

Strategic and Corporate Risk Registers (as at 10/02/2025)

Category	Code	Risk Title	Accountable Officer	Risk Completion Officer	Unmitigated Score	Current Mitigated Score	Last Review	Direction of Travel
Strategic Risk	03	Failure to have good economic growth that allows us to address the needs of the most vulnerable.	Anthony Payne	Lisa Tuck	25	16	10/02/2025	—
	04	Failure to set a robust budget and Medium-Term Resource Plan	Malcolm Coe	Malcolm Coe	25	15	03/02/2025	—
	05	Failure to supply sufficient housing for Torbay's needs	Anthony Payne	David Edmondson	20	20	05/02/2025	—
	06	Pandemic or high impact outbreak of infectious disease	Lincoln Sargeant	Mandy Guy	16	12	30/01/2025	—
	07	Recruitment and Retention	Matt Fairclough-Kay	Sue Wiltshire	25	4	24/01/2025	▼
	08	Operational or governance failure of our wholly owned companies	Matt Fairclough-Kay	Malcolm Coe	20	9	07/02/2025	—
	09	Failure to adapt to a changing climate	Anthony Payne	David Edmondson	16	16	05/02/2025	—
	10	Failure of Torbay and South Devon NHS Foundation Trust to deliver Adult Social Care Statutory duties	Jo Williams	Jo Williams	20	12	07/02/2025	—

Total Strategic Risks = 8

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Category	Code	Risk Title	Accountable Officer	Risk Completion Officer	Unmitigated Score	Current Mitigated Score	Last Review	Direction of Travel
Corporate Risk	01	Lack of effective risk management	Matt Fairclough-Kay	Eve Bates	20	8	07/02/2025	▼
	02	Failure to have adequate insurance in place for all council assets and activities	Matt Fairclough-Kay	Evelyn Murray	15	10	05/02/2025	—
	03	Prolonged Data Centre Outage	Matt Fairclough-Kay	Gavin Dunphy	20	10	22/01/2025	—
	04	Large scale cyber attack	Matt Fairclough-Kay	Gavin Dunphy	25	15	22/01/2025	—
	05	Failure to comply with Health & Safety legislation	Matt Fairclough-Kay	Dave Walker	20	20	05/02/2025	—
	06	Failure for our wholly owned companies to comply with H&S, fire, environmental legislation.	Matt Fairclough-Kay	Dave Walker	16	20	05/02/2025	—
	07	Talent development (Future proofing the workforce)	Matt Fairclough-Kay	Sue Wiltshire	12	6	24/01/2025	▼
	08	Breach of Equality Act or breach of the Human Rights Act	Matt Fairclough-Kay	Laura Hill	16	12	04/02/2025	—
	09	Reputation of council	Anne-Marie Bond	Kate Spencer	16	9	15/01/2025	—
	10	Failure to produce quality data	Matt Fairclough-Kay	Joanne Beer	25	8	15/01/2025	—
	11	Inadequately prepared to respond and manage the impact of a major incident	Matt Fairclough-Kay	Steven Harvey	15	8	12/12/2024	—
	12	Ineffective Business Continuity Management	Matt Fairclough-Kay	Steven Harvey	12	8	12/12/2024	—
	14	Delivery of SEND	Nancy Meehan	Lisa Chittenden	25	20	29/01/2025	—
	15	Failure to stabilise the budget for the Higher Needs block	Nancy Meehan	Lisa Chittenden	25	20	29/01/2025	—
	16	Quality of performance and data	Nancy Meehan	Lisa Chittenden	20	9	29/01/2025	—
	17	Placement sufficiency	Nancy Meehan	Lisa Chittenden	25	25	29/01/2025	—
	18	Demand on services outstrips resource and budget	Nancy Meehan	Lisa Chittenden	20	15	29/01/2025	—
	19	Recruitment and retention Of Social Workers	Nancy Meehan	Lisa Chittenden	20	9	03/02/2025	—
	20	Failure to replace the Paris system	Jo Williams	Jo Williams	25	15	07/02/2025	—
	21	GDPR Compliance and Effective Information Governance	Matt Fairclough-Kay	Joanne Beer	15	12	17/12/2024	—
	22	High levels of customer dissatisfaction	Matt Fairclough-Kay	Joanne Beer	9	9	05/02/2025	—
	23	Implementation of the customer relationship management (CRM) system	Matt Fairclough-Kay	Matt Fairclough-Kay	16	6	15/01/2025	—
	24	Failure to have effective, modern software systems in place to support key business areas.	Matt Fairclough-Kay	Gavin Dunphy	20	15	22/01/2025	—
	25	Legal costs for Children's Services - Judicial Reviews	Matt Fairclough-Kay	Amanda Barlow	15	10	03/02/2025	▲
	26	Failure to deliver mandated public health services	Lincoln Sargeant	Ian Tyson	16	3	15/01/2025	—
	27	Failure to respond adequately to the fuel crisis or similar events affecting the most vulnerable	Lincoln Sargeant	Julia Chisnell	16	9	29/01/2025	—
	28	Failure to deliver or facilitate the delivery of future extra care housing	Jo Williams	Adam Russell	12	9	23/01/2025	▼

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29	Corporate Debt recovery from ASC customers	Jo Williams	Jo Williams	12	9	28/01/2025	—
31	Failure to administer and pay housing benefit accurately & promptly	Malcolm Coe	Richard Owen	15	9	06/12/2024	—
32	Increased homelessness and insufficient temporary accommodation	Tara Harris	Lianne Hancock	16	12	10/02/2025	—
33	Lack of effective project management	Matt Fairclough-Kay	Matt Fairclough-Kay	12	8	18/12/2024	—
35	Lack of focus on key priorities	Anne-Marie Bond	Anne-Marie Bond	20	12	07/02/2025	—
36	Failure to maximise the benefits of partnership working	Anne-Marie Bond	Anne-Marie Bond	15	9	07/02/2025	—
37	Failure to have adequate constitution and democratic governance arrangements in place	Anne-Marie Bond	Amanda Barlow	12	12	08/01/2025	—
38	Health and wellbeing of staff	Matt Fairclough-Kay	Sue Wiltshire	20	3	24/01/2025	▼
39	Delivery of elections / electoral registration	Anne-Marie Bond	Catherine Hayden	20	9	05/02/2025	—
40	Failure to deliver the commitments within the Council's Policy Framework	Anne-Marie Bond	Kate Spencer	12	12	06/01/2025	—
41	Failure to collect, or loss of, income in particular council tax and business rates	Malcolm Coe	Alistair Townsend	20	12	10/02/2025	—
43	Failure to have effective procurement and contract management arrangements in place	Malcolm Coe	Tracey Field	16	8	06/02/2025	—
44	Failure to adequately prepare for, and meet grant conditions (Capital Projects)	Malcolm Coe	Malcolm Coe	20	12	03/02/2025	—
45	Failure to effectively and efficiently deliver the Capital Programme	Anthony Payne	David Carter	20	12	10/02/2025	—
46	Effective Housing delivery	Anthony Payne	David Edmondson	20	20	05/02/2025	—
47	Effective delivery of Economic Growth Strategy	Anthony Payne	Lisa Tuck	20	16	10/02/2025	—
48	Failure to deliver town centre regeneration projects	Anthony Payne	David Carter	20	12	10/02/2025	—
49	Failure to have an up to date adopted Local Plan in place	Anthony Payne	David Edmondson	12	12	30/12/2024	—
50	Failure to meet Development Management national and local performance targets	Anthony Payne	David Edmondson	20	15	05/02/2025	—
51	Failure to support people to maintain and access permanent accommodation.	Malcolm Coe	Clive Hayward, Richard Owen	20	6	15/01/2025	—
53	Failure to deliver the Statutory Harbour Authority (SHA) functions	Anthony Payne	Matt Reeks	20	16	07/02/2025	—
54	Delivery of satisfactory beach and coastal services	Anthony Payne	Matt Reeks	9	6	07/10/2024	▼
56	Failure to meet Care Act 2014 section five (one)	Jo Williams	Adam Russell	20	12	05/02/2025	—
57	Data loss through use of artificial intelligence	Matt Fairclough-Kay	Joanne Beer	12	6	07/01/2025	—
58	Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council	Matt Fairclough-Kay	Stuart Loly	20	4	29/01/2025	—
59	Risk of Fraud and Error causing financial loss or reputational damage to the council.	Malcolm Coe	Rachel Worsley	25	9	05/02/2025	—
60	Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets	Anthony Payne	David Edmondson	15	15	30/12/2024	—
61	Failure to realise the benefits of devolution for Devon and Torbay	Anne-Marie Bond	Kate Spencer	6	6	06/01/2025	—
62	Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)	Jo Williams	Lee Baxter	12	12	27/01/2025	—
63	Potential loss of data through cyber breach (Adult Social Care)	Jo Williams	Chris Lethbridge	16	12	03/02/2025	▼
64	Failure to deliver the financial sustainability plans	Malcolm Coe	Malcolm Coe	16	8	03/02/2025	—
65	Failure to comply with the grant conditions for the Youth Investment Fund	Nancy Meehan	Lisa Chittenden	12	12	07/01/2025	—
66	Failure to transfer PFI schools back to the Council in good condition with the appropriate workforce	Nancy Meehan	Clare Talbot	20	9	27/01/2025	—

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67	Non-compliance with Council's visual identity standards	Matt Fairclough-Kay	Beth Hill	12	9	19/12/2024	—
68	ASC Transformation Programme fails to deliver financial sustainability	Jo Williams	Anna Coles	16	12	27/01/2025	—
69	Failure to show due regard in relation to our legal duty under the Armed Forces Act 2021	Matt Fairclough-Kay	Will Harris	15	9	11/12/2024	▼
70	Failure to prevent employees from being subjected to sexual harassment in the workplace	Matt Fairclough-Kay	Sue Wiltshire	6	3	11/12/2024	▼
71	Failure to ensure safe maintenance and compliance of the Council's housing stock	Malcolm Coe	Paul Palmer	12	8	13/12/2024	▼
72	Inadequate resources to satisfy the obligations of the Flood and Water Management Act Schedule 3	Anthony Payne	Tim Jones	20	16	03/02/2025	▼
73	Failure to adequately undertake proactive improvement works to cliffs and coastal defences	Anthony Payne	Tim Jones	16	16	03/02/2025	—
74	Failure to effectively maintain Council Heritage Assets	Malcolm Coe	Paul Palmer	20	16	15/01/2025	—
75	Failure to effectively maintain and invest in our Operational Estate	Malcolm Coe	Paul Palmer	20	16	15/01/2025	—
76	Failure to adequately maintain and invest in our Community Assets	Malcolm Coe	Paul Palmer	6	4	13/12/2024	▼
81	Council Redesign - Our Organisation Project Overall Risk	Matt Fairclough-Kay	Matt Fairclough-Kay	15	8	26/11/2024	—
82	Council Redesign - Our People Project Overall Risk	Matt Fairclough-Kay	Sue Wiltshire	15	6	11/12/2024	—

Total Corporate Risks = 72