




Risk Code: ST03	Failure to have good inclusive economic growth	Accountable Officer: Alan Denby, Anthony Payne, Eve Bates
Unmitigated Score: Very High (25)	Description: Insufficient economic growth to address Torbay’s inequality, poor skills, poor productivity and competitiveness leading to worsening the loss of working age population and an increase in the resident population living in deprived areas.	Risk Completion Officer: Carl Wyard, Lisa Tuck
Mitigated Current Score: High (16)		Last Review Date: 10/04/2025
Current Direction of Travel: 		Identification Date: 30/04/2023
Previous Direction of Travel: 		Previous Date of Change: 14/02/2024
Mitigation status:	Mitigation:	
Action ongoing	Deepen relationship with partner organisations	
Action ongoing	Deliver more affordable homes SPD	
Action ongoing	Deliver the town centre regeneration programmes	
Action needed	Develop & deliver an appropriate Economic Growth Strategy	
Action ongoing	Develop working relationships with key businesses, developers and landowners	
Action ongoing	Performance data	
Action ongoing	Public Health prevention	
Action ongoing	Review and update Local Plan	
Action ongoing	Secure additional investment	
Action ongoing	Social Value Principles	
Action ongoing	Support the continued development of the hi tech sector in Torbay	
Action ongoing	Supporting people with disabilities and LTC into work	
Latest Note: A particular challenge everywhere, but in particular for coastal towns. A range of structures and activities are in place to help address this challenge. The emerging CCA will be a key potential strategic partner. At the Torbay level, The Place leadership Board for example brings together various sectors such as education providers, business and other sectors to collectively work together. The recent Neighbourhood Plan announcement (£20M over 10 years) is a key opportunity. The Councils' Hotels to Homes project continues with the second purchase of a former hotel which will provide further affordable housing. Provision of affordable housing within the Council's regeneration projects will further assist in both Torquay and Paignton and the development at St Kilda's is progressing well which will provide affordable housing for older people in Brixham. Community wealth building work continues. Following the recent workshop with the CWB Board we will be refocussing strategic objectives for CWB. A paper will be coming to SLT / DOM seeking agreement for CWB to become a corporate priority for Torbay Council. We continue to strengthen the growth in the creative industry sector. A recently formed creative industries steering group made up of creative industries from across the bay, are developing an action plan to support the strategic growth of the sector. Relationships with partner organisations will be deepened through formal governance review and implementation of Torbay Place Leadership Board and the Torquay Leadership Place Board. The boards will be in place April 2025 with a Cabinet paper May 2025. Reviewing the account management programme during 2025/2026 and inward investment marketing campaign, materials and website. Work continues to develop the connect to work programme. This is a DWP initiative with Devon County Council as the accountable body. Torbay will be commissioning the support needed to deliver this programme.		

Risk Code: ST04	Failure to set a robust budget and Medium-Term Resource Plan	Accountable Officer: Malcolm Coe
Unmitigated Score: Very High (25)	Description: There have been real term cuts in local authority budgets year on year since 2010. This, along with significant increases in demand for adult and children social care, and high inflation, has resulted in annual budget setting becoming more and more challenging.	Risk Completion Officer: Malcolm Coe
Mitigated Current Score: High (16)		Last Review Date: 08/04/2025
Current Direction of Travel: 		Identification Date: 30/04/2023
Previous Direction of Travel: 		Previous Date of Change: 08/04/2025
Mitigation status:	Mitigation:	
Action ongoing	Delivery of the Safety Valve improvement plan	
Action ongoing	Medium Term Resource Planning (MTRP)	
Action ongoing	Re-assess and revise the Council’s Capital Investment Plan	
Action ongoing	Re-negotiation of ICO (integrated adult social care) contract	
Latest Note: The MTRP was reviewed as part of the 25/26 budget setting with fairly modest funding gaps shown for future years. The new 5 year ICO contract commenced in April 2025 - although financial pressures within Health still make this arrangement vulnerable. The latest (DSG) Safety Valve return indicates that the Council will fall short of its year end financial target which causes a risk moving forwards.		




Risk Code: ST05	Failure to supply sufficient housing for Torbay’s needs	Accountable Officer: Alan Denby, Anthony Payne, Eve Bates
Unmitigated Score: High (20)	Description: Insufficient housing development to meet Torbay’s need for suitable housing to meet local needs and anticipated population growth (including economic growth and affordable housing). The absence of a housing supply may also increase the risk of the Council having to accept development in areas that are less desirable.	Risk Completion Officer: David Edmondson
Mitigated Current Score: High (20)		Last Review Date: 11/04/2025
Current Direction of Travel: <div><div></div></div>		Identification Date: 30/04/2023
Previous Direction of Travel:		Previous Date of Change:
Mitigation status:	Mitigation:	
Action ongoing	Brief members to increase political support & raise awareness of wider consequences of low growth	
Action ongoing	Brownfield regeneration	
Action ongoing	Delivery of appropriate regeneration sites particularly those linked to Town Deal and Future High St	
Action ongoing	Ensure appropriate figures for Housing numbers are in the revised Local Plan	
Action ongoing	Ensure Neighbourhood Plans are in place and supported	
Action ongoing	Evidence base (Housing Need)	
Action ongoing	Evidence base (Planning)	
Action completed	Housing Strategy	
Action ongoing	Housing strategy Action Plan	
Action ongoing	Land supply	
Action ongoing	Liaise with Government organisations	
Action needed	Partnership working	
Action ongoing	Planning Service Fit for the Future Project	
Action ongoing	Relationship with landowners and developers	
Action ongoing	Review 106 agreements and implement tighter planning controls	
Action needed	Review structure	
Action ongoing	Unlock stalled sites	
Latest Note: Two new staff members started (Housing Delivery Manager & Affordable Housing Manager) enhancing capacity to support delivery of housing across the Bay. Strategic briefing provided to whole of Cabinet on the opportunities and challenges associated with housing delivery and the type and role of affordable housing options to support housing growth enabling re-development of brownfield land in particular and key regeneration sites. Numerous meetings with land owners on Hotels to Homes Project and general redevelopment for housing opportunities. Positive messages about the Council being pro-active. The Local plan sites work continues to identify potential sites to meet housing need numbers. This continues to be extremely challenging in light of the revised significant upward targets set by government.		

Risk Code: ST09	Failure to adapt to a changing climate	Accountable Officer: Alan Denby, Anthony Payne, Eve Bates
Unmitigated Score: High (16)	Description: Our climate is changing. We need to prepare for this. We need to understand where Torbay is currently vulnerable to weather events, and where we may be at risk in the future. Failure to review and plan for this will result in a range of negative economic, social and environmental impacts for the Council and wider Torbay area.	Risk Completion Officer: David Edmondson
Mitigated Current Score: High (16)		Last Review Date: 11/04/2025
Current Direction of Travel: 		Identification Date: 22/01/2024
Previous Direction of Travel:		Previous Date of Change:
Mitigation status:	Mitigation:	
Action ongoing	Flood defences	
Action ongoing	Local Plan Policies	
Action completed	Review the Devon, Cornwall and Isles of Scilly Consultation Draft Adaptation Strategy	
Latest Note: Council Climate Action Plan latest iteration approved at Cabinet in March, with new actions and priorities. Torbay Council Officers continue to take a lead role in the Torbay Climate Partnership and facilitating the group and driving forward the Bay Wide Actions of the Greener Way for the Bay Framework & Action Plan. Further funding agreed for PV feasibility on Council Assets and new EV vehicles. One purchased, two more coming. Work continues on the revised Climate related Local Plan Policies and may go ahead of the Reg 18 Consultation with an SPD as an alternative to get policies in place as soon as possible. The Preston & Paignton Sea defence works due to start later this year.		



Report Key

- Risk Code – the unique number assigned to every risk
- Title – summarises the risk
- Accountable Risk Officer - has overall responsibility for the risk
- Risk Completion Officer - is responsible for updating the risk
- Last Review Date – the date the risk was last reviewed (updated) on SPAR.net
- Identification Date – the date the risk was approved by DOM and set up on SPAR.net
- Previous Date of Change - the date the risk score changed from a previous score
- Unmitigated Score – is the risk score before any controls are applied
- Mitigated Current Score – is the current risk score with controls applied

Current Direction of Travel - Indicates the current score movement against the last review score.

Increased in score from the previous review	
Decreased in score from the previous review	
Score stayed the same	

Previous Direction of Travel - Indicates the direction of travel when the risk score last changed.

Increased from a lower score	
Decreased from a higher score	

- Mitigation – the controls in place being used to manage or respond to the risk
- Mitigation Status - states if the controls are working
- Latest Note – details the current position of the risk mitigations, progress and any challenges being faced

