Category	Code	Risk Title	Accountable	Risk Completion	Unmitigated	Current	Last Review	Direction of
			Officer	Officer	Score	Mitigated		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

Category	Code	Risk Title	Accountable Officer	Risk Completion Officer	Unmitigated Score	Current Mitigated	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	_
i	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	<b>A</b>
	26	Failure to deliver mandated public health services	Lincoln Sargeant	lan 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	-

29   Composite Defer recovery from ASC consoners   So Williams   12   9   36/07/2025			1	1			1	
Precisioned homelessness and insufficient temporary accummodation  Tax Harris  Liume Harrock  12 10,02,7035  33 Lack of effective project management  Matt FairCough-Kay  Ante Marie Bond  Anne Marie Bond  Anne Marie Bond  Anne Marie Bond  35 Salue to maximise the benefits of partnership working  Anne Marie Bond  Anne Marie Bond  Anne Marie Bond  36 Salue to maximise the benefits of partnership working  Anne Marie Bond  Anne Marie Bond  37 Failure to maximise the benefits of partnership working  Anne Marie Bond  Anne Marie Bond  38 9 0702,0035  37 Failure to maximise the benefits of partnership working  Anne Marie Bond  Anne Marie Bond  38 9 0702,0035  38 Active Marie Bond  Anne Marie Bond  Anne Marie Bond  Anne Marie Bond  39 9 0702,0035  30 Delivery of elections / electral registration  Anne Marie Bond  Bond  Anne Marie Bond  Anne Marie Bond  Bond  Anne Marie Bond  Bond  Anne Marie Bond  Bond  Anne Marie Bond	29	Corporate Debt recovery from ASC customers	Jo Williams	Jo Williams	12	9	28/01/2025	_
33 Lack of effective project management  Matt Faircborgh-Key  Anne-Marie Bond  SS June to manafacture constitution and democratic governance orangements in place  Anne-Marie Bond  Anne-Marie Bond  Anne-Marie Bond  SS June State Bond  Anne-Marie Bond  Anne-	31	Failure to administer and pay housing benefit accurately & promptly	Malcolm Coe	Richard Owen	15	9	06/12/2024	_
35 Lack of focus on key priorities  Anne-Marie Bond Anter Marie Bond Anne-Marie Bond Anne-Mari	32	Increased homelessness and insufficient temporary accommodation	Tara Harris	Lianne Hancock	16	12	10/02/2025	_
36 Failure to maximise the benefits of purtnership working 37 Failure to maximise the benefits of purtnership working 38 Health and wellbeing of staff 38 Health and wellbeing of staff 39 Delivery of elections / electronal egistration 40 Failure to belive the commitments within the Council's Policy Framework 40 Failure to deliver the commitments within the Council's Policy Framework 41 Failure to deliver the commitments within the Council's Policy Framework 41 Failure to deliver the commitments within the Council's Policy Framework 42 Failure to have effectively procurement and contract management progress in place 43 Failure to have effectively procurement and contract management progress in place 44 Failure to bacterially repairs for, and meet grant conditions (Sapital Projects) 45 Failure to deliver the Capital Programme 46 Failure to deliver the Capital Programme 47 Failure to deliver the Capital Programme 48 Failure to deliver for the Capital Programme 49 Failure to Programme Failure (Sapital Programme 40 Failure to have effectively and efficiently deliver the Capital Programme 40 Failure to have effectively and efficiently deliver the Capital Programme 40 Failure to have effectively and efficiently deliver the Capital Programme 40 Failure to have effectively and efficiently deliver the Capital Programme 41 Failure to deliver for commic Growth Strategy 42 Failure to have enumer for commic Growth Strategy 43 Failure to have enumer for Commic Growth Strategy 44 Failure to have enumer for Commic Growth Strategy 45 Failure to have enumer for Commic Growth Strategy 46 Failure to have an up to date adopted Local Plan in place 47 Failure to have enumer than and access permanent accommodation. 48 Failure to have enumer for Commission and access permanent accommodation. 49 Failure to the support people to maintain and access permanent accommodation. 40 Failure to support people to maintain and access permanent accommodation. 40 Failure to support people to maintain and access permanent accommodation. 40 Failure to m	33	Lack of effective project management	Matt Fairclough-Kay	Matt Fairclough-Kay	12	8	18/12/2024	_
Failure to have adequate constitution and democratic governance arrangements in place  Anne-Marie Bond Anne-Ma	35	Lack of focus on key priorities	Anne-Marie Bond	Anne-Marie Bond	20	12	07/02/2025	_
Mestith and wellbeing of staff	36	Failure to maximise the benefits of partnership working	Anne-Marie Bond	Anne-Marie Bond	15	9	07/02/2025	_
Delivery of elections / electi	37	Failure to have adequate constitution and democratic governance arrangements in place	Anne-Marie Bond	Amanda Barlow	12	12	08/01/2025	_
40 Failure to deliver the commitments within the Counci's Policy Framework  41 Failure to collect, or loss of, income in particular council tax and business rates  42 Failure to collect, or loss of, income in particular council tax and business rates  43 Failure to adve effective procurement and contract managements in place  44 Failure to adve effective procurement and contract managements in place  45 Failure to adve effective procurement and contract managements in place  46 Failure to adveuately prepare for, and meet grant conditions (Capital Projects)  47 Failure to effectively and efficiently deliver the Capital Programme  48 Anthony Payne  49 Failure to effectively and efficiently deliver the Capital Programme  48 Failure to deliver of Economic Growth Strategy  48 Failure to deliver town centre regeneration projects  49 Failure to town up to data adopted Local Plan in place  40 Failure to have an up to data adopted Local Plan in place  41 Anthony Payne  42 David Edmondson  43 Failure to support people to maintain and local performance targets  44 Anthony Payne  45 Failure to support people to maintain and ancess permanent accommodation.  46 Failure to support people to maintain and ancess permanent accommodation.  47 Failure to support people to maintain and access permanent accommodation.  48 Failure to support people to maintain and access permanent accommodation.  48 Failure to support people to maintain and access permanent accommodation.  48 Failure to support people to maintain and access permanent accommodation.  48 Failure to support people to maintain and access permanent accommodation.  48 Failure to support people to maintain and access permanent accommodation.  48 Failure to support people to maintain and access permanent accommodation.  48 Failure to support people to maintain and access permanent accommodation.  48 Failure to support people to maintain and access permanent accommodation.  58 Failure to support people to maintain and access permanent accommodation.  59 Failure to support peo	38	Health and wellbeing of staff	Matt Fairclough-Kay	Sue Wiltshire	20	3	24/01/2025	•
41 Failure to collect, or loss of, income in particular council tax and business rates  Malcolm Coe Alistair Townsend 30 12 10/02/2025  43 Failure to have effective procurement and contract managements in place Alistair Comment 44 Failure to adequately prepare for, and meet grant conditions (Capital Projects) Alicolm Coe Alistair Comment 45 Failure to adequately prepare for, and meet grant conditions (Capital Projects) Anthony Payne Anthony Payne Anthony Payne David Edmondson 20 12 10/02/2025  46 Effective delivery of Economic Growth Strategy Anthony Payne David Edmondson 20 05/02/2025  47 Effective delivery of Economic Growth Strategy Anthony Payne Anthony Payne David Edmondson 20 15 10/02/2025  48 Failure to deliver town centre regeneration projects Anthony Payne David Edmondson 20 12 10/02/2025  49 Failure to have an up to date adopted Local Plan in place Anthony Payne David Edmondson 20 12 10/02/2025  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 Cline Hayward, Richard Owen David Edmondson 20 15 05/02/2025  51 Failure to deliver the Statutory Harbour Authority (SHA) functions Anthony Payne Matt Reeks 30 6 07/10/2024  56 Failure to meet Care Act 2014 section five (one) Anthony Payne Matt Reeks 9 6 07/10/2025  57 Data loss through use of artificial intelligence Matt Fairclough-Kay Adam Russell 50 12 05/02/2025  58 Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council Malcolm Coe Rachel Worsley Anthony Payne David Edmondson 15 15 05/02/2025  60 Failure to realise the benefits of devolution for Devon and Torbay Anthony Payne Anthony Payne David Edmondson 15 15 03/02/2025  61 Failure to realise the benefits of devolution for Devon and Torbay Anthony Payne David Edmondson 15 15 03/02/2025  62 Deprivation of Liberty waiting list (CO under delegated tasks of Section 75 agreement) Jo Williams Lee Bacte	39	Delivery of elections / electoral registration	Anne-Marie Bond	Catherine Hayden	20	9	05/02/2025	_
43 Failure to have effective procurement and contract managements in place  44 Failure to adequately prepare for, and meet grant conditions (Capital Projects)  45 Failure to adequately prepare for, and meet grant conditions (Capital Projects)  46 Failure to defectively and efficiently deliver the Capital Programme  47 Anthony Payne  48 Effective Housing delivery  49 Anthony Payne  49 Failure to deliver town centre regeneration projects  40 Failure to deliver town centre regeneration projects  41 Anthony Payne  42 David Edmondson  42 12 10/02/2025  43 Failure to deliver town centre regeneration projects  44 Anthony Payne  45 David Edmondson  46 Failure to have an up to date adopted Local Plan in place  46 Anthony Payne  47 David Edmondson  48 Failure to have an up to date adopted Local Plan in place  48 Anthony Payne  49 Failure to have an up to date adopted Local Plan in place  49 Failure to weet Development Management national and local performance targets  40 Anthony Payne  41 David Edmondson  42 12 30/12/2024  43 Failure to deliver the Statutory Harbour Authority (SHA) functions  41 Failure to deliver the Statutory Harbour Authority (SHA) functions  41 Failure to deliver the Statutory Harbour Authority (SHA) functions  42 Anthony Payne  43 Failure to deliver the Statutory Harbour Authority (SHA) functions  44 Anthony Payne  45 Delivery of satisfactory beach and coasal services  45 Delivery of satisfactory beach and coasal services  46 Failure to meet Care Act 2014 section five (one)  47 July 10 Jul	40	Failure to deliver the commitments within the Council's Policy Framework	Anne-Marie Bond	Kate Spencer	12	12	06/01/2025	_
44 Failure to adequately prepare for, and meet grant conditions (Capital Projects)  45 Failure to effectively and efficiently deliver the Capital Programme  47 Anthony Payne  48 Anthony Payne  48 Effective Housing delivery  49 Effective delivery of Economic Growth Strategy  49 Anthony Payne  48 Failure to deliver form centre regeneration projects  49 Failure to have an up to date adopted Local Plan in place  49 Failure to meet Development Management national and local performance targets  49 Failure to meet Development Management attorial and local performance targets  40 Anthony Payne  41 David Edmondson  42 12 12 30/12/2024  43 Failure to have an up to date adopted Local Plan in place  42 13 10/02/2025  43 Failure to meet Development Management attorial and local performance targets  43 Anthony Payne  44 David Edmondson  45 Failure to meet Development Management accommodation.  45 Failure to meet Development Management accommodation.  46 Live Hayward, Richard  47 Owen  48 Anthony Payne  48 Matt Reeks  49 6 15/01/2025  50 Failure to deliver the Statutory Harbour Authority (SHA) functions  48 Anthony Payne  48 Matt Reeks  50 6 07/10/2025  51 Data loss through use of artificial intelligence  52 12 0 50/2/2025  53 Patente Care Act 2014 section five (one)  54 John Matt Fairclough-Kay  55 Jalaine to meet Care Act 2014 section five (one)  56 Failure to meet Care Act 2014 section five (one)  57 Data loss through use of artificial intelligence  58 Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council  59 Risk of Faud and Error causing financial loss or reputational damage to the council.  50 Matt Fairclough-Kay  50 John Salver Payne  51 John Salver Payne  51 John Salver Payne  51 John Salver Payne  51 John Salver Payne  52 John Salver Payne  53 John Salver Payne  54 John Salver Payne  55 John Salver Payne  56 John Salver Payne  57 John Salver Payne  58 John Salver Payne  59 John Salver	41	Failure to collect, or loss of, income in particular council tax and business rates	Malcolm Coe	Alistair Townsend	20	12	10/02/2025	_
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 Effmondson  20 23 05/22/2025  47 Effective delivery of Economic Growth Strategy  Anthony Payne  David Effmondson  20 28 18 10/02/2025  48 Failure to deliver town centre regeneration projects  Anthony Payne  David Carter  20 12 10/02/2025  49 Failure to deliver town centre regeneration projects  Anthony Payne  David Edmondson  12 12 30/12/2024  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  12 12 30/12/2024  51 Failure to support people to maintain and access permanent accommodation.  Malcolm Coe  Clive Hayward, Richard  Owen  Matt Reeks  53 Failure to deliver the Statutory Harbour Authority (SHA) functions  Anthony Payne  Matt Reeks  54 Delivery of satisfactory beach and coastal services  Anthony Payne  Matt Reeks  55 Failure to meet Care Act 2014 section five (one)  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  David Edmondson  28 15 05/02/2025  59 Risk of Fraud and Error causing financial loss or reputational damage to the council.  Malcolm Coe  Rachel Worsley  28 9 05/02/2025  60 Failure to realise the benefits of devolution for Devon and Torbay  Anne-Marie Bond  Arter Spencer  6 6 06/01/2025  61 Failure to realise the benefits of devolution for Devon and Torbay  Anne-Marie Bond  Anter Payne  Anter David Edmondson  15 15 30/12/2024  61 Failure to realise the benefits of devolution for Devon and Torbay  Anne-Marie Bond  Asket Spencer  6 6 6 06/01/2025  62 Deprivation of Liberty waiting list (CO under delegated tasks of Section 75 agreement)  Jo Williams  Lee Baster  12 12 27/01/2025  63 F	43	Failure to have effective procurement and contract management arrangements in place	Malcolm Coe	Tracey Field	16	8	06/02/2025	_
46 Effective Housing delivery  Anthony Payne  David Edmondson  20 21 05/02/2025  47 Effective delivery of Economic Growth Strategy  Anthony Payne  Anthony Payne  Anthony Payne  David Carter  20 12 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  10 12 12 30/12/2024  Anthony Payne  David Edmondson  11 12 30/12/2024  Anthony Payne  David Edmondson  12 12 30/12/2024  Anthony Payne  David Edmondson  12 12 30/12/2024  Anthony Payne  David Edmondson  13 15 05/02/2025  51 Failure to weet Development Management national and local performance targets  Anthony Payne  Anthony Payne  David Edmondson  12 12 30/12/2024  Anthony Payne  David Edmondson  13 15 05/02/2025  51 Failure to weet Development Management national and local performance targets  Anthony Payne  David Edmondson  12 12 30/12/2024  Anthony Payne  David Edmondson  12 12 30/12/2024  Anthony Payne  David Edmondson  13 15 05/02/2025  51 Failure to weet Development Management national and local performance targets  Anthony Payne  David Edmondson  14 12 05/02/2025  David Edmondson  15 05/02/2025  David Edmondson  16 15/01/2025  David Edmondson  17 07/02/2025  David Edmondson  18 15 05/02/2025  David Edmondson  19 15 05/02/2025  David Edmondson  19 15 05/02/2025  David Edmondson  20 05/02/2025  David Edmondson  20 05/02/2025  David Edmondson  21 12 05/02/2025  David Edmondson  22 05/02/2025  David Edmondson  23 15 05/02/2025  David Edmondson  24 07/01/2024  David Edmondson  David Edmondson  10 05/02/2025  David Edmondson  10 05/02/2025  David Edmondson  11 12 05/02/2025  David Edmondson  12 12 05/02/2025  David Edmondson  15 15 05/02/2025  David Reverse Payne Matteeks  16 05/02/2025  David Reverse Payne Matteeks  17 05/02/2025  David Reverse Payner Payne  David Edmondson  David Edmondson  David Reverse P	44	Failure to adequately prepare for, and meet grant conditions (Capital Projects)	Malcolm Coe	Malcolm Coe	20	12	03/02/2025	_
### 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  Anthony Payne  Matt Reeks  20 18 07/02/2025  54 Delivery of satisfactory beach and coastal services  Anthony Payne  Matt Reeks  9 6 07/10/2024  55 Failure to meet Care Act 2014 section five (one)  Jo Williams  Adam Russell  Jo Baranseer  Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council  Malcolm Coe  Rachel Worsley  Stuart Loly  20 4 29/01/2025  61 61 Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets  Anthony Payne  David Edmondson  21 21 20 30/12/2025  20 31 30/12/2025  31 30/12/2025  32 31 30/12/2025  32 31 31 31 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31 31 31 31 31/2/2025  32 31 31 31 31 31 31 31 31 31 31 31 31 31	45	Failure to effectively and efficiently deliver the Capital Programme	Anthony Payne	David Carter	20	12	10/02/2025	_
Anthony Payne David Carter 29 12 10/02/2025  49 Failure to deliver town centre regeneration projects 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 Cive Hayward, Richard Owen Owen  53 Failure to deliver the Statutory Harbour Authority (SHA) functions Anthony Payne Matt Reeks 20 16 07/10/2025  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 reduce carbon dioxide emissions in line with the current carbon neutral targets Anthony Payne David Edmondson 15 15 30/12/2024  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 comply with the grant conditions for the Youth Investment Fund Nancy Meehan Lisa Chittenden 12 10 07/01/2025	46	Effective Housing delivery	Anthony Payne	David Edmondson	20	20	05/02/2025	_
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 Matt Reeks 20 16 07/02/2025  53 Failure to deliver the Statutory Harbour Authority (SHA) functions 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  60 Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets Anthony Payne David Edmondson 12 12 30/12/2024  6 15 Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets Anthony Payne David Edmondson 15 15 30/12/2025  60 Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets Anthony Payne David Edmondson 15 15 30/12/2025  60 Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets Anthony Payne David Edmondson 15 15 30/12/2025  61 Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets Anthony Payne David Edmondson 15 15 30/12/2025  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 Failure to deliver the financial sustainability plans Malcolm Coe Malco	47	Effective delivery of Economic Growth Strategy	Anthony Payne	Lisa Tuck	20	16	10/02/2025	_
Failure to meet Development Management national and local performance targets  Anthony Payne David Edmondson 20 15 05/02/2025  Failure to support people to maintain and access permanent accommodation.  Malcolm Coe Clive Hayward, Richard Owen  Failure to deliver the Statutory Harbour Authority (SHA) functions  Anthony Payne Matt Reeks 20 16 07/02/2025  Anthony Payne Matt Reeks 9 6 07/10/2024  Failure to meet Care Act 2014 section five (one)  Data loss through use of artificial intelligence  Matt Saircough - Kay  Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council Matt Fairclough-Kay  Signature to reduce carbon dioxide emissions in line with the current carbon neutral targets  Anthony Payne Matt Reeks  9 6 07/10/2024  12 05/02/2025  Matt Fairclough-Kay  Joanne Beer 12 6 07/01/2025  Matt Fairclough-Kay  Stuart Loly 20 4 29/01/2025  Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets  Anthony Payne David Edmondson 15 15 30/12/2024  Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets  Anthony Payne David Edmondson 15 15 30/12/2024  Failure to realise the benefits of devolution for Devon and Torbay  Anne-Marie Bond Kate Spencer 6 6 6 06/01/2025  Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)  Jo Williams Lee Baxter 12 12 27/01/2025  Potential loss of data through cyber breach (Adult Social Care)  Jo Williams Chris Lethbridge 16 12 03/02/2025  Failure to comply with the grant conditions for the Youth Investment Fund  Nancy Meehan Lisa Chittenden 12 07/01/2025	48	Failure to deliver town centre regeneration projects	Anthony Payne	David Carter	20	12	10/02/2025	_
Failure to support people to maintain and access permanent accommodation.  Malcolm Coe Clive Hayward, Richard Owen  Matt Reeks Deliver the Statutory Harbour Authority (SHA) functions Anthony Payne Matt Reeks Permanent Care Act 2014 section five (one) Matt Pailure to meet Care Act 2014 section five (one) Jo Williams Adam Russell Data loss through use of artificial intelligence Matt Fairclough-Kay Matt Fairclough-Kay Matt Fairclough-Kay Stuart Loly  Risk of Fraud and Error causing financial loss or reputational damage to the council. Malcolm Coe Rachel Worsley Anthony Payne David Edmondson  Stuart Loly  Bailure to reduce carbon dioxide emissions in line with the current carbon neutral targets Anthony Payne Anne-Marie Bond Kate Spencer  Baiture to realise the benefits of devolution for Devon and Torbay Anne-Marie Bond Acte Spencer  Baiture to deliver the financial sustainability plans Malcolm Coe	49	Failure to have an up to date adopted Local Plan in place	Anthony Payne	David Edmondson	12	12	30/12/2024	_
Owen  53 Failure to deliver the Statutory Harbour Authority (SHA) functions  Anthony Payne  Matt Reeks  20 18 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 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)  Malcolm Coe  Malcol	50	Failure to meet Development Management national and local performance targets	Anthony Payne	David Edmondson	20	15	05/02/2025	_
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)  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  8 Risk of Fraud and Error causing financial loss or reputational damage to the council.  Malcolm Coe Rachel Worsley  6 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 6 06/01/2025  62 Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)  63 Potential loss of data through cyber breach (Adult Social Care)  64 Failure to deliver the financial sustainability plans  Malcolm Coe Malcolm Coe  Malcolm Coe	51	Failure to support people to maintain and access permanent accommodation.	Malcolm Coe	1	20	6	15/01/2025	_
56 Failure to meet Care Act 2014 section five (one)  57 Data loss through use of artificial intelligence  58 Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council  59 Risk of Fraud and Error causing financial loss or reputational damage to the council.  50 Malcolm Coe  50 Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets  50 Anne-Marie Bond  51 Stuart Loly  50 Anne-Marie Bond  51 Stuart Loly  52 Potential loss of data through cyber breach (Adult Social Care)  59 Potential loss of data through with the grant conditions for the Youth Investment Fund  50 Nilliams  50 Adam Russell  50 Data loss through use of artificial intelligence  60 Adam Russell  50 Data loss through use of artificial intelligence  61 Adam Russell  50 Data loss through use of artificial intelligence  62 Potential loss of Failure to realise the benefits of devolution for Devon and Torbay  63 Potential loss of data through cyber breach (Adult Social Care)  64 Failure to deliver the financial sustainability plans  65 Failure to comply with the grant conditions for the Youth Investment Fund  50 Nancy Meehan  50 Williams  51 Chris Lethbridge  52 Description  53 Dovidence  54 Dovidence  55 Data dam Russell  56 Data House of artificial intelligence  66 Dovidence  67 Dovidence  67 Dovidence  68 Dovidence  69 Dovidence  60	53	Failure to deliver the Statutory Harbour Authority (SHA) functions	Anthony Payne	Matt Reeks	20	16	07/02/2025	_
Data loss through use of artificial intelligence  Matt Fairclough-Kay  Joanne Beer  12 6 07/01/2025  Matt Fairclough-Kay  Joanne Beer  12 6 07/01/2025  Matt Fairclough-Kay  Stuart Loly  20 4 29/01/2025  Matcolm Coe Rachel Worsley  25 9 05/02/2025  Matcolm Coe Rachel Worsley  25 9 05/02/2025  Matcolm Coe Rachel Worsley  25 9 05/02/2025  Matcolm Coe Rachel Worsley  David Edmondson  15 15 30/12/2024  Anne-Marie Bond  Kate Spencer  Matcolm Coe Rachel Worsley  David Edmondson  David	54	Delivery of satisfactory beach and coastal services	Anthony Payne	Matt Reeks	9	6	07/10/2024	-
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  64  Failure to deliver the financial sustainability plans  Malcolm Coe  Malcolm Coe  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  07/01/2025	56	Failure to meet Care Act 2014 section five (one)	Jo Williams	Adam Russell	20	12	05/02/2025	_
Risk of Fraud and Error causing financial loss or reputational damage to the council.  Malcolm Coe Rachel Worsley  Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets  Anthony Payne  David Edmondson  Failure to realise the benefits of devolution for Devon and Torbay  Anne-Marie Bond  Kate Spencer  Malcolm Coe  Baxter  Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)  Jo Williams  Lee Baxter  Dough Coe  Failure to deliver the financial sustainability plans  Malcolm Coe	57	Data loss through use of artificial intelligence	Matt Fairclough-Kay	Joanne Beer	12	6	07/01/2025	_
Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets  Anthony Payne  David Edmondson  15  30/12/2024  Anthony Payne  David Edmondson  15  30/12/2024  Anne-Marie Bond  Kate Spencer  Anne-Marie Bond  Kate Spencer  Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)  Do Williams  Lee Baxter  Downliams	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	_
61 Failure to realise the benefits of devolution for Devon and Torbay Anne-Marie Bond Kate Spencer 6 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 Malcolm Coe 16 8 03/02/2025  70 Malcolm Coe 17 Malcolm Coe 18 07/01/2025	59	Risk of Fraud and Error causing financial loss or reputational damage to the council.	Malcolm Coe	Rachel Worsley	25	9	05/02/2025	_
Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)  Jo Williams  Lee Baxter  12  27/01/2025  By Otential loss of data through cyber breach (Adult Social Care)  Jo Williams  Chris Lethbridge  Failure to deliver the financial sustainability plans  Malcolm Coe  Malcolm Coe  Malcolm Coe  Malcolm Coe  Failure to comply with the grant conditions for the Youth Investment Fund  Nancy Meehan  Lisa Chittenden  12  07/01/2025	60	Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets	Anthony Payne	David Edmondson	15	15	30/12/2024	_
63 Potential loss of data through cyber breach (Adult Social Care)  64 Failure to deliver the financial sustainability plans  65 Failure to comply with the grant conditions for the Youth Investment Fund  70 Williams  70 Chris Lethbridge  70 Malcolm Coe	61	Failure to realise the benefits of devolution for Devon and Torbay	Anne-Marie Bond	Kate Spencer	6	6	06/01/2025	_
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 07/01/2025	62	Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)	Jo Williams	Lee Baxter	12	12	27/01/2025	_
65 Failure to comply with the grant conditions for the Youth Investment Fund Nancy Meehan Lisa Chittenden 12 12 07/01/2025	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	_
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	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	_

	67	Non-compliance with Council's visual identity standards	Matt Fairclough-Kay	Beth Hill	12	9	19/12/2024	_
Ī	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**