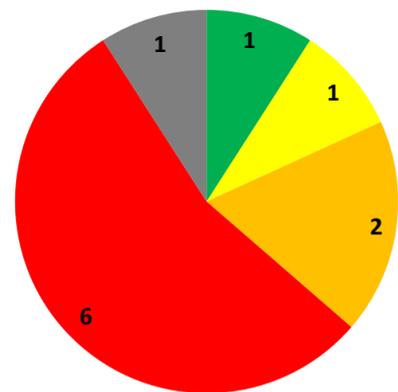
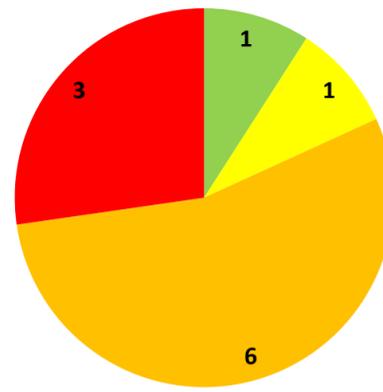


Performance and Risk Report Q1 2017/18

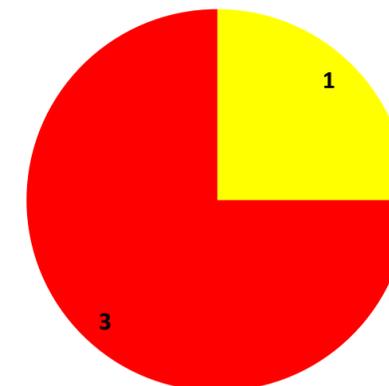
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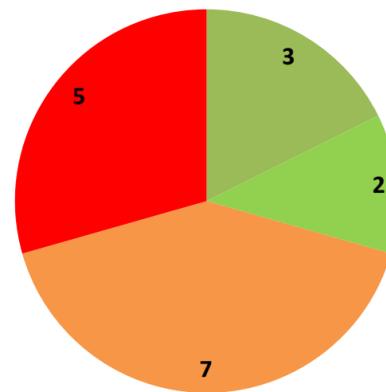
Attractive and Safe PIs (11)



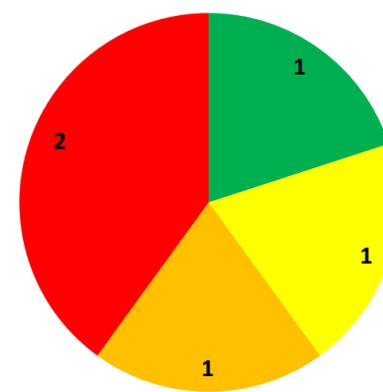
Promoting Healthy Lifestyle PIs (11)



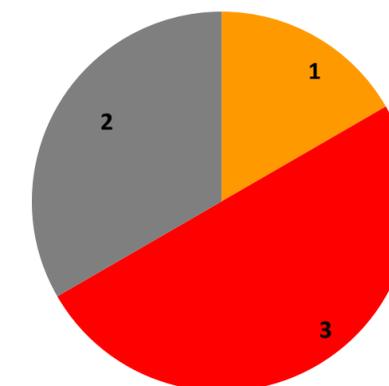
Prosperous Torbay PIs (4)



Protecting all children and giving them the best start in life PIs (17)



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

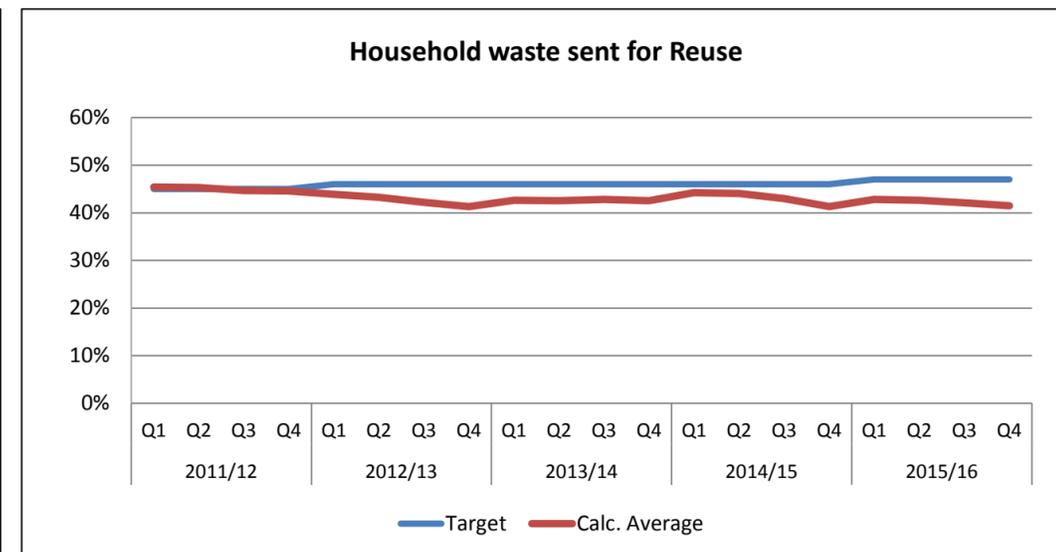
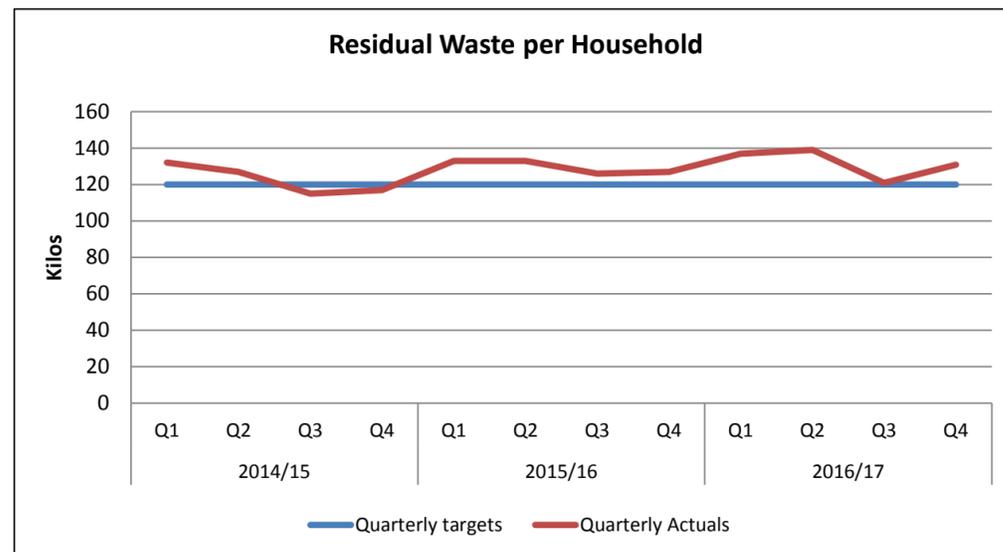
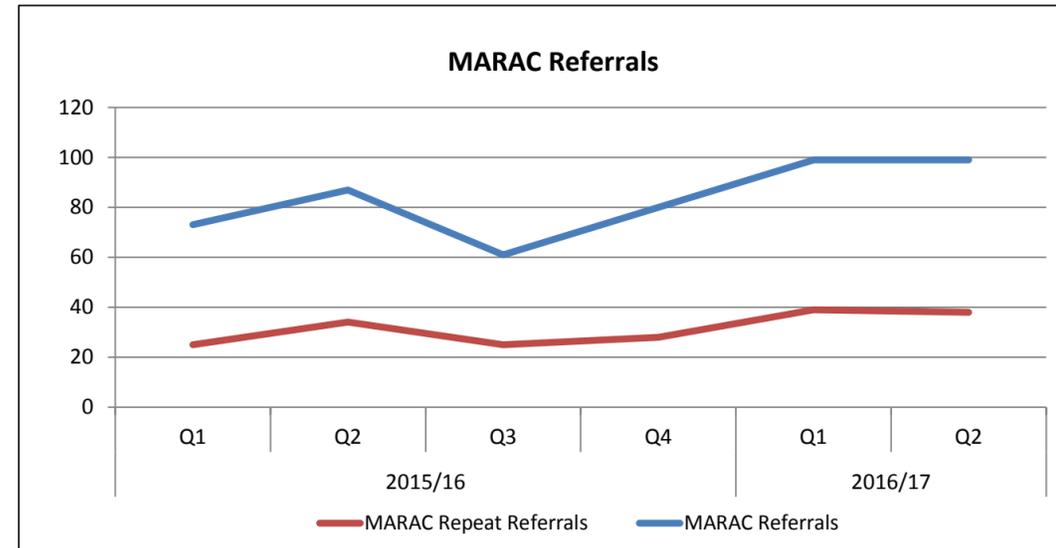
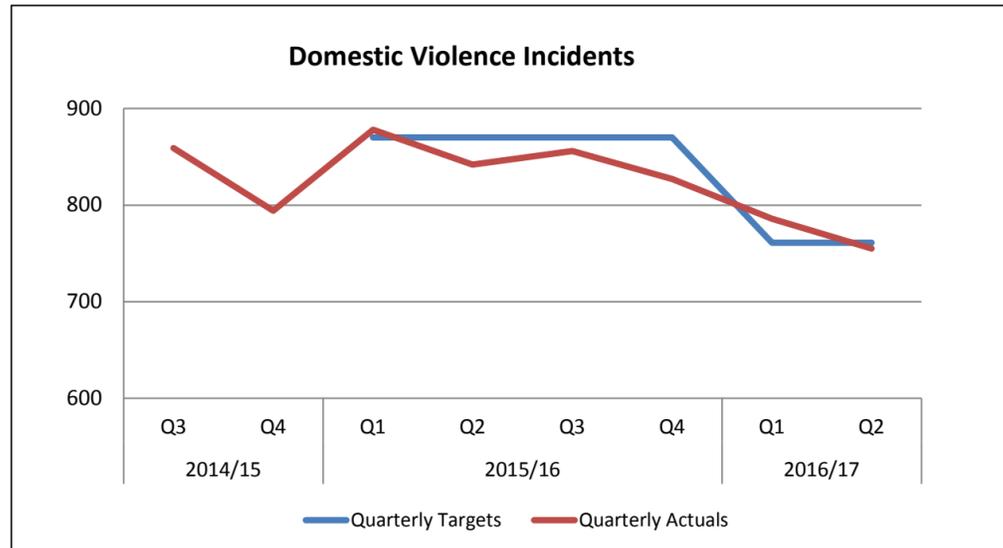
Attractive and Safe: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 2 2016/17	Quarter 3 2016/17	Quarter 4 2016/17	Quarter 1 2017/18	Last period value
ASPI00 a	Numbers on the housing waiting list by Band A.	It's better to be low	Well Above Target	Band A 2	Band A 2	6	4			
ASPI00 b	Numbers on the housing waiting list by Band B.	It's better to be low	Well Above Target	Band B 330	Band B 300	350	357			
ASPI01	Average number sleeping rough	It's better to be low	Above Target	24	20	22	21	22		

Code	Title	Polarity	Status	Prev Year End	Target	Quarter 2 2016/17	Quarter 3 2016/17	Quarter 4 2016/17	Quarter 1 2017/18	Cumulative to date
ASPI02	Numbers in Temporary accommodation	It's better to be low	Well Below Target	497	420	137	137			
ASPI03	How long people stay in temporary accommodation	It's better to be low		33	30					
ASPI04	Total number of placements of 16-17 year olds in emergency temporary accommodation	It's better to be low	Well Above Target	45	41	15	17			
ASPI05	Domestic violence incidents	It's better to be low	On Target	3,043	3,043	755	711	713		
ASPI06	MARAC Referrals	It's better to be low	Well Above Target	301	301	99	76	70		
ASPI07	MARAC Repeat Referrals	It's better to be low	Well Above Target	112	112	38	37	39		

Code	Title	Polarity	Status	Prev Year End	England Value	Quarter 2 2016/17	Quarter 3 2016/17	Quarter 4 2016/17	Quarter 1 2017/18	Last period value
NI191	Residual household waste per household	It's better to be low	Below Target	129kg	120kg	139	121	131	Not due	131
NI192	Percentage of household waste sent for reuse, recycling and composting (LAA)	It's better to be high	Well Below Target	42.61%	47.00%	42.61%	42.10%	41.49%	Not due	41.49%

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	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	Failure to meet statutory thresholds	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	Increasing cost of highways improvements and maintenance	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	Cliff and Sea defence failures through storm/ lack of maintenance	Medium to high (12)	01/12/16	3 - Possible	4 - Major	Fran Hughes	<p>Continue maintenance and apply for capital funding from council and grant aid funding from Environment Agency. Part of Oddicombe 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.</p> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> As no funding has been made available to stabilise the rock fall at Goodrington, the area is being monitored. 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. 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. All works on the rock catcher fence at Meadfoot were completed in November 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)	19/10/16	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)	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	Increase in crime	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>Yr14/15</th> <th>Yr15/16</th> <th>Q1 16/17</th> <th>Q2 16/17</th> <th>Q3 16/17</th> <th>Q4 16/17</th> </tr> </thead> <tbody> <tr> <td>8,988</td> <td>8,586</td> <td>2,425</td> <td>2,612</td> <td>2,463</td> <td>2,235</td> </tr> </tbody> </table>	Yr14/15	Yr15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	8,988	8,586	2,425	2,612	2,463	2,235	Accepted
Yr14/15	Yr15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17																
8,988	8,586	2,425	2,612	2,463	2,235																
ASPR08	Unsustainable funding for Domestic Abuse Services	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
PHOF2.06i HI	Excess weight in 4-5 and 10-11 year olds – 4-5 year olds (Per 100,000)	It's better to be low	Below Target	24.1%	22.1%	2015/16	24.2%
PHOF2.15i HI	Successful completion of drug treatment – opiate users	It's better to be high	Well Below Target	7.4%	6.7%	2015	5.9%
PHOF2.18 MHI	Admission episodes for alcohol-related conditions –narrow definition (Male) per 100,000	It's better to be low	Well Above Target	965	830	2015/16	1,147
PHOF2.18 FHI	Admission episodes for alcohol-related conditions –narrow definition (Female) per 100,000	It's better to be low	Well Above Target	600	483	2015/16	652
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 - 2015/16	25.7%
PHOF2.14 HI	Smoking Prevalence	It's better to be low	Below Target	17.0%	15.5%	2016	16.7%
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	68.1%	64.8%	2013-2015	68.4%
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	-0.4	0.0	2013-2015	-0.6
PHOF0.2iv FOI	The gap between life expectancy at birth in Torbay & life expectancy at birth for England: Female	It's better to be high	Below Target	0	0.0	2013-2015	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)	05/07/17	3- Possible	4 - Major	Caroline Dimond	Emergency plans	On-going risk. Exercise planned for October	Accepted
PHLR02	Reduction in the public health grant	Medium to high (12)	05/07/17	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	Reduction in funding for sport and leisure services	Medium (8)	05/07/17	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

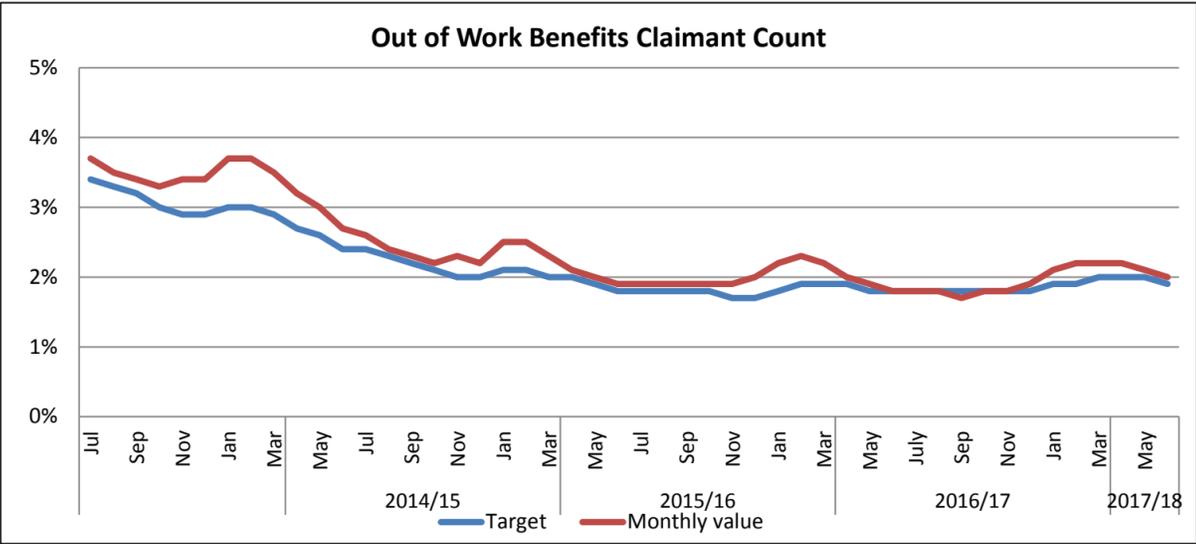
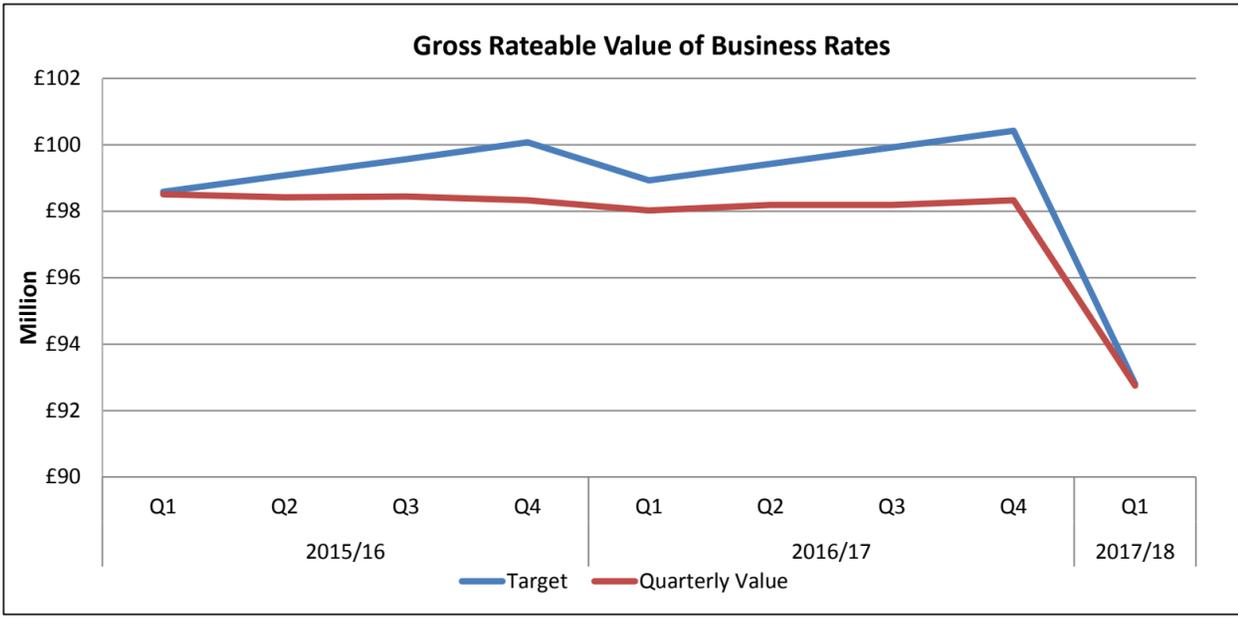
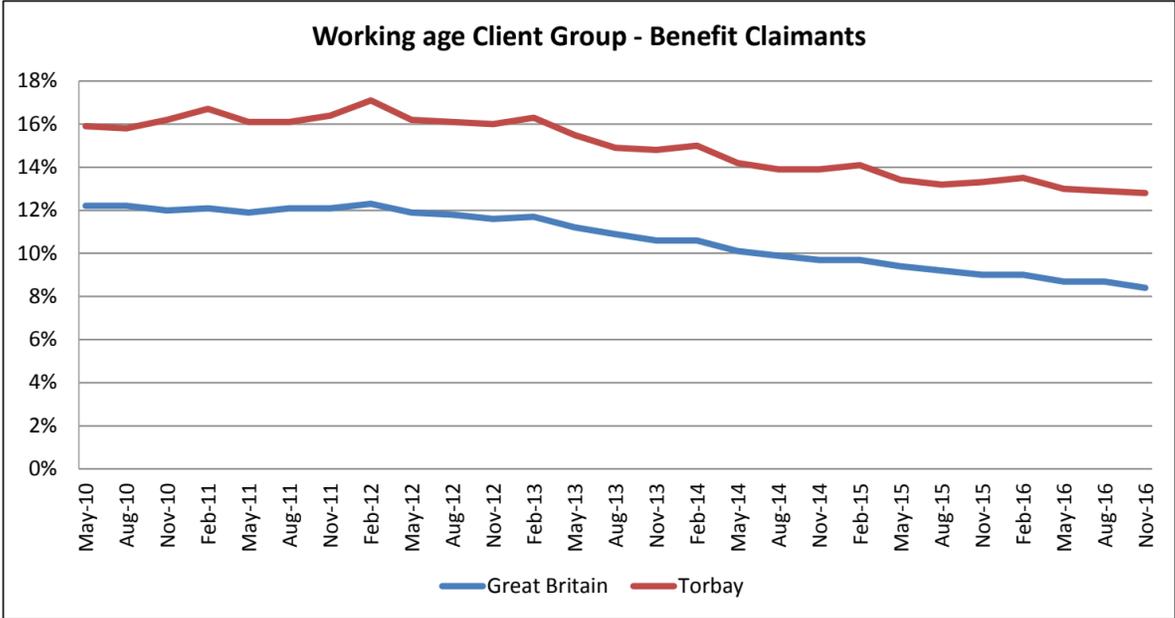
Code	Title	Polarity	Status	Prev Year End	Great Britain / Quarter Target	Feb-16	May-16	Aug-16	Nov-16	Last period value
PTPI01	Working age Client Group - Main benefit claimants	It's better to be low	Well Above Target	13.9%	8.4%	13.5%	13.0%	12.9%	12.8%	12.8% (9,820)

Code	Title	Polarity	Status	Prev Year End	Quarter Target	Quarter 2 2016/17	Quarter 3 2016/17	Quarter 4 2016/17	Quarter 1 2017/18	Last period value
PTPI02	Gross rateable value of Business Rates (NNDR)	It's better to be high	On Target	£92,338,280	£92,799,971	£98,187,919	£98,190,439	£98,335,134	£92,749,475	£92,749,475

Code	Title	Polarity	Status	Prev Year End	Great Britain / Month Target	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Last period value
PTPI03	Out of Work Benefits Claimant Count	It's better to be low	Well Below Target	2.2%	1.9%	1.8%	1.8%	1.7%	1.8%	1.8%	1.9%	2.1%	2.2%	2.2%	2.2%	2.1%	2.0%	2.0%

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	£421.60	£541.00	2016											£443.30
PTPI06	Earnings by Workplace (weekly full time)	It's better to be high	Well Below Target	£425.20	£540.20	2016											£421.80

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	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	Failure to meet national planning performance targets due to speed of decision	Medium (8)	04/07/17	2-Unlikely	4 - Major	Kevin Mowat	Planning provides quarterly returns to Government and reports to Development Management Committee every 6 months; Although Planning adjusts its resources to deal with workload pressures meeting Government deadlines can be challenging; The Government recognises this and allows Local Planning Authorities to seek the agreement of applicants to an extension of time for applications. Where an application is likely to exceed its deadline Planning will usually secure an extension of time to mitigate the risk.	Most applications are now decided within the given deadline or an agreed extension of time.	Reduced
PTR04	Failure to meet national planning performance targets due to quality of decision	Medium to high (12)	04/07/17	3 - Possible	4 - Major	Kevin Mowat	Planning provides reports to Development Management Committee every 6 months; Quality of decision making is a new measure set by Government based on the number of decisions overturned at appeal. The 2018 assessment period is April 2015 to March 2017. The risk is mitigated by ensuring reasons for refusal are robust.	Planning provides reports to Development Management Committee every 6 months; Quality of decision making is a new measure set by Government based on the number of decisions overturned at appeal. The 2018 assessment period is April 2015 to March 2017. The risk is mitigated by ensuring reasons for refusal are robust.	Accepted
PTR05	Five year housing land supply	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?
PTR05	Further reductions made under welfare reforms	Medium to high (15)	11/07/17	5 - Almost certain	3 - Moderate	Bob Clark	<p>The council will continue to support financial resilience, helping residents access appropriate life skills training and money advice with the aim of breaking cycles of personal debt and ultimately support routes into work and/or independence.</p> <p>As Torbay's economy grows and unemployment falls, strategies that encourage new employment, skills development and enterprise will mitigate welfare reform.</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>Council Tax Support – scheme updated from April 2017 with further changes to be implemented from April 2018 - level of support for working age households will drop from 72.5% to 70% and a restriction to a maximum Property Band D will be introduced.</p> <p>Universal Credit Full Service - Housing Support Element removed for young people aged 21 or under from April 2017.</p> <p>Tax Credit, Universal Credit & Housing Benefit Two Child limit - will not be paid for a third (or more) child, born on or after 6 April 2017.</p> <p>Universal Credit Full Service - All new claims from working age households, with the exception of those living in supported, exempt accommodation, will go live in Torbay from May 2018.</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 (Data is derived from a live database that is continually updated. Previously reported numbers are subject to change)

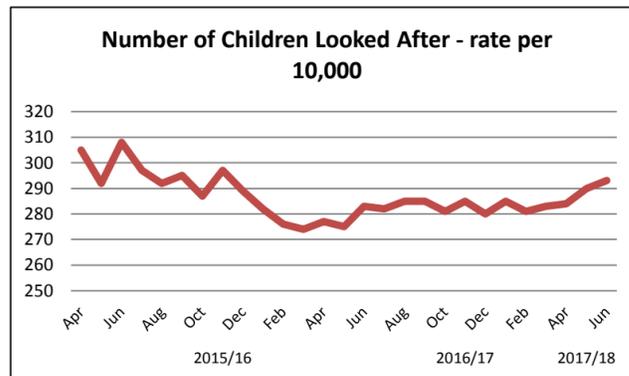
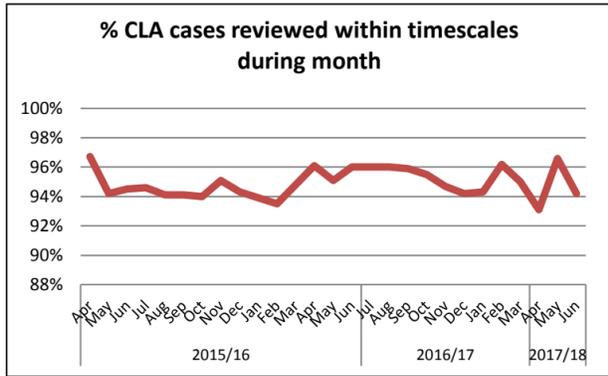
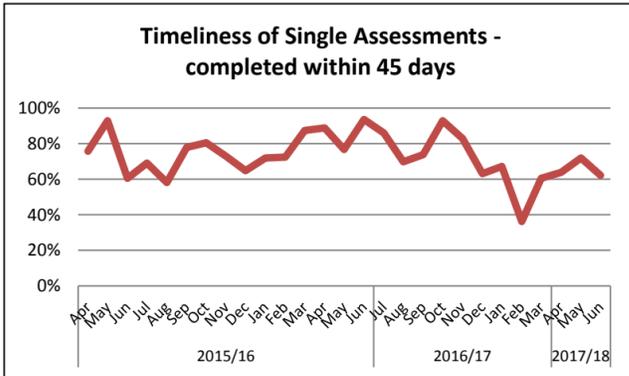
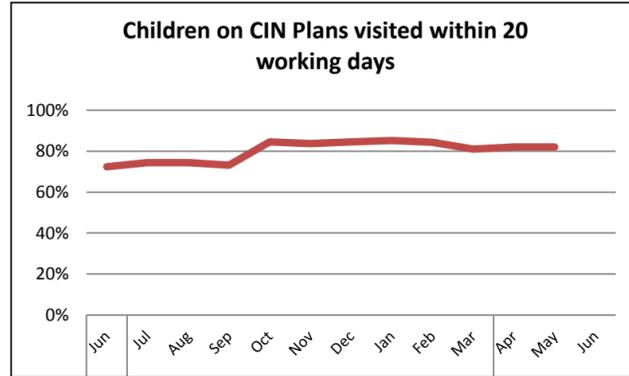
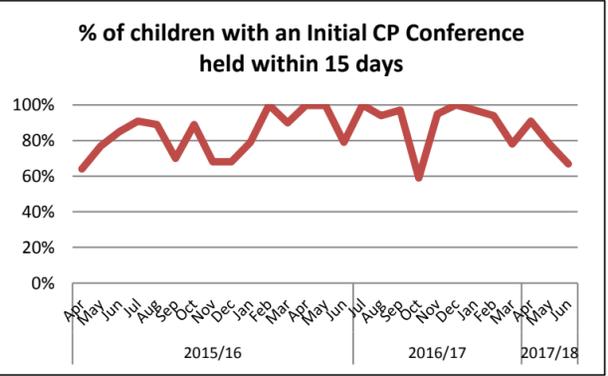
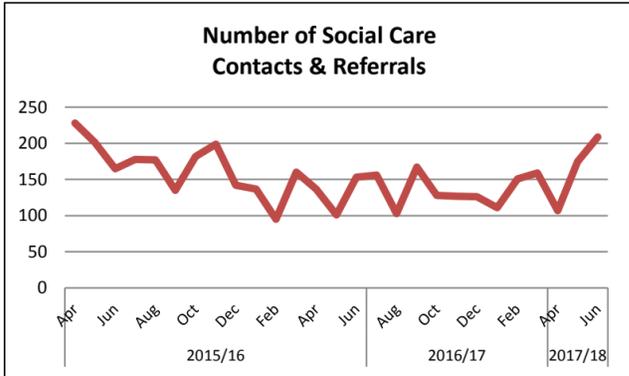
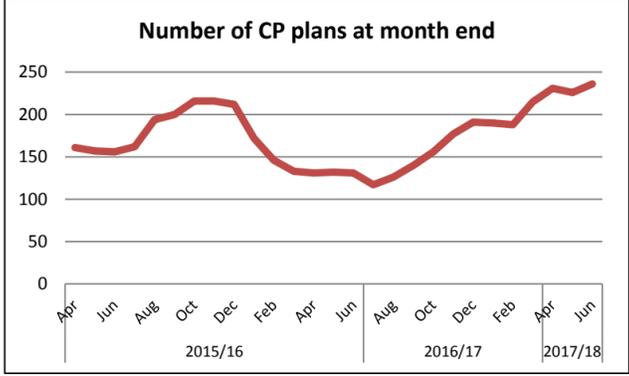
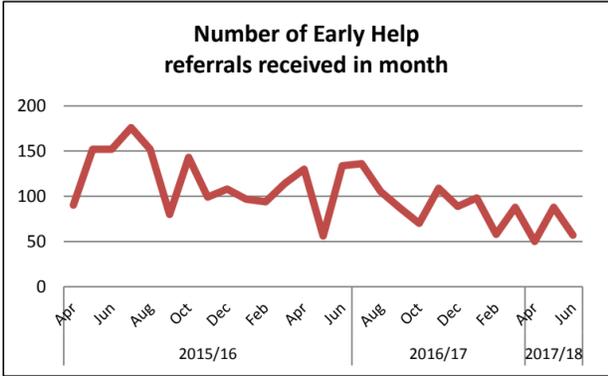
Code	Title	Polarity	Status	Average monthly for 16/17 year	Anticipated performance level	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Last period value
1	Number of Early help referrals received in month	In line with our service expectations	Below expected levels	101	100 per month (1200)	136	105	87	70	109	89	98	58	88	50	88	57	57
4	Number of Social Care Referrals	Its better to be low	Well above expected levels	139	135 per month or 1,620 per year	156	103	167	128	127	126	111	151	159	107	175	209	209

Code	Title	Polarity	Status	Average monthly for 16/17 year	Anticipated performance level	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Last period value
11	% of children with an Initial Child Protection Conference held within 15 days from strategy meetings	Its better to be high	Below expected levels	91%	100.0%	100%	94%	97%	59%	95%	100%	97%	94%	78%	91%	78%	67%	67%
12	Number of CP plans at month end by Category	In line with benchmarks	Well above expected levels	158	140	117	126	140	156	177	191	190	188	215	231	226	236	236
	Timeliness of Single Assessments - completed in month	Its better to be high	Below expected levels	69%	82%	86.0%	69.8%	73.8%	92.9%	82.9%	63.2%	67.1%	36.2%	60.6%	63.9%	71.9%	62.1%	62.1%
16	% CLA cases reviewed within timescales during the month	Its better to be high	Below expected levels	95%	100.0%	96.0%	96.0%	95.9%	95.5%	94.7%	94.2%	94.3%	96.2%	95%	93.1%	96.6%	94.2%	94.2%

Code	Title	Polarity	Status	As at 2016/17 year end	Anticipated performance level	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Last period value
12	Children on CIN plans visited within 30 working days	Its better to be high	Below expected levels	85%	90%	72%	74%	74%	73%	85%	84%	85%	85%	84%	81%	82%	82%	82%
18	Number of Children Looked After	In line with benchmarks	Well above expected levels	281	250	282	285	285	281	285	280	285	281	283	284	290	293	293

Code	Title	Polarity	Status	As at 2015/16 year end	Quarter Target	Quarter 2 2016/17	Quarter 3 2016/17	Quarter 4 2016/17	Quarter 1 2017/18	Last period value
17	Social Work Staffing levels – vacancies	Its better to be low	Above expected levels	13.7%	18%	27.7%	29.5%	28.0%	23.5%	23.5%
Code	Title	Polarity	Status	Prev Year End	England Value					Last period value
19	Adoption Timeliness - Average time from entering care to moving in with adoptive family	Its better to be low	Below expected levels	360	426	2016/17				381
PCPI09	Attainment 8 - Schools get a score based on how well pupils have performed in up to 8 qualifications, which	It's better to be high	In line	N/A	48.5%	2016				50.5%
PCPI10	% of pupils meeting the expected standard - a score of 100 or more in reading or maths and teacher assessed as working at the expected standard or better in writing.	It's better to be high	In line	N/A	53.0%	2016				51.0%
PHOF1.02iW	School Readiness: All children achieving a good level of development at the end of reception.	It's better to be high	On Target	64.40%	69.3%	2015/16				70.6%
PHOF2.02iIH	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%
PHOF2.03HI	Smoking status at the time of delivery	It's better to be low	Well above expected levels	16.1%	10.6%	2015/16				15.0%
PHOF2.09iIH	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%
PHOF3.03xHP	Population vaccination coverage - MMR for two doses (5 years old)	It's better to be high	On Target	89.9%	88.2%	2015/16				92.1%

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	Increased demand for services (Troubled Families/Early Help Strategy)	Medium to high (12)	25/07/17	3 - Possible	4 - Major	Andy Dempsey	The TSCB Early Help Strategy has been revised and was relaunched at a multi-agency event on 18th July 2017. The MASH has also been reconfigured to provide a single 'front door' for contacts including early help.	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	Delivery of 5 year plan - Stemming The Flow (Including PIP)	High (16)	25/07/17	4 - Likely	4 - Major	Andy Dempsey	A revised Medium Term Financial Strategy has been put in place that links efficiencies with the improvement programme. The direction of travel for both areas of major expenditure – staffing and placements – is downwards but the pace needs to be increased to meet the milestones set out in the MTFs. As a consequence the Q1 position will report a pressure and further action has been taken to address the continuing pressure around placement 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	Delivery of TPST and Integrated Care Organisation	High (16)	25/07/17	4 - Likely	4 - Major	Andy Dempsey	The DfE Commissioner has made his recommendation to the Minister for a partnership with Plymouth City Council. A report went to Council on 20th July to begin to progress the work necessary to have a detailed partnership agreement in place by April 2018. This is taking place alongside work by Local Partnerships to explore the wider options for the Council's future form and delivery of services.	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	Safeguarding Improvement Programme	Medium to high (12)	25/07/17	3 - Possible	4 - Major	Andy Dempsey	Children's Services have been subject to Ofsted Monitoring visits and oversight of improvement activity by the DfE Commissioner, working through the Multi-Agency Children Improvement Board (CIB). These have concluded that progress in the six months following the inspection was too slow but that this has now been improved following the appointment of a new DCS and AD. A third Ofsted Monitoring Visit is scheduled for July 2017 and a peer review in September/October via Hampshire County Council as the DfE appointed improvement partner.	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	Removal of the Education Service Grant	High (16)	25/07/17	4 - Likely	4 - Major	Andy Dempsey	Action has been taken to address the reductions in Education Service Grant to enable the local authority to continue its essential support functions for schools. Funding is allocated to the local authority at a rate of £15 per pupil..	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
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Protecting Vulnerable Adults

Protecting Vulnerable Adults: Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Last period value
LI404	No. of permanent care home placements	It's better to be low	On Target	642	635	614	626	635	641	649	649	636	636	642	634	629	619	619
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	38.34%	10.8%	21.91%	25.16%	28.47%	30.04%	32.50%	34.90%	35.81%	37.03%	38.34%	4.0%	9.0%	17.0%	17.0%
TCT14b	Safeguarding Adults - % repeat SG referrals in last 12 months	It's better to be low	Well Above Target	7.0%	8.0%	7.0%	8.0%	8.0%	7.0%	7.0%	7.5%	3.3%	8.0%	7.0%	6.0%	3.0%	10.0%	10.0%
BCF-004a	Delayed transfers of care from hospital (days)	It's better to be low	Well Below Target	2106	124	590	811	925	1120	1,404	1,685	1,901	2,106		210	377	N/A	377
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: 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)	01/08/17	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.	In progress - Demand work with John Bolton and the LGA agreed with joint executive between the Council and the ICO.	Reduced
ASCR02	Financial strain relating to the implementation of the Care Act	Medium (6)	01/08/17	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.	Care Act monies now normalised as part of grant- there will be a Government Green Paper this autumn on future costs of social care including Dilnot recommendations.	Accepted
ASCR03	Insufficient and unsustainable care home market in Torbay	High (16)	01/08/17	4 - Likely	4 - High	Caroline Taylor	Work to diversify the market and outcomes based model and regional work on supply. Market for nursing and complex clients under pressures and upward price pressures in all areas.	The care home market is volatile, the Council is working with CCG and ICO to reduce the risk and also with Devon Partnership Trust for mental health placements.	Accepted
ASCR04	Integrated Care Organisation: Delivery of new model of care at pace and scale	Medium to high (12)	01/08/17	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. There is a need to ensure STP finance plan is aligned to council MTFP and risk share is robust. STP capitated budget for NHS and sub-Devon arrangements may impact on risk.	Progress in implementation. There is regular scrutiny consideration and adults monitoring group to review progress.	Accepted
ASCR05	Failure to deliver ICO within budget	High (16)	01/08/17	4 - Likely	4 - Major	Caroline Taylor	Capped risk share in place still to be agreed with NHS regulator.	Capped risk in place but there is a risk around Better Care Fund and savings targets delivery in future years.	Accepted

Running an Efficient Council

Running an Efficient Council: Performance Indicators

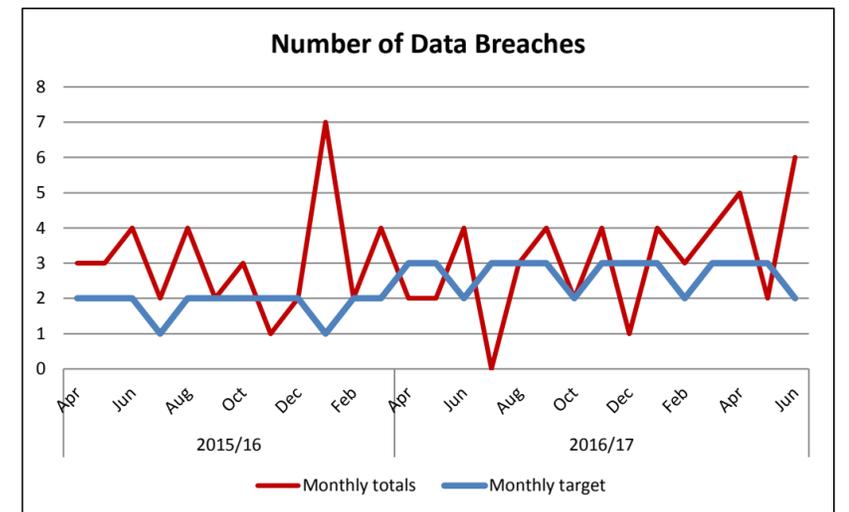
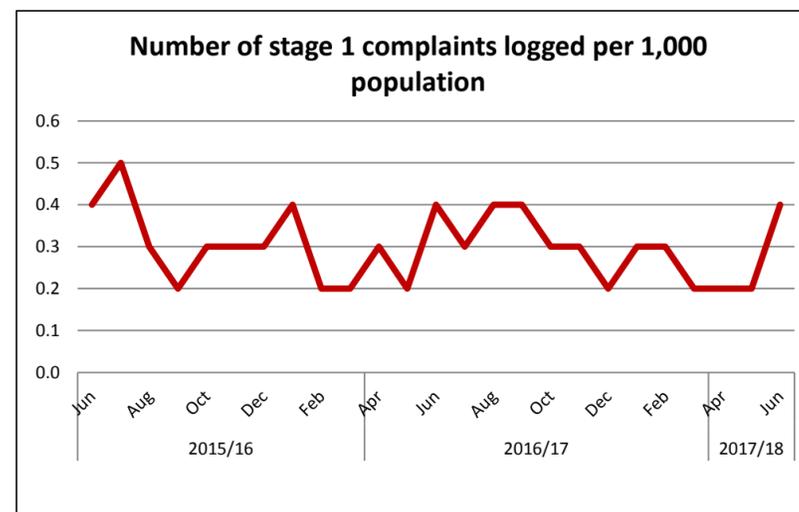
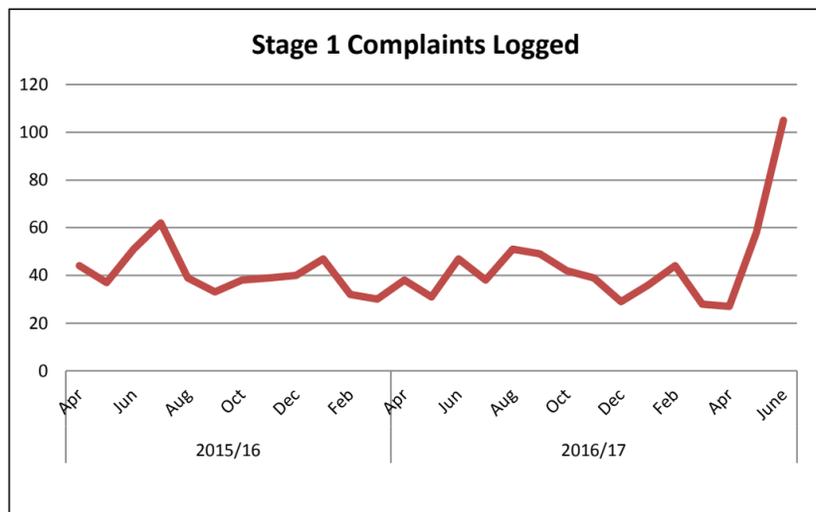
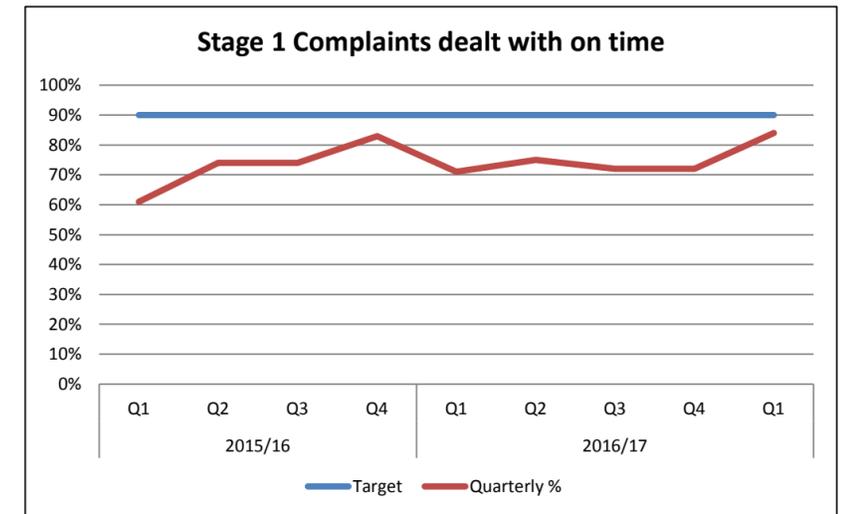
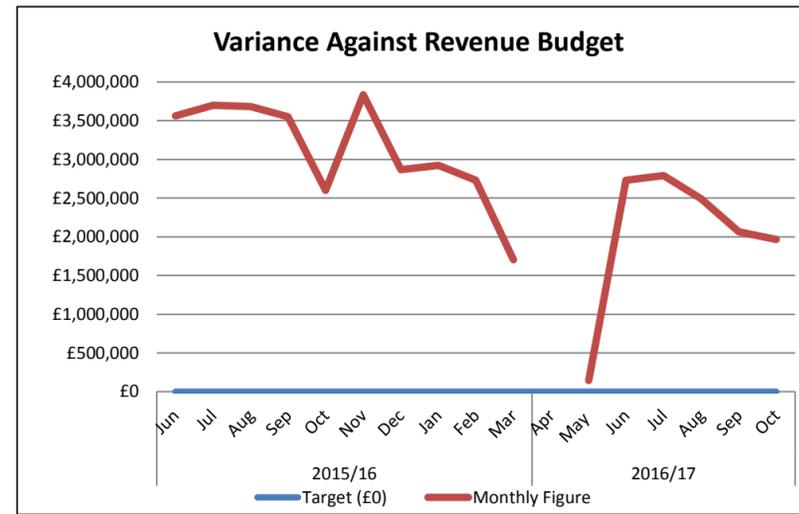
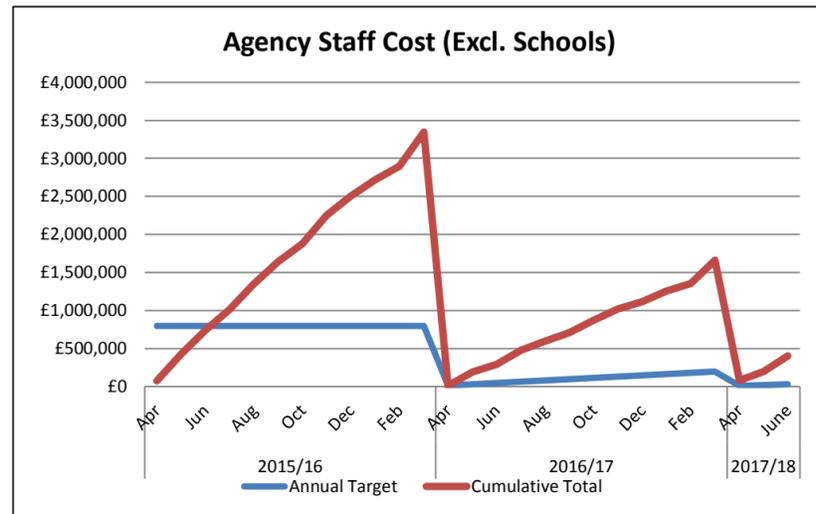
Code	Title	Polarity	Status	Prev Year End	Monthly Target	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Cumulative to date
RECPI01	Agency Staff Cost (excluding schools)	It's better to be low	Well Above Target	£1,661,261	£29,900	£473,613	£600,741	£711,616	£871,964	£1,018,806	£1,118,070	£1,254,934	£1,355,678	£1,661,261	£80,541	£114,935	£210,016	£405,492 Adults £0k, Children's £187.6k, Public Health £0k, Corporate & Business Services £16.9k & Community and Customer services £5.5k

Code	Title	Polarity	Status	Prev Year End	Annual Target	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Last period value
RECPI02	Variance Against Revenue Budget	It's better to be low	Below Target	£1,701,000	£0	£2,791,000	£2,493,000	£2,062,000	£1,967,000	£1,967,000	£2,200,000	£2,284,000	£2,211,000	£	£	£		£

Code	Title	Polarity	Status	Prev Year End	Annual or monthly Target?	Quarter 2 2016/17	Quarter 3 2016/17	Quarter 4 2016/17	Quarter 1 2017/18	Last period value
RECPI05	Stage 1 complaints dealt with on time	It's better to be high	Well Below Target	83%	90%	75%	72%	72%	84%	84%

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Cumulative to Date
RECPI06	Number of stage 1 complaints logged	N/A	(monito-ring only)	492	n/a	51	49	42	39	29	29	36	44	28	27	31	47	105
RECPI08	Number of stage 1 complaints logged per 1,000 population	N/A	(monito-ring only)	3.7	n/a	0.4	0.4	0.3	0.3	0.2	0.2	0.3	0.3	0.2	0.2	0.2	0.4	0.8
RECPI07	Number of Data breaches	It's better to be low	Well Above Target	37	8	8	11	16	18	22	23	27	30	34	5	7	13	13

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	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)	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 Torbay Development Agency Performance Indicators

Code	Title	Polarity	Status	Prev Year End	Monthly Target	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Last period value
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CU-06	Number of inward investment enquiries received	It's better to be high	On Target	41	7		16			36			41		3	7		
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Code	Title	Polarity	Status	Prev Year End	Quarterly Target	Quarter 2 2016/17	Quarter 3 2016/17	Quarter 4 2016/17	Quarter 1 2017/18	Last period value
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EDCPI-001	0% variance from budget	It's better to be low	Below Target	0.00	0.00	-4.00%	2.00%	0.10%		
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EDCPI-056	Income from Torbay Council let estate	It's better to be high	On Target	£4,235,777	£4,235,777		2016/17 £4,235,777		£4,241,759	£4,241,759
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Code	Title	Polarity	Status	Prev Year End	Annual Target	Last period value
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BUSR018	Total jobs created	It's better to be high	Well Above Target	172	150	2015/16 170
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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?
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BURTDAR-001	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.		
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