

Strategic and Corporate Risk Registers (as at 23/04/2025)

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



Risk Type	Code	Risk Title	Accountable Officer	Risk Completion Officer	Unmitigated Score	Current Mitigated Score	Last Review	Direction of Travel
Strategic Risk	06	Pandemic or high impact outbreak of infectious disease	Lincoln Sargeant	Mandy Guy	16	12	23/04/2025	—
	03	Failure to have good inclusive economic growth	Alan Denby, Eve Bates, Anthony Payne	Lisa Tuck, Carl Wyard	25	16	10/04/2025	—
	04	Failure to set a robust budget and Medium-Term Resource Plan	Malcolm Coe	Malcolm Coe	25	16	08/04/2025	▲
	05	Failure to supply sufficient housing for Torbay’s needs	Anthony Payne, Eve Bates, Alan Denby	David Edmondson	20	20	11/04/2025	—
	07	Recruitment and Retention	Matt Fairclough-Kay	Sue Wiltshire	25	4	15/04/2025	—
	09	Failure to adapt to a changing climate	Anthony Payne, Eve Bates, Alan Denby	David Edmondson	16	16	11/04/2025	—
	10	Failure of Torbay and South Devon NHS Foundation Trust to deliver Adult Social Care Statutory duties	Anna Coles	Anna Coles	20	12	14/04/2025	▲

Total Strategic Risks = 7

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Corporate Risk	45	Failure to effectively and efficiently deliver the Capital Programme	Anthony Payne, Alan Denby	David Carter	20	12	31/03/2025	—
	66	Failure to transfer PFI schools back to the Council in good condition with the appropriate workforce	Nancy Meehan	Clare Talbot	20	12	23/04/2025	—
	71	Failure to ensure safe maintenance and compliance of the Council's housing stock	Malcolm Coe	Paul Palmer	12	8	02/04/2025	—
	74	Failure to effectively maintain Council Heritage Assets	Malcolm Coe	Paul Palmer	20	12	02/04/2025	—
	75	Failure to effectively maintain and invest in our Operational Estate	Malcolm Coe	Paul Palmer	20	16	02/04/2025	—
	76	Failure to adequately maintain and invest in our Community Assets	Malcolm Coe	Paul Palmer	6	4	02/04/2025	—
	60	Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets	Alan Denby, Anthony Payne	David Edmondson	15	15	26/03/2025	—
	02	Failure to have adequate insurance in place for all council assets and activities	Matt Fairclough-Kay	Evelyn Murray	15	10	05/02/2025	—
	15	Failure to stabilise the budget for the Higher Needs block	Nancy Meehan	Lisa Chittenden	25	20	22/04/2025	—
	17	Placement sufficiency	Nancy Meehan	Lisa Chittenden	25	25	22/04/2025	—
	25	Legal costs for Children's Services - Judicial Reviews	Matt Fairclough-Kay	Amanda Barlow	15	6	03/02/2025	—
	29	Corporate Debt recovery from ASC customers	Anna Coles	Anna Coles	12	9	28/01/2025	—
	32	Increased homelessness and insufficient temporary accommodation	Tara Harris	Lianne Hancock	16	12	03/04/2025	—
	41	Failure to collect, or loss of, income in particular council tax and business rates	Malcolm Coe	Alistair Townsend	20	12	15/04/2025	—
	44	Failure to adequately prepare for, and meet grant conditions (Capital Projects)	Malcolm Coe	Malcolm Coe	20	12	08/04/2025	—
	58	Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council	Alan Denby, Matt Fairclough-Kay	Stuart Loly	20	4	22/04/2025	—
	64	Failure to deliver the financial sustainability plans	Malcolm Coe	Malcolm Coe	16	8	08/04/2025	—
	70	Failure to prevent employees from being subjected to sexual harassment in the workplace	Matt Fairclough-Kay	Sue Wiltshire	6	3	11/12/2024	▼
	05	Failure to comply with Health & Safety legislation	Matt Fairclough-Kay	Dave Walker	20	20	28/03/2025	—
	06	Failure for our wholly owned companies to comply with H&S, fire, environmental legislation.	Matt Fairclough-Kay	Dave Walker	16	16	28/03/2025	—
	57	Data loss through use of artificial intelligence	Matt Fairclough-Kay	Joanne Beer	12	6	02/04/2025	—
	01	Lack of effective risk management	Matt Fairclough-Kay	Eve Bates, Kate Spencer	20	8	23/04/2025	—

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08	Breach of Equality Act or breach of the Human Rights Act	Matt Fairclough-Kay	Laura Hill	16	12	08/04/2025	—
21	GDPR Compliance and Effective Information Governance	Matt Fairclough-Kay	Joanne Beer	15	12	12/03/2025	—
37	Failure to have adequate constitution and democratic governance arrangements in place	Anne-Marie Bond	Amanda Barlow	12	12	14/04/2025	—
39	Delivery of elections / electoral registration	Anne-Marie Bond	Catherine Hayden	20	9	17/04/2025	—
43	Failure to have effective procurement and contract management arrangements in place	Malcolm Coe	Tracey Field	16	8	09/04/2025	—
62	Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)	Anna Coles	Lee Baxter	12	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	06/03/2025	—
77	Failure to effectively achieve commercial income targets from the Council's let estate within Torbay	Malcolm Coe	Paul Palmer	12	12	02/04/2025	—
78	Failure to effectively achieve the commercial income targets from the Council Investment Portfolio	Malcolm Coe	Paul Palmer	16	12	02/04/2025	—
79	Not delivering the anticipated benefits of integrating TDA and Torvista back into Council management	Matt Fairclough-Kay	Malcolm Coe	16	12	08/04/2025	▼
80	Insufficient capacity, resourcing and engagement with change agenda	Matt Fairclough-Kay	Mark Hammett	16	9	02/04/2025	—
81	Failure Of Liquid Logic Software System	Nancy Meehan	Lisa Chittenden, Shaun Evans	12	9	14/04/2025	▼
82	Risk of Section 106 money not being deployed against priority areas of need & avoid it being repaid	Alan Denby, Anthony Payne	David Edmondson	16	16	11/04/2025	—
47	Effective delivery of Economic Growth Strategy	Anthony Payne, Alan Denby	Lisa Tuck, Carl Wyard	20	16	16/04/2025	—
48	Failure to deliver town centre regeneration projects	Alan Denby, Anne-Marie Bond	David Carter	20	12	31/03/2025	—
03	Prolonged Data Centre Outage	Matt Fairclough-Kay	Pauline Godfrey	20	10	15/04/2025	—
04	Large scale cyber attack	Matt Fairclough-Kay	Pauline Godfrey	25	15	11/04/2025	—
07	Talent development (Future proofing the workforce)	Matt Fairclough-Kay	Sue Wiltshire	12	6	24/01/2025	▼
10	Failure to produce quality data	Matt Fairclough-Kay	Joanne Beer	25	8	02/04/2025	—
11	Inadequately prepared to respond and manage the impact of a major incident	Matt Fairclough-Kay	Steven Harvey	15	8	05/03/2025	—
12	Ineffective Business Continuity Management	Matt Fairclough-Kay	Steven Harvey	12	8	05/03/2025	—
14	Delivery of SEND	Nancy Meehan	Lisa Chittenden	25	20	22/04/2025	—
16	Quality of performance and data	Nancy Meehan	Lisa Chittenden	20	9	22/04/2025	—
19	Recruitment and retention Of Social Workers	Nancy Meehan	Lisa Chittenden	20	9	15/04/2025	—

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20	Failure to replace the Paris system	Anna Coles	Anna Coles	25	15	26/03/2025	—
23	Implementation of the customer relationship management (CRM) system	Matt Fairclough-Kay	Matt Fairclough-Kay	16	6	23/04/2025	—
28	Failure to deliver or facilitate the delivery of future extra care housing	Anna Coles	Adam Russell	12	9	17/04/2025	—
38	Health and wellbeing of staff	Matt Fairclough-Kay	Sue Wiltshire	20	3	15/04/2025	—
53	Failure to deliver the Statutory Harbour Authority (SHA) functions	Alan Denby, Anthony Payne	Matt Reeks	20	12	23/04/2025	▼
63	Potential loss of data through cyber breach (Adult Social Care)	Anna Coles	Chris Lethbridge	16	12	02/04/2025	—
72	Inadequate resources to satisfy the obligations of the Flood and Water Management Act Schedule 3	David Carter, Alan Denby	Tim Jones	20	16	23/04/2025	—
73	Failure to adequately undertake proactive improvement works to cliffs and coastal defences	David Carter, Alan Denby	Tim Jones	16	16	23/04/2025	—
09	Reputation of council	Anne-Marie Bond	Kate Spencer	16	9	22/04/2025	—
22	High levels of customer dissatisfaction	Matt Fairclough-Kay	Joanne Beer	9	9	05/02/2025	—
59	Risk of Fraud and Error causing financial loss or reputational damage to the council.	Malcolm Coe	Rachel Worsley	25	12	23/04/2025	—
67	Non-compliance with Council's visual identity standards	Matt Fairclough-Kay	Beth Hill	12	9	14/04/2025	—
24	Failure to have effective, modern software systems in place to support key business areas.	Matt Fairclough-Kay	Pauline Godfrey	20	15	03/04/2025	—
35	Lack of focus on key priorities	Anne-Marie Bond	Anne-Marie Bond	20	12	22/04/2025	—
40	Failure to deliver the commitments within the Council's Policy Framework	Anne-Marie Bond	Kate Spencer	12	12	11/04/2025	—
46	Effective Housing delivery	Alan Denby, Anthony Payne	David Edmondson	20	20	11/04/2025	—
49	Failure to have an up to date adopted Local Plan in place	Anthony Payne, Alan Denby	David Edmondson	12	12	26/03/2025	—
50	Failure to meet Development Management national and local performance targets	Anthony Payne, Alan Denby	David Edmondson	20	12	15/04/2025	—
51	Failure to support people to maintain and access permanent accommodation.	Malcolm Coe	Clive Hayward, Richard Owen	20	6	17/04/2025	—
61	Failure to realise the benefits of devolution for Devon and Torbay	Anne-Marie Bond	Kate Spencer	6	6	06/01/2025	—
68	ASC Transformation Programme fails to deliver financial sustainability	Anna Coles	Anna Coles	16	12	24/03/2025	—

Total Corporate Risks = 67

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**Report Key**

- Risk Type** – the type of risk e.g. Strategic, Corporate, Service
- Code** – the unique number assigned to every risk
- Risk Title** – summarises the risk
- Accountable Officer** - has overall responsibility for the risk
- Risk Completion Officer** - is responsible for updating the risk
- Unmitigated Score** – is the risk score before any controls are applied
- Current Mitigated Score** – is the current risk score with controls applied
- Last Review** – the date the risk was last reviewed (updated) on SPAR.net
- Direction of Travel** – indicates the current score movement against the last review score.