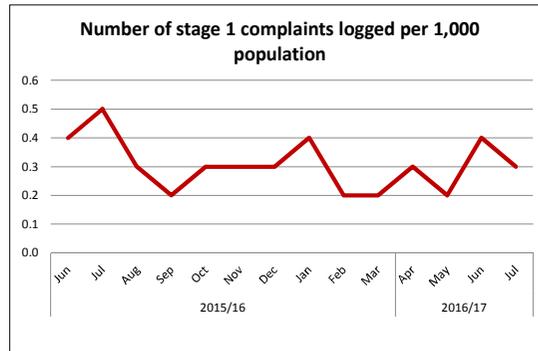
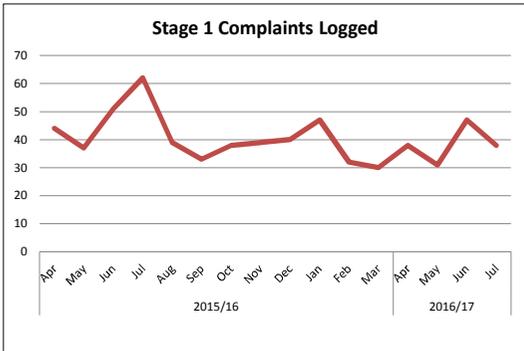
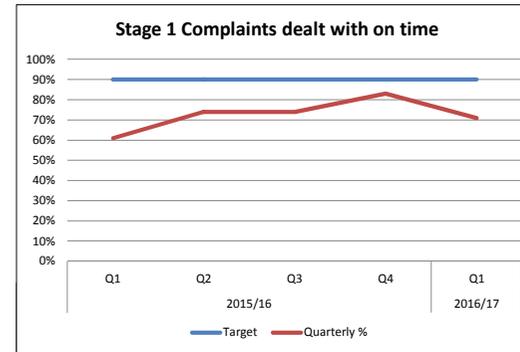
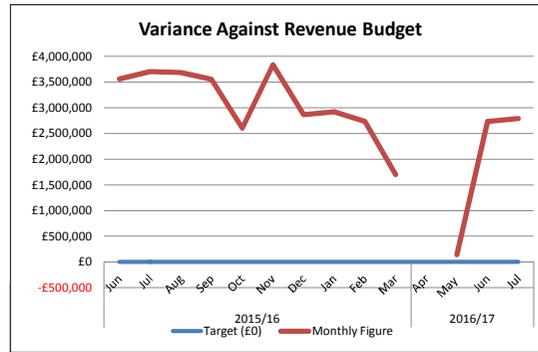
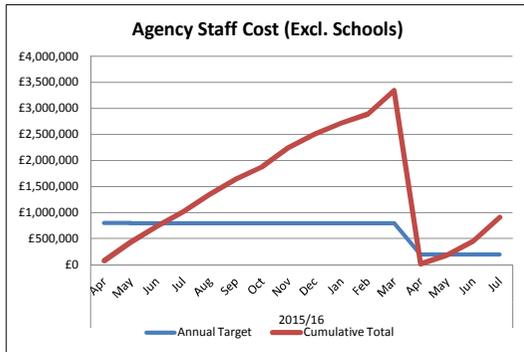
Running an Efficient Council: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Annual Target	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Cumulative to date
RECP101	Agency Staff Cost (excluding schools)	It's better to be low	Well Above Target	n/a	£196,000	£ 334,495	£ 293,165	£ 234,599	£ 376,023	£ 255,466	£ 210,000	£ 176,815	£ 451,136	£ 10,394	£ 171,704	£ 272,342	£ 456,050	£910,490 Adults £0 Children's £435,590 Public Health £385 Corp & Business Services £15,506 Community & Cust Services £4,568
RECP102	Variance Against Revenue Budget	It's better to be low	Well Above Target	£1,701,000	£0	£ 3,682,000	£ 3,549,000	£ 2,600,000	£ 3,835,000	£ 2,866,000	£ 2,921,000	£ 2,730,000	£ 1,701,000	N/A	£ 144,000	£ 2,733,000	£ 2,791,000	£2,791,000

Code	Title	Polarity	Status	Prev Year End	Annual Target	Quarter 2 2015/16	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Last period value
RECP105	Stage 1 complaints dealt with on time	It's better to be high	Well Below Target	83%	90%	74%	74%	83%	71%	71%

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Cumulative to Date
RECP106	Number of stage 1 complaints logged	N/A	(monito-ring only)	492	n/a	39	33	38	39	40	47	32	30	38	31	47	38	154
RECP108	Number of stage 1 complaints logged per 1,000 population	N/A	(monito-ring only)	3.7	n/a	0.3	0.2	0.3	0.3	0.3	0.4	0.2	0.2	0.3	0.2	0.4	0.3	1.2
RECP107	Number of Data breaches	It's better to be low	Well Below Target	37	11	16	18	21	22	24	31	33	37	2	2	4	0	8

Running an Efficient Council: Performance of Monthly and Quarterly PIs



Running an Efficient Council: Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
RECR01	Failure of Transformation board to deliver on Transformation Projects to support future years budgets	Medium to high (12)	20/07/16	3 - Possible	4 - Major	Caroline Taylor	Monitor income levels - Ensure that income levels across the council are being monitored by the relevant executive heads/directors and that any areas of concern are raised at SLT asap SLT review flash report, and Budget Implementation Tracker on a monthly basis to review progress against income targets. Pump prime projects and ensure greater investment to get timely benefits out in next 4 years.		
RECR02	Lack of effective workforce planning - retention of key/relevant skills across the organisation	Medium to high (12)	15/02/16	3 - Possible	4 - Major	Anne-Marie Bond	Ensure that workforce plans are created for each department - Ensure that workforce plans are created for each department, and that these are kept up to date, and actions monitored on a regular basis. Workforce plans are currently being developed by HR in consultation with service areas.		
RECR03	Lack of robust and safe decision making	Medium (9)	15/02/16	3 - Possible	3 - Moderate	Anne-Marie Bond	Ensure the application of consultation principals and that EIAs are carried out appropriately - Policy Development Groups (PDGS) have been set up to consider service change, new policy and policy review. PDGs are inclusive of all members to ensure that all members are given the opportunity to see and be involved with discussions around service change / policy development. EIAs are completed against service change / policy development and included in reports for members. This includes proposals in relation to budget setting. Consultation is developed in relation to service change / policy development and supported by the Corporate Support Team to ensure processes are robust.		
RECR04	Insufficient infrastructure and support across the Council including IT infrastructure	Medium to high (12)	15/02/16	3 - Possible	4 - Major	Anne-Marie Bond	Ensure that workforce plans are kept up to date - Significant reductions in budgets across all support services mean that any further reductions could potentially result in a failure of support systems across the Council i.e. IT infrastructure		
RECR05	Budget overspend within arms length organisations, and contracted services	Medium to high (15)	15/02/16	3 - Possible	5 - Critical	Anne-Marie Bond	Ensure effective performance monitoring and contract management is in place		
RECR06	The Council not achieving a balanced budget in year	Medium to high (15)	15/08/16	3 - Possible	5 - Critical	Martin Phillips	Budget monitoring takes place throughout the year. As a result of the monitoring SLT to instigate recovery action.	DCS has considered options for partial recovery of the Children's services position. DAS will continue to challenge ICO to both reduce spend and accelerate CIP savings.	Accepted

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
RECR08	Cost shunting to the local authority as partners reduce resources.	Medium (9)	15/02/16	3 - Possible	3 - Moderate	Anne-Marie Bond	Maintaining a robust Community Safety Partnership.		
RECR09	Failure to deliver the Council's Asset Management Plan	Medium to high (12)	15/02/16	3 - Possible	4 - Major	Anne-Marie Bond	The Asset Management Plan sets out strategies to rationalise the number of assets, replace them where appropriate and improve the condition of those remaining through engagement with the private sector.		
RECR10	Risk of inadequate maintenance and repairs of our Council assets due to reducing budgets.	High (16)	15/02/16	4 - Likely	4 - Major	Anne-Marie Bond	Assessment as to current state and options going forward is currently being undertaken.		
RECR11	Lack of appropriate and effective business continuity plans in the event of a large scale emergency.	Medium to high (15)	22/07/16	3 - Possible	5 - Critical	Fran Hughes	SLT to ensure that Business continuity Plans are in place across the organisation and that future budget decisions take account of the resilience required to respond to emergencies.		Accepted

Arms Length Organisations

Strategic TOR2 Performance Indicators

A specific dashboard for TOR2 is being developed

Strategic Torbay Coast and Countryside Trust Performance Indicators

In development

Strategic Torbay Development Agency Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Quarterly Target	Quarter 2 2015/16	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Last period value
CU-06	Number of inward investment enquiries received	It's better to be high	Well Below Target	50	10	21	29	40	5	5
EDCPI-001	0% variance from budget	It's better to be low	Above Target	0.00	0.00	0.00	0.00	-2.50%	-4.00%	-4.00%

Code	Title	Polarity	Status	Prev Year End	Annual Target					Last period value
BUSR018	Total jobs created	It's better to be high	Well Above Target	172	150	2015/16				170
EDCPI-056	Income from Torbay Council let estate	It's better to be high	On Target	£2,708,014	£2,700,000	2015/16				£2,693,227
FE7	% Overall customer satisfaction	It's better to be high	Well Above Target	5%	85%	2015				100%

Strategic Torbay Development Agency Risks

Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
BURTDAR001	Business growth, opportunities and diversification	Medium to high (16)	02/08/16	4 - Likely	4-Major	Alan Denby	Develop support structures for businesses. 1. Develop Business centre programme to maximise the survivability and growth of early stage businesses. 2. Work with business support providers. Work to develop new business support products where required based on identified local need 3. Potential for more innovative solutions 4. Develop Inward investment programme including lead generation campaign, Deliver the required sites and premises required by local businesses including Claylands, EPIC and others 5. Develop skills and retraining opportunities Develop sector networks and links –health and creative sector opportunities to be explored. Identification of business growth & attraction of public money.		