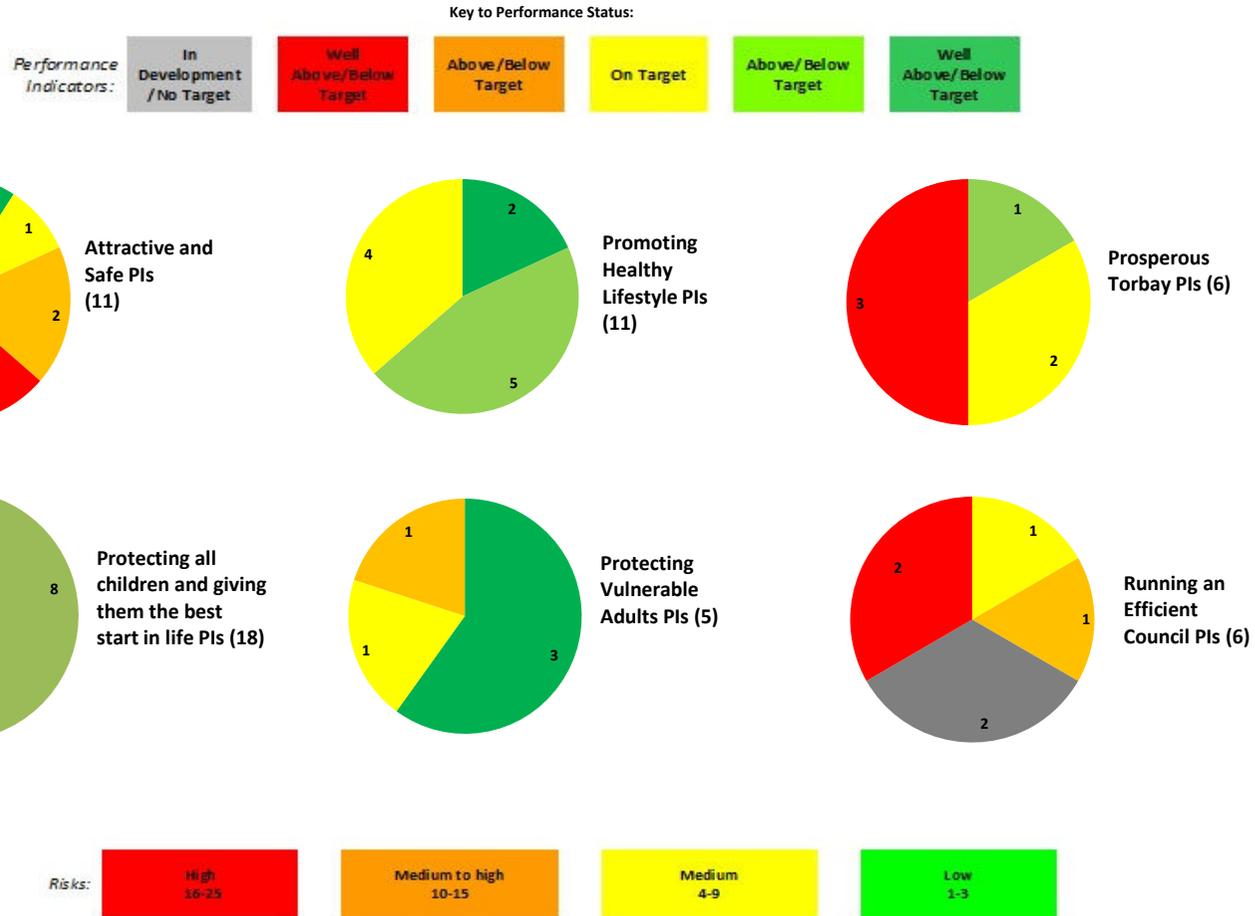


# Performance and Risk Report October and November 2016



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

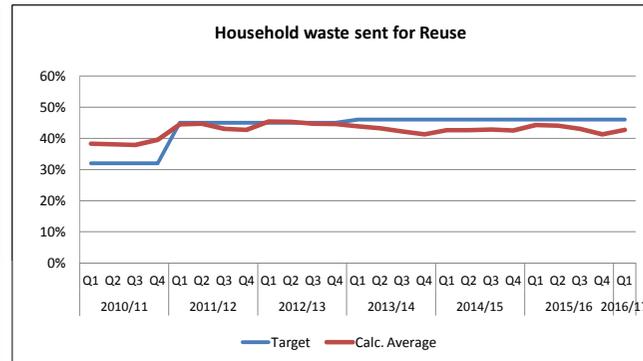
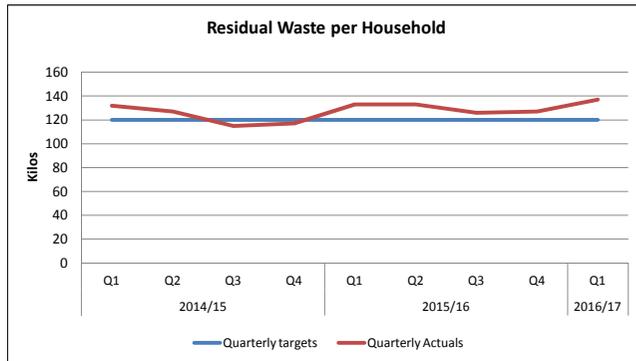
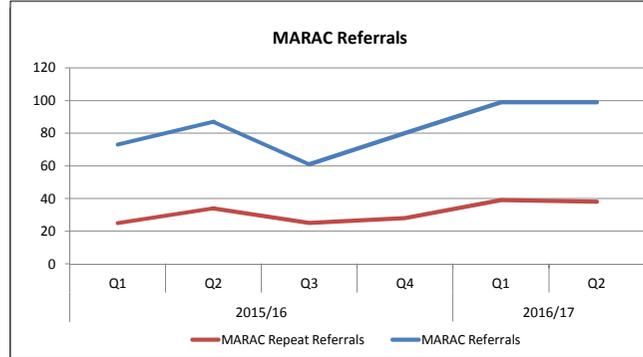
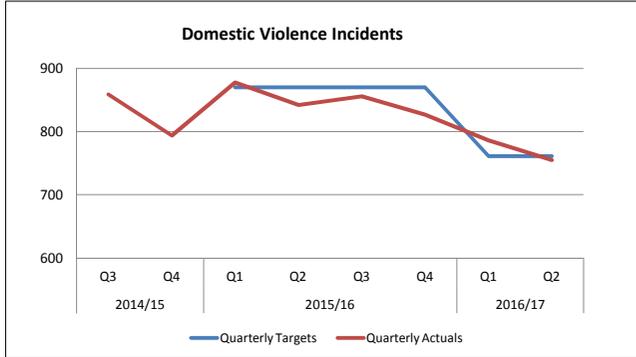
### Attractive and Safe: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Quarter 2 2016/17	Last period value
ASPI00 a	<a href="#">Numbers on the housing waiting list by Band A.</a>	It's better to be low	Well Above Target	Band A 2	Band A 2	-		Band A 2	Band A 6	Band A 6
ASPI00 b	<a href="#">Numbers on the housing waiting list by Band B.</a>	It's better to be low	Well Above Target	Band B 330	Band B 300	-		Band B 356	Band B 350	Band B 350
ASPI01	<a href="#">Average number sleeping rough</a>	It's better to be low	Above Target	24	20	-	24	23	22	22

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Quarter 2 2016/17	Cumulative to date
ASPI02	<a href="#">Numbers in Temporary accommodation</a>	It's better to be low	Well Below Target	497	420	-	-	141	137	278
ASPI03	<a href="#">How long people stay in temporary accommodation</a>	It's better to be low		33	30	-	-			New indicator - awaiting data
ASPI04	<a href="#">Total number of placements of 16-17 year olds in emergency temporary accommodation.</a>	It's better to be low	Well Above Target	45	41			12	15	27
ASPI05	<a href="#">Domestic violence incidents</a>	It's better to be low	On Target	3,043	3,043	856	827	786	755	1,541
ASPI06	<a href="#">MARAC Referrals</a>	It's better to be low	Well Above Target	301	301	61	80	99	99	198
ASPI07	<a href="#">MARAC Repeat Referrals</a>	It's better to be low	Well Above Target	112	112	25	28	39	38	77

Code	Title	Polarity	Status	Prev Year End	England Value	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Quarter 2 2016/17	Last period value
NI191	<a href="#">Residual household waste per household</a>	It's better to be low	Well Above Target	129kg	120kg	126kg	127kg	137kg	Not due	137kg
NI192	<a href="#">Percentage of household waste sent for reuse, recycling and composting (LAA)</a>	It's better to be high	Below Target	42.61%	47.00%	43.01%	42.61%	42.78%	Not due	42.78%

## 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	<a href="#">Increased demand on housing services</a>	High (20)	19/10/16	5 - Almost certain	4 - Major	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	<a href="#">Failure to meet statutory thresholds</a>	Medium to high (12)	19/10/16	3 - Possible	4 - Major	Fran Hughes	Maintain sufficient resilience within teams providing statutory services to meet thresholds		Accepted												
ASPR03	<a href="#">Increasing cost of highways improvements and maintenance</a>	Medium to high (12)	29/11/16	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.	There has not been any recent significant change. Preventative maintenance programme for 2016/17 has been completed.	Accepted												
ASPR04	<a href="#">Cliff and Sea defence failures through storm/ lack of maintenance</a>	Medium to high (12)	01/12/16	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 to for £1.2million of grant in aid funding. Detailed design works are underway and the scheme should commence on site in late October 2016. Following a rock fall at Meadfoot sea road a new rock catcher fence is required to mitigate the risk of rocks falling onto the highway.	<ul style="list-style-type: none"> <li>As no funding has been made available to stabilise the rock fall at Goodrington, the area is being monitored.</li> <li>Detailed design and contract preparation for the Freshwater Quarry stabilisation scheme has been completed. Tenders were invited in late October 2016 and these bids have been returned on 1st December 2016. The tender submissions are currently being evaluated. The successful contractor will be appointed before Christmas and works will commence on site in January 2017. All works are programmed to be completed by the end of April 2017.</li> <li>Tenders for the Hollicombe Cliffs rock armour scheme were received in late October 2016 and the successful contractor has been appointed. Works cannot commence on site until we have received an MMO licence for the works and this is due in early December. As a result it is likely that the contractor will commence works on site in early January 2017 with all works being completed before Easter 2017.</li> <li>All works on the rock catcher fence at Meadfoot were completed in November 2016.</li> </ul>	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	<a href="#">Increasing cost of waste disposal.</a>	Medium to high (12)	19/10/16	3 - Possible	4 - Major	Fran Hughes	Contract review being undertaken		Accepted												
ASPR06	<a href="#">Reduction of Police funding and possible cost shunt to the council</a>	High (20)	19/10/16	4 - Likely	5 - Critical	Fran Hughes	Ensure that a robust Community Safety Partnership remains in place to identify and address escalating issues.		Accepted												
ASPR07	<a href="#">Increase in crime</a>	Medium to high (12)	19/10/16	4 - Likely	3 - Moderate	Fran Hughes	Reduction in resources across all agencies could have an impact on crime levels.	<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>2,612</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	2,612		Accepted
Yr13/14	Yr14/15	Yr15/16	Q1 16/17	Q2 16/17	Q3 16/17																
9,812	8,988	8,586	2,425	2,612																	
ASPR08	<a href="#">Unsustainable funding for Domestic Abuse Services</a>	High (20)	19/10/16	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
PHOF2.06 HI	<a href="#">Excess weight in 4-5 and 10-11 year olds – 4-5 year olds (Per 100,000)</a>	It's better to be low	Well Above Target	25.3%	21.9%	2014/15	24.1%
PHOF2.15i HI	<a href="#">Successful completion of drug treatment – opiate users</a>	It's better to be high	Well Below Target	7.4%	6.7%	2015	5.9%
PHOF2.18 MHI	<a href="#">Admission episodes for alcohol-related conditions –narrow definition (Male) per 100,000</a>	It's better to be low	Well Above Target	1,002	827	2014/15	965
PHOF2.18 FHI	<a href="#">Admission episodes for alcohol-related conditions –narrow definition (Female) per 100,000</a>	It's better to be low	Well Above Target	642	474	2014/15	600
PHOF2.22 vHI	<a href="#">Cumulative % of the eligible population aged 40-74 received an NHS Health Check</a>	It's better to be high	Below Target	n/a	27.4%	2013/14 - 2015/16	25.7%
PHOF2.14 HI	<a href="#">Smoking Prevalence</a>	It's better to be low	On Target	19.9%	16.9%	2015	17.0%
PHOF2.13i HI	<a href="#">Percentage of physically and inactive adults - active adults</a>	It's better to be high	Below Target	52.4%	57.0%	2015	53.6%
PHOF2.13i IHI	<a href="#">Percentage of physically and inactive adults - inactive adults</a>	It's better to be low	On Target	34.2%	28.7%	2015	29.9%
PHOF2.12 HI	<a href="#">Excess weight in adults - Percentage of adults classified as overweight or obese</a>	It's better to be low	Above Target	68.1%	64.8%	2013-2015	68.4%
Code	Title	Polarity	Status	Prev Year End	England Value		Last period value
PHOF0.2iv MOI	<a href="#">The gap between life expectancy at birth in Torbay and life expectancy at birth for England: Male</a>	It's better to be high	Below Target	-0.3	0.0	2012-2014	-0.5
PHOF0.2iv FOI	<a href="#">The gap between life expectancy at birth in Torbay and life expectancy at birth for England: Female</a>	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	<a href="#">Pandemic - i.e. Flu/Ebola</a>	Medium to high (12)	29/11/16	3- Possible	4 - Major	Caroline Dimond	Emergency plans	On-going risk. Exercise planned for October	Accepted
PHLR02	<a href="#">Reduction in the public health grant</a>	Medium to high (12)	29/11/16	4 -Likely	3 - Moderate	Caroline Dimond	Forecast budget planning taking into account potential impact of reduction. Awaiting actual cut, Planning mitigating actions.	Risks identified	Accepted
PHLR03	<a href="#">Reduction in funding for sport and leisure services</a>	Medium (8)	19/10/16	4 -Likely	2 - Minor	Fran Hughes	The authority needs to identify and attract alternative sources of funding for sports and leisure services.		Accepted

## Prosperous Torbay

### Prosperous Torbay: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Great Britain / Quarter Target	Aug-15	Nov-15	Feb-16	May-16	Last period value
PTPI01	<a href="#">Working age Client Group - Main benefit claimants</a>	It's better to be low	Well Above Target	13.9%	8.7%	13.2%	13.3%	13.5%	13.0%	13.0% (9,990)

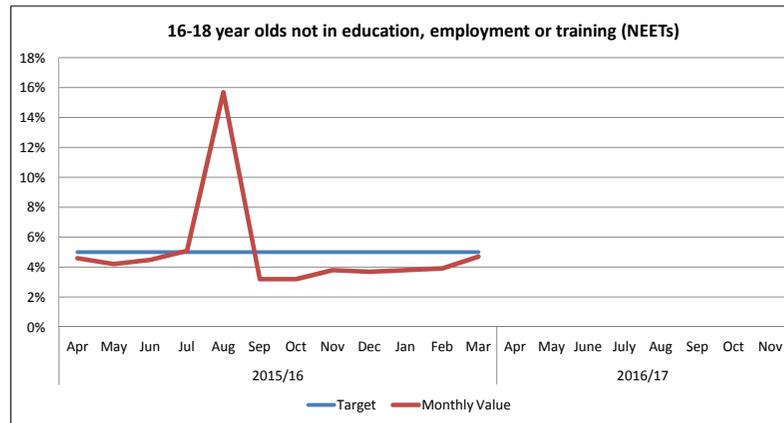
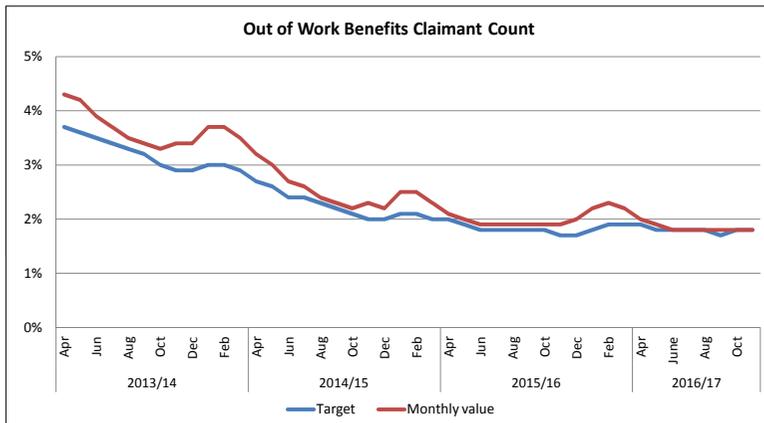
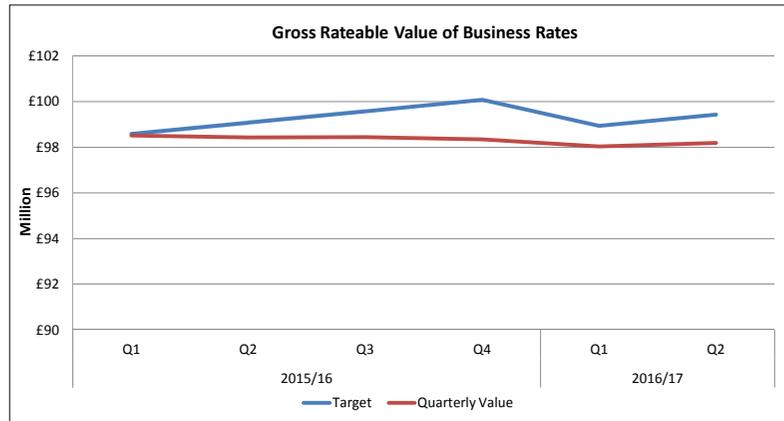
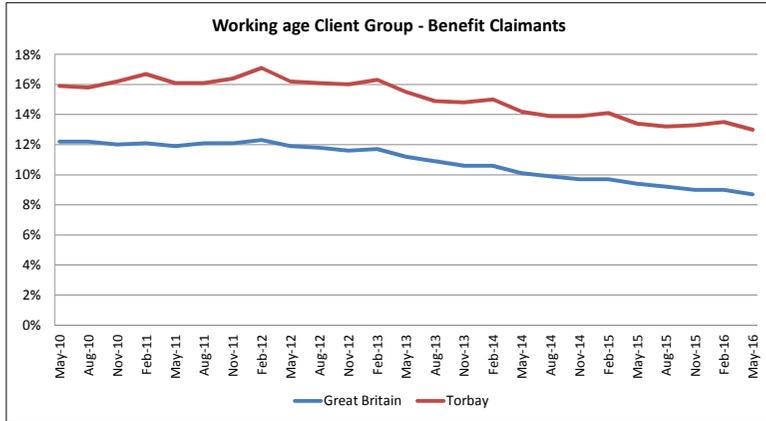
Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Quarter 2 2016/17	Last period value
PTPI02	<a href="#">Gross rateable value of Business Rates (NDR)</a>	It's better to be high	On Target	£98,334,749	£99,426,668	£98,439,809	£98,334,749	£98,027,554	£98,187,919	£98,187,919

Code	Title	Polarity	Status	Prev Year End	Great Britain / Month Target	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Last period value
PTPI03	<a href="#">Out of Work Benefits Claimant Count</a>	It's better to be low	On Target	2.2%	1.8%	2.0%	2.2%	2.3%	2.2%	2.0%	1.9%	1.8%	1.8%	1.8%	1.7%	1.8%	1.8%	1.8% (1,415)

PTPI04	<a href="#">% 16 - 18 year olds not in education, employment or training (NEET)</a>	It's better to be low	Below Target	4.0%	5.0%	3.2%	3.8%	3.7%	3.8%	3.9%	4.7%							
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Code	Title	Polarity	Status	Prev Year End	Great Britain Value											Last period value
PTPI05	<a href="#">Earnings by Residence (weekly full time)</a>	It's better to be high	Well Below Target	£433.20	£529.60											£421.60
PTPI06	<a href="#">Earnings by Workplace (weekly full time)</a>	It's better to be high	Well Below Target	£421.90	£529.00											£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	<a href="#">Local Plan not delivered</a>	Medium (8)	20/07/16	2 - Unlikely	4 - Major	Kevin Mowat	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	<a href="#">Failure to meet national planning performance targets</a>	Medium to high (12)	20/07/16	3 - Possible	4 - Major	Kevin Mowat	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	<a href="#">Five year housing land supply</a>	Medium to high (12)	20/07/16	3 - Possible	4 - Major	Kevin Mowat	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?
PTRO5	<a href="#">Further reductions made under welfare reforms</a>	Medium to high (12)	01/12/16	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>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"> <li>• Support those most affected by welfare reform into jobs</li> <li>• Inform and prepare residents for welfare reform changes</li> <li>• Inform and prepare staff for welfare reform changes</li> <li>• Engage, involve and prepare elected members</li> <li>• Internal council activity - Identify wider financial risks where demand for services may increase, e.g. Homeless, Customer Services and Children's Services etc.</li> </ul>	<p>Benefit Cap – lower thresholds were introduced from 7 November 16, initially affecting 40 households already capped. From 28 November 16 around 230 new cases will be introduced over a two month period.</p> <p>Council Tax Support – proposed new scheme to go to full council on 8 December. Further update in January with the outcome.</p> <p>Local Housing Allowance(LHA) rate in social housing – it was announced in the 2016 Autumn Statement that the implementation of the cap on Housing Benefit and LHA rates in the social rented sector will be delayed by one year, to April 2019. The cap will be applied to all supported housing tenancies from April 2019, and the government will provide additional funding to Local Authorities , so that they can meet the additional costs of supported housing in their area. In Torbay we pay in excess of £2 million in HB for supported accommodation, which will cover around 65% of this cost, leaving the grant fund to cover the remainder. This will have a financial impact on either the council or vulnerable tenants.</p>	Accepted

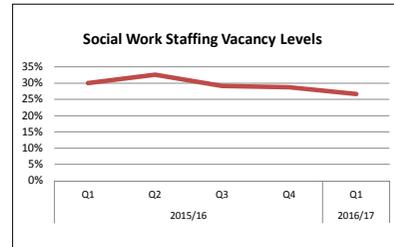
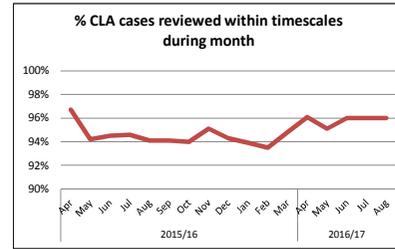
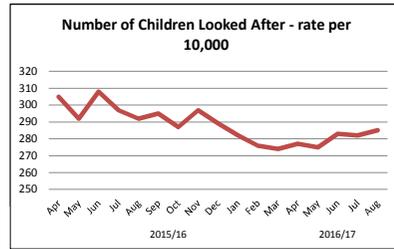
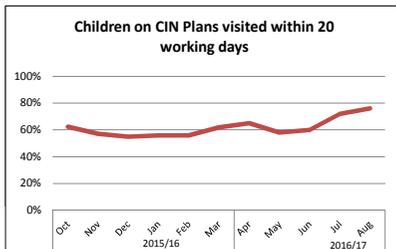
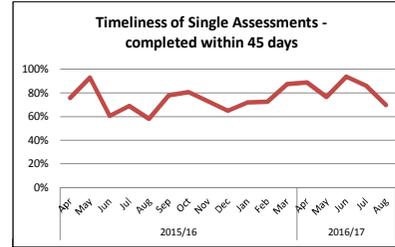
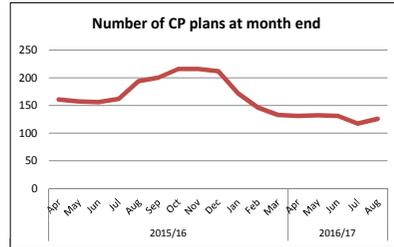
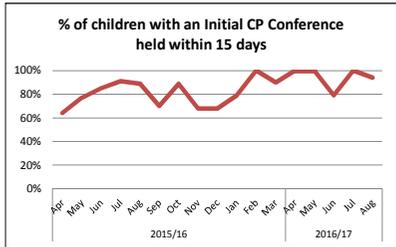
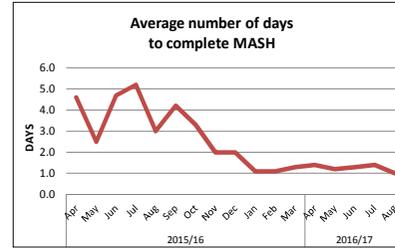
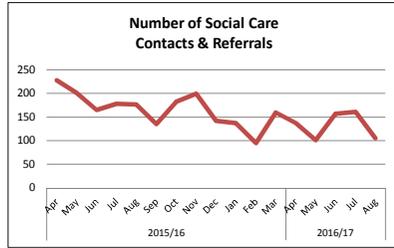
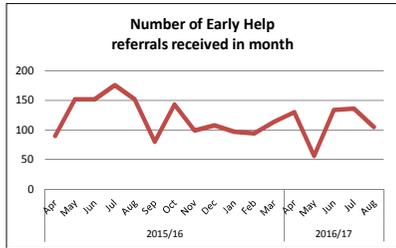
## Protecting All Children and Giving Them the Best Start in Life

### 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	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Last period value
1	<a href="#">Number of Early help referrals received in month</a>	In line with our service expectations	In line	122	100 per month (1200)	108	97	94	114	130	112	134	136	105				
4	<a href="#">Number of Social Care Contacts &amp; Referrals</a>	Its better to be low	Below expected levels	168	135 per month or 1,620 per year	142	137	95	160	137	158	157	161	105				
Code	Title	Polarity	Status	Average monthly for 15/16 year	Anticipated performance level	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Last period value
5	<a href="#">Average number of days to complete MASH</a>	Its better to be low	In line	3.04 (working days)	1.0	2.0	1.1	1.1	1.3	1.4	1.2	1.3	1.4	1.0				
11	<a href="#">% of children with an Initial Child Protection Conference held within 15 days from strategy meetings</a>	Its better to be high	In line	79%	100.0%	68%	79%	100%	90%	100%	100%	79%	100%	94%				
12	<a href="#">Number of CP plans at month end by Category</a>	In line with benchmarks	In line	133	140	212	172	146	133	131	137	131	117	126				
	<a href="#">Timeliness of Single Assessments - completed within 45 days</a>	Its better to be high	Below expected levels	75%	82%	64.8%	71.9%	72.4%	87.5%	88.9%	76.7%	93.6%	86.0%	69.8%				
16	<a href="#">% CLA cases reviewed within timescales during the month</a>	Its better to be high	Below expected levels	96%	100.0%	94.7%	93.9%	93.5%	94.8%	96.1%	95.1%	96.0%	96.0%	96.0%				
Code	Title	Polarity	Status	As at 2015/16 year end	Anticipated performance level	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Last period value
12	<a href="#">Children on CIN plans visited within 20 working days</a>	Its better to be high	Well above expected levels	53%	80%	55%	56%	56%	62%	65%	58%	60%	72%	76%				
18	<a href="#">Number of Children Looked After</a>	In line with benchmarks	Well above expected levels	274	250	289	282	276	274	277	275	283	282	285				

Code	Title	Polarity	Status	As at 2015/16 year end	Quarter Target	Quarter 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Quarter 2 2016/17	Last period value
17	<a href="#">Social Work Staffing levels – numbers, vacancies</a>	Its better to be low	Below expected levels	28.7%	18%	29.1%	28.7%	26.7%		
Code	Title	Polarity	Status	Prev Year End	England Value					Last period value
19	<a href="#">Adoption Timeliness - Average time from entering care to moving in with adoptive family</a>	Its better to be low	Below expected levels	530	426	2015/16				360
PCPI09	<a href="#">KS4 % achieving 5+ A*-C GCSEs (or equivalent) including English and maths GCSEs</a>	It's better to be high	In line	56.6%	53.8%	2015				57.3%
PCPI10	<a href="#">KS2 % achieving level 4 or above in reading, writing and maths</a>	It's better to be high	In line	77.0%	80.0%	2015				80.0%
PHOF1.02i W	<a href="#">School Readiness: All children achieving a good level of development at the end of reception.</a>	It's better to be high	In line	61.30%	66.3%	2014/15				64.4%
PHOF2.02i iHI	<a href="#">Breastfeeding Prevalence at 6.8 weeks after birth</a>	It's better to be high	Well below expected levels	n/a	43.8%	2014/15				35.7%
PHOF2.03 HI	<a href="#">Smoking status at the time of delivery</a>	It's better to be low	Well above expected levels	16.1%	10.6%	2015/16				15.0%
PHOF2.09i iHI	<a href="#">Smoking prevalence at age 15 - regular smokers (WAY survey)</a>	It's better to be low	Well above expected levels	n/a	5.5%	2014/15				10.4%
PHOF3.03 xHP	<a href="#">Population vaccination coverage - MMR for two doses (5 years old)</a>	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

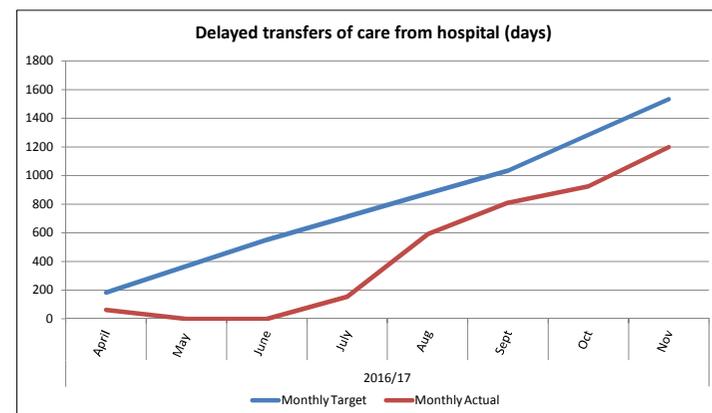
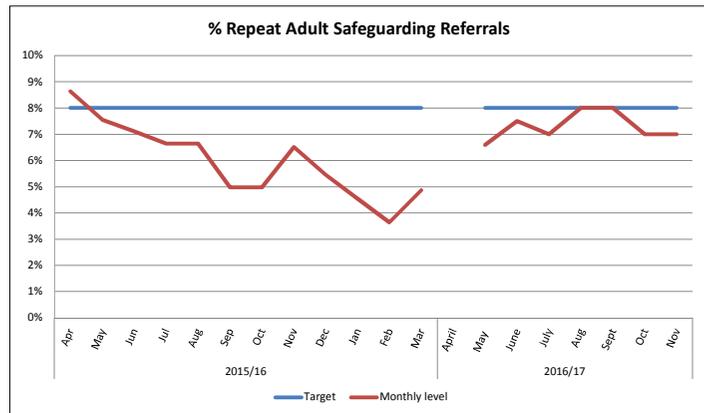
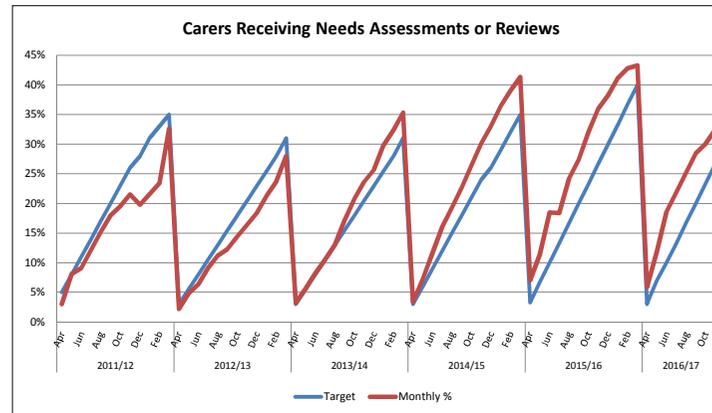
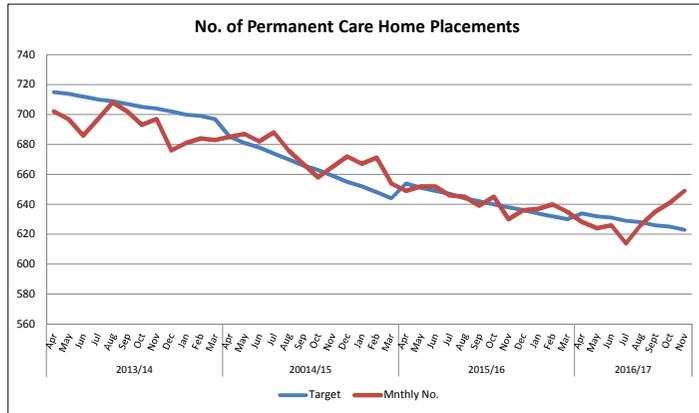
Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
PCR01	<a href="#">Increased demand for services (Troubled Families/Early Help Strategy)</a>	Medium to high (12)	23/08/16	3 - Possible	4 - Major	Andy Dempsey	Work is 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.	Discussions have been ongoing with Hampshire colleagues around the revised model which will bring the troubled families programme more directly within the scope of early helps arrangements. This work will progress during October.	Accepted
PCR02	<a href="#">Delivery of 5 year plan - Stemming The Flow (Including PIP)</a>	High (16)	23/08/16	4 - Likely	4 - Major	Andy Dempsey	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.	At the end of Q2 the budget pressure remains around £1.4m this is despite in year staffing and agency savings having been made and is due to the lack of progress with placement changes incorporated within year 1 of the previous financial plan. Work is on-going to address the in year pressures through the formation of a placements and contracting team which will focus on progressing the planned moves and addressing high cost placements.  The review of the CLA population has been completed and is identifying around 49 planned exits for 2017/18. The exercise has highlighted that further work is needed to improve permanence planning. At this stage the projections are for the CLA population to be more or less stable for 2017/18 until a more proactive approach towards permanence is embedded during the final half of 2016/17. Peopletoo have been commissioned by the LGA to work with Children's Services around financial planning and service improvement. The work has identified a range of savings for the years 2017-2020 which are currently being evaluated and will be included within the department's financial plan going forward.	Reduced
PCR03	<a href="#">Delivery of TPST and Integrated Care Organisation</a>	High (16)	23/08/16	4 - Likely	4 - Major	Andy Dempsey	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.	The Mutual Ventures project commenced in September and is progressing in line with expectations. The aim remains to have the base case arguments for the ICO completed by the end of December but in a manner that will also provide much of the pre-work for other alternative delivery models should the ICO not prove to be the optimal solution.	Accepted
PCR04	<a href="#">Safeguarding Improvement Programme</a>	Medium to high (12)	23/08/16	3 - Possible	4 - Major	Andy Dempsey	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.	Both Ofsted and the DfE appointed Commissioner have now reported on progress. Both concluded that Torbay is making expected progress but that much work remains to be done. A revised improvement plan has been developed with input from Hampshire to provide a greater degree of focus on the completion of improvement tasks underpinned by a revised performance management framework to detect impact.	Reduced
PCR05	<a href="#">Removal of the Education Service Grant</a>	High (16)	23/08/16	4 - Likely	4 - Major	Andy Dempsey	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.	The residual ESG funding for the local authority has been confirmed as £15 per head which has been determined as being broadly efficient to meet the local authority's residual duties. However, work is ongoing to determine how the residual funding that did not come to Children's Services has been used historically in order to mitigate the impact of the funding reductions from 2017 onwards.	Accepted

## Protecting Vulnerable Adults

### Protecting Vulnerable Adults: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Last period value
LI404	<a href="#">No. of permanent care home placements</a>	It's better to be low	On Target	635	625	636	637	640	635	628	624	626	614	626	635	641	649	649
NI135	<a href="#">Carers receiving needs assessment or review &amp; a specific carer's service, or advice &amp; infor (LAA)</a>	It's better to be high	Well Above Target	43.28%	23.30%	38.22%	41.17%	42.79%	43.28%	5.90%	11.90%	18.60%	21.91%	25.16%	28.47%	30.04%	32.50%	32.50%
TCT14b	<a href="#">Safeguarding Adults - % repeat SG referrals in last 12 months</a>	It's better to be low	Well Above Target	4.87%	8.00%	5.45%	4.55%	3.64%	4.87%	~	6.64%	7.52%	7.00%	8.00%	8.00%	7.00%	7.00%	7.00%
BCF-004a	<a href="#">Delayed transfers of care from hospital (days)</a>	It's better to be low	Well Above Target	n/a	1,285	~	~	~	~	63	0	0	155	590	811	925	1200	1200
Code	Title	Polarity	Status	Prev Year End	Target													Last period value
PVAPI01	<a href="#">Re-ablement Services (Effectiveness)</a>	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

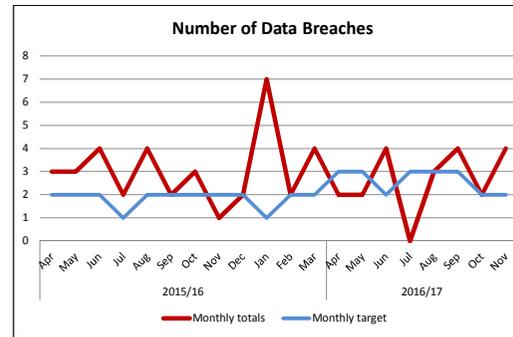
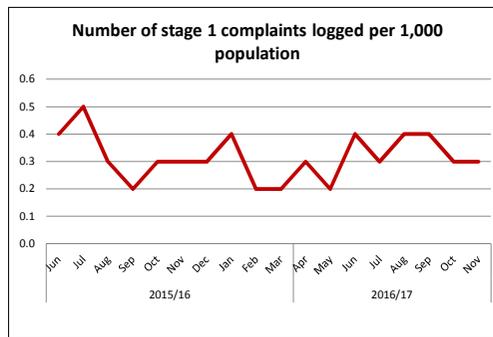
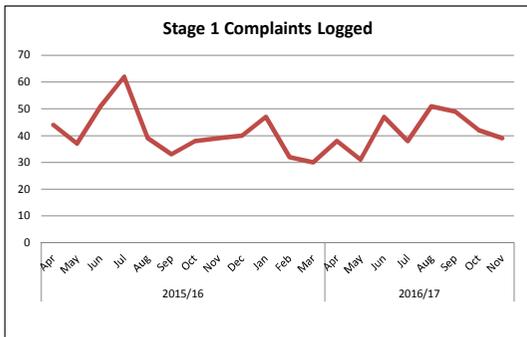
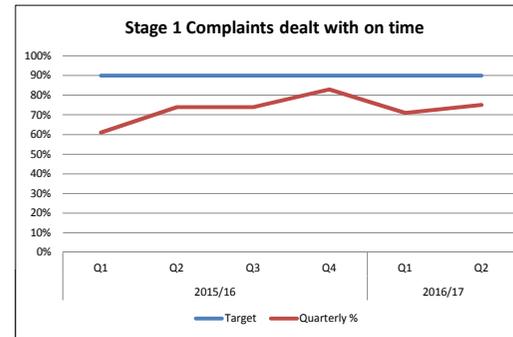
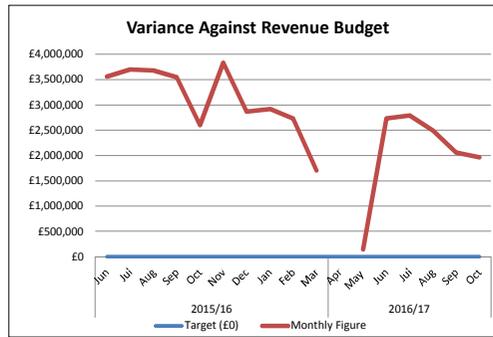
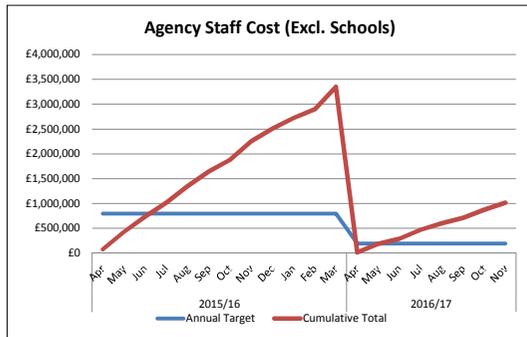
Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
ASCR01	<a href="#">Increased demand for services</a>	Medium to high (12)	20/06/16	4 - Likely	3 - Moderate	Caroline Taylor	A new care model and prevention strategy STP will have geographic Devon approach to prevention- ensure modelling gives Torbay benefits.		Reduced
ASCR02	<a href="#">Financial strain relating to the implementation of the Care Act</a>	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	<a href="#">Insufficient and unsustainable care home market in Torbay</a>	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	<a href="#">Integrated Care Organisation: Delivery of new model of care at pace and scale</a>	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 Cllr 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	<a href="#">Failure to deliver ICO within budget</a>	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	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Cumulative to date
RECPI01	<a href="#">Agency Staff Cost (excluding schools)</a>	It's better to be low	Well Above Target	n/a	£196,000	£ 255,466	£ 210,000	£ 176,815	£ 451,136	£ 103,94	£ 178,873	£ 100,638	£ 183,708	£ 127,128	£ 110,875	£ 160,348	£ 146,842	£1,018,806
																		Adults £0 Children's £104,000 Public Health £0 Corp & Business Services £36,000 Community & Cust Services £7,000
Code	Title	Polarity	Status	Prev Year End	Annual Target	Quarter 3 2015/16			Quarter 4 2015/16			Quarter 1 2016/17			Quarter 2 2016/17		Last period value	
RECPI02	<a href="#">Variance Against Revenue Budget</a>	It's better to be low	Below Target	£1,701,000	£0	£ 2,866,000	£ 2,921,000	£ 2,730,000	£ 1,701,000	N/A	£ 144,000	£ 2,733,000	£ 2,791,000	£ 2,493,000	£ 2,062,000	£ 1,967,000	Not due	£ 1,967,000
Code	Title	Polarity	Status	Prev Year End	Annual Target	Quarter 3 2015/16			Quarter 4 2015/16			Quarter 1 2016/17			Quarter 2 2016/17		Last period value	
RECPI05	<a href="#">Stage 1 complaints dealt with on time</a>	It's better to be high	Well Below Target	83%	90%	74%			83%			71%			75%		75%	
Code	Title	Polarity	Status	Prev Year End	Monthly Target	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Cumulative to Date
RECPI06	<a href="#">Number of stage 1 complaints logged</a>	N/A	(monito-ring only)	492	n/a	40	47	32	30	38	31	47	38	51	49	42	39	335
RECPI08	Number of stage 1 complaints logged per 1,000 population	N/A	(monito-ring only)	3.7	n/a	0.3	0.4	0.2	0.2	0.3	0.2	0.4	0.3	0.4	0.4	0.3	0.3	2.5
RECPI07	<a href="#">Number of Data breaches</a>	It's better to be low	On Target	37	22	24	31	33	37	2	2	4	0	3	4	2	22	22

## Running an Efficient Council: Performance of Monthly and Quarterly PIs



Code	Title	Score	Last Review Date	Probability Score	Impact Score	Risk Owner	Mitigation	Progress	Is Risk Reduced, Accepted or eliminated?
RECR01	<a href="#">Failure of Transformation board to deliver on Transformation Projects to support future years budgets</a>	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	<a href="#">Lack of effective workforce planning - retention of key/relevant skills across the organisation</a>	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	<a href="#">Lack of robust and safe decision making</a>	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	<a href="#">Insufficient infrastructure and support across the Council including IT infrastructure</a>	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	<a href="#">Budget overspend within arms length organisations and contracted services</a>	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	<a href="#">The Council not achieving a balanced budget in year</a>	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	<a href="#">Cost shunting to the local authority as partners reduce resources.</a>	Medium (9)	15/02/16	3 - Possible	3 - Moderate	Anne-Marie Bond	Maintaining a robust Community Safety Partnership.		
RECR09	<a href="#">Failure to deliver the Council's Asset Management Plan</a>	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	<a href="#">Risk of inadequate maintenance and repairs of our Council assets due to reducing budgets.</a>	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	<a href="#">Lack of appropriate and effective business continuity plans in the event of a large scale emergency.</a>	Medium to high (15)	19/10/16	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 3 2015/16	Quarter 4 2015/16	Quarter 1 2016/17	Quarter 2 2016/17	Last period value
CU-06	<a href="#">Number of inward investment enquiries received</a>	It's better to be high	Well Above Target	50	13	29	40	5	16	16
EDCPI-001	<a href="#">0% variance from budget</a>	It's better to be low	Above Target	0.00	0.00	0.00	-2.50%	-4.00%	-4.00%	-4.00%

Code	Title	Polarity	Status	Prev Year End	Annual Target					Last period value
BUSR018	<a href="#">Total jobs created</a>	It's better to be high	Well Above Target	172	150	2015/16				170
EDCPI-056	<a href="#">Income from Torbay Council let estate</a>	It's better to be high	On Target	£2,708,014	£2,700,000	2015/16				£2,693,227
FE7	<a href="#">% Overall customer satisfaction</a>	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?
BURTDAR-001	<a href="#">Business growth opportunities and diversification</a>	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.		