

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	Optimal Risk Position	Tolerable Risk Position	Current Mitigated Score	Last Review	Direction of Travel	Category	Appetite
Strategic Risk	03	Failure to have good inclusive economic growth	Alan Denby	Liam Montgomery	25	8	8-12	12	06/08/2026	—	Strategic Direction	Optimistic to Brave
	04	Failure to set a robust budget and Medium-Term Resource Plan	Malcolm Coe	Malcolm Coe	25	10	10-20	25	06/08/2026	—	Strategic Direction	Optimistic to Brave
	05	Failure to supply sufficient housing for Torbay's needs	David Carter	Sam Irving	20	12	12-16	25	26/08/2026	—	Strategic Direction	Optimistic to Brave
	06	Pandemic or high impact outbreak of infectious disease	Lincoln Sargeant	Mandy Guy	16	8	8-12	12	31/07/2026	—	Operational Delivery	Averse to Brave
	07	Recruitment and Retention	Matthew Fairclough-Kay	Sue Wiltshire	25	4	4-9	3	10/07/2026	—	Strategic Direction	Optimistic to Brave
	09	Failure to adapt to a changing climate	Alan Denby	Liam Montgomery	20	12	12-16	15	20/07/2026	▼	Strategic Direction	Optimistic to Brave
	10	Failure of Torbay and South Devon NHS Foundation Trust to deliver Adult Social Care Statutory duties	Anna Coles	Lee Baxter	20	10	10-15	20	13/07/2026	▲	Strategic Direction	Optimistic to Brave
	11	Large scale cyber attack	Matthew Fairclough-Kay	Pauline Godfrey	25	10	10-15	15	11/08/2026	—	Operational Delivery	Averse to Brave

Total Strategic Risks = 8

Risk Type	Code	Risk Title	Accountable Officer	Risk Completion Officer	Unmitigated Score	Optimal Risk Position	Tolerable Risk Position	Current Mitigated Score	Last Review	Direction of Travel	Category	Appetite
Corporate Risk	01	Lack of effective risk management	Matthew Fairclough-Kay	Eve Bates	20	8	8-12	15	07/08/2026	▲	Legal and Governance	Cautious to Optimistic
	02	Failure to have adequate insurance in place for all council assets and activities	Malcolm Coe	Kara Davey	15	10	10	15	13/05/2026	—	Financial	Cautious to Optimistic
	03	Prolonged Data Centre Outage	Matthew Fairclough-Kay	Pauline Godfrey	20	10	10	15	11/08/2026	—	Operational Delivery	Averse to Brave
	05	Failure to comply with Health & Safety and Fire Safety Legislation	Matthew Fairclough-Kay	Dave Walker	20	10	10	20	03/08/2026	—	Health and Security	Averse to Cautious
	06	Failure for our wholly owned companies to comply with H&S, fire, environmental legislation	Matthew Fairclough-Kay	Dave Walker	16	8	8	16	03/08/2026	—	Health and Security	Averse to Cautious
	07	Talent development (Future proofing the workforce)	Matthew Fairclough-Kay	Sue Wiltshire	12	6	6-9	6	28/05/2026	—	Operational Delivery	Averse to Brave
	08	Breach of Equality Act or breach of the Human Rights Act	Matthew Fairclough-Kay	Laura Hill	16	6	6-9	12	10/07/2026	—	Legal and Governance	Cautious to Optimistic
	09	Reputation of Council	Anne-Marie Bond	Kate Spencer	16	6	6-9	9	27/07/2026	—	Reputation	Open to Brave
	10	Failure to produce quality data	Matthew Fairclough-Kay	Joanne Beer	25	8	8	6	12/08/2026	—	Operational Delivery	Averse to Brave
	11	Inadequately prepared to respond and manage the impact of a major incident	Matthew Fairclough-Kay	Steven Harvey	15	8	8	8	18/05/2026	—	Operational Delivery	Averse to Brave
	12	Ineffective Business Continuity Management	Matthew Fairclough-Kay	Steven Harvey	12	8	8	8	22/05/2026	—	Operational Delivery	Averse to Brave
	14	Failure to implement the SEND inspection priority actions and improvements	Nancy Meehan	Hannah Baker	25	9	9-12	16	03/08/2026	▼	Operational Delivery	Averse to Brave
	15	Failure to stabilise the budget for the Higher Needs block	Nancy Meehan	Mark Richards	25	10	10-15	20	05/08/2026	—	Financial	Cautious to Optimistic
	17	Placement sufficiency	Nancy Meehan	Mark Richards	25	10	10-15	25	04/08/2026	—	Financial	Cautious to Optimistic
	19	Recruitment and retention Of Social Workers	Nancy Meehan	Mark Richards	20	6	6-12	6	04/08/2026	—	Operational Delivery	Averse to Brave
	20	Failure to replace the Paris system	Anna Coles	Lee Baxter	25	10	10-15	8	13/07/2026	—	Operational Delivery	Averse to Brave
	21	GDPR Compliance and Effective Information Governance	Matthew Fairclough-Kay	Joanne Beer	15	8	8-12	12	18/06/2026	▼	Legal and Governance	Cautious to Optimistic
	22	High levels of customer dissatisfaction	Matthew Fairclough-Kay	Joanne Beer	9	6	6-9	9	23/02/2026	—	Reputation	Open to Brave
	23	Implementation of the customer relationship management (CRM) system	Matthew Fairclough-Kay	Matthew Fairclough-Kay	16	6	6-9	6	26/08/2026	—	Operational Delivery	Averse to Brave
	24	Failure to have effective, modern software systems in place to support key business areas	Matthew Fairclough-Kay	Pauline Godfrey	20	10	10-15	15	11/08/2026	—	Strategic Direction	Optimistic to Brave
	25	Legal costs for Children's Services - Judicial Reviews	Matthew Fairclough-Kay	Amanda Barlow	15	6	6-9	6	12/08/2026	—	Financial	Cautious to Optimistic
	28	Failure to deliver or facilitate the delivery of future extra care housing	Anna Coles	Adam Russell	12	6	6-12	9	29/07/2026	▼	Operational Delivery	Averse to Brave

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29	Corporate Debt recovery from ASC customers	Anna Coles	Lee Baxter	12	9	9-12	9	10/06/2026	—	Financial	Cautious to Optimistic
32	Increased homelessness and insufficient temporary accommodation	Tara Harris	Lianne Hancock	16	12	12-16	12	06/08/2026	—	Financial	Cautious to Optimistic
37	Failure to have adequate constitution and democratic governance arrangements in place	Anne-Marie Bond	Amanda Barlow	12	8	8-12	12	12/08/2026	—	Legal and Governance	Cautious to Optimistic
39	Delivery of elections / electoral registration	Anne-Marie Bond	Catherine Hayden	20	6	6-15	9	29/07/2026	—	Legal and Governance	Cautious to Optimistic
40	Failure to deliver the commitments within the Council's Policy Framework	Anne-Marie Bond	Kate Spencer	12	8	8-12	12	01/06/2026	—	Strategic Direction	Optimistic to Brave
41	Failure to collect, or loss of, income in particular council tax and business rates	Malcolm Coe	Alistair Townsend	20	8	8-12	12	30/07/2026	—	Financial	Cautious to Optimistic
44	Failure to adequately prepare for, and meet grant conditions (Capital Projects)	Malcolm Coe	Malcolm Coe	20	6	6-12	4	06/08/2026	▼	Financial	Cautious to Optimistic
45	Failure to effectively and efficiently deliver the Capital Programme	David Carter	David Carter	20	8	8-12	12	15/07/2026	—	Assets	Cautious to Brave
46	Effective Housing Delivery	David Carter	Sam Irving	20	8	8-12	20	26/08/2026	—	Strategic Direction	Optimistic to Brave
47	Effective delivery of Economic Growth Strategy	Alan Denby	Liam Montgomery	20	10	8-12	12	15/07/2026	—	Local Economy	Optimistic to Brave
48	Failure to deliver town centre regeneration projects	Anne-Marie Bond	David Carter	20	8	8-12	12	15/07/2026	—	Local Economy	Optimistic to Brave
49	Failure to have an up to date adopted Local Plan in place	Alan Denby	Liam Montgomery	20	8	8-12	12	27/05/2026	—	Strategic Direction	Optimistic to Brave
50	Failure to meet Development Management national and local performance targets	Alan Denby	Liam Montgomery	20	8	8-12	9	29/07/2026	—	Strategic Direction	Optimistic to Brave
51	Failure to support people to maintain and access permanent accommodation.	Malcolm Coe	Clive Hayward, Richard Owen	20	6	6-12	9	14/07/2026	—	Strategic Direction	Optimistic to Brave
53	Failure to deliver the Statutory Harbour Authority (SHA) functions	Alan Denby	Matt Reeks	20	8	8-12	Review Overdue	24/06/2026	—	Operational Delivery	Averse to Brave
57	Data loss through use of artificial intelligence	Matthew Fairclough-Kay	Joanne Beer	12	6	6	6	18/06/2026	—	Health and Security	Averse to Cautious
58	Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council	Matthew Fairclough-Kay, Alan Denby	Stuart Loly	20	2	2-4	2	16/07/2026	—	Financial	Cautious to Optimistic
59	Risk of Fraud and Error causing financial loss or reputational damage to the council	Malcolm Coe	Rachel Worsley	25	6	6-12	25	20/07/2026	—	Reputation	Open to Brave
60	Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets	Alan Denby	Liam Montgomery	15	6	6-12	15	04/08/2026	—	Environmental Factors	Averse to Open
61	Failure to realise the benefits of devolution for Devon and Torbay	Anne-Marie Bond	Alan Denby	9	2	2-6	6	03/03/2026	▲	Strategic Direction	Optimistic to Brave
62	Deprivation of Liberty (Standard DoLs) waiting list (ICO under delegated tasks of S75 agreement)	Anna Coles	Lee Baxter	12	6	6-12	9	10/06/2026	▼	Legal and Governance	Cautious to Optimistic
64	Failure to deliver the financial sustainability plans	Malcolm Coe	Malcolm Coe	16	4	4-12	20	06/08/2026	—	Financial	Cautious to Optimistic
66	Failure to transfer PFI schools back to the Council in good condition with the appropriate workforce	Nancy Meehan	Clare Talbot	20	6	6-12	12	30/07/2026	—	Assets	Cautious to Brave
67	Non-compliance with Council's visual identity standards and Web Content Policy	Matthew Fairclough-Kay	Beth Hill	12	3	3-6	6	24/08/2026	▼	Reputation	Open to Brave
68	ASC Transformation Programme fails to deliver financial sustainability	Anna Coles	Lee Baxter	16	8	8-12	16	13/07/2026	—	Strategic Direction	Optimistic to Brave
69	Failure to show due regard in relation to our legal duty under the Armed Forces Act 2021	Matthew Fairclough-Kay	Will Harris	15	6	6-9	9	25/06/2026	—	Legal and Governance	Cautious to Optimistic
71	Failure to ensure safe maintenance and compliance of the Council's housing stock	David Carter	Sam Irving	12	4	4-8	8	28/05/2026	▲	Assets	Cautious to Brave
72	Inadequate resources to satisfy the obligations of the Flood and Water Management Act Schedule 3	David Carter	Tim Jones	12	8	8-12	12	21/07/2026	—	Operational Delivery	Averse to Brave
73	Failure to adequately undertake proactive improvement works to cliffs and coastal defences	David Carter	Tim Jones	16	12	12-16	16	21/07/2026	—	Operational Delivery	Averse to Brave
74	Failure to effectively maintain Council Heritage Assets	Malcolm Coe	Paul Palmer	20	4	4-12	9	28/07/2026	—	Assets	Cautious to Brave
75	Failure to effectively maintain and invest in our Operational Estate	Malcolm Coe	Paul Palmer	20	6	6-12	9	28/07/2026	—	Assets	Cautious to Brave
76	Failure to adequately maintain and invest in our Community Assets	Malcolm Coe	Paul Palmer	6	4	4-8	4	04/06/2026	—	Assets	Cautious to Brave
77	Failure to effectively achieve commercial income targets from the Council's let estate within Torbay	Malcolm Coe	Paul Palmer	12	6	6-12	9	04/06/2026	—	Legal and Governance	Cautious to Optimistic
78	Failure to effectively achieve the commercial income targets from the Council Investment Portfolio	Malcolm Coe	Paul Palmer	16	6	6-12	9	28/07/2026	—	Legal and Governance	Cautious to Optimistic
79	Not delivering the anticipated benefits of integrating TDA and Torvista back into Council management	Matthew Fairclough-Kay	Malcolm Coe	16	8	8	3	06/08/2026	—	Legal and Governance	Cautious to Optimistic

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80	Insufficient capacity, resourcing and engagement with change agenda	Matthew Fairclough-Kay	Mark Hammett	16	6	6-9	12	05/08/2026	—	Legal and Governance	Cautious to Optimistic
81	Failure Of Liquid Logic Software System	Nancy Meehan	Mark Richards	12	6	6-9	9	20/05/2026	—	Legal and Governance	Cautious to Optimistic
82	Risk of Section 106 money not being deployed against priority areas of need & avoid it being repaid	Alan Denby	Liam Montgomery	16	8	8-12	9	03/08/2026	▼	Legal and Governance	Cautious to Optimistic
83	Local Government Reorganisation	Anne-Marie Bond	Kate Spencer	12	8	8-12	8	01/06/2026	—	Reputation	Open to Brave
84	Failure to adequately maintain Torbay's Public Highway Asset to ensure a safe and effective network	Alan Denby	Matt Reeks	16	10	10-15	Review Overdue	24/06/2026	—	Legal and Governance	Cautious to Optimistic
86	Risk of increasing numbers of Elective Home Educated young people	Nancy Meehan	Daniel Hamer	20	4	4-9	20	03/08/2026	▲	Operational Delivery	Averse to Brave
87	Failure to have safe implementation of Liquid Logic for ASC	Anna Coles	Gary Patch	12	2	2-6	9	28/05/2026	—	Operational Delivery	Averse to Brave
88	Deprivation of Liberty (Community DoLs) waiting list (ICO under delegated tasks of S75 agreement)	Anna Coles	Lee Baxter	12	6	6-12	9	10/06/2026	—	Legal and Governance	Cautious to Optimistic
89	Oldway Mansion	Alan Denby	Liam Montgomery	20	6	6-16	12	03/08/2026	▼	Reputation	Open to Brave
90	Failure to adhere to the Procurement and Contract Management Policy and Achieve Value For Money	Malcolm Coe	Tracey Field	12	4	4-12	12	04/08/2026	—	Legal and Governance	Cautious to Optimistic
91	Employee Fraud & Error	Matthew Fairclough-Kay	Sue Wiltshire	16	8	8-12	12	10/07/2026	—	Legal and Governance	Cautious to Optimistic
92	Failure to detect and prevent Identity Fraud	Malcolm Coe	Rachel Worsley	16	8	8-12	16	06/08/2026	—	Reputation	Open to Brave
93	Adult Social Care Transfer of Services Back To The Council	Anna Coles	Lee Baxter	25	15	12-15	12	12/08/2026	▼	Operational Delivery	Averse to Brave

Total Corporate Risks = 70

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

Optimal Risk Position – the level of risk the organisation aims to achieve and operate within

Tolerable Risk Position – the level of risk the organisation is willing to operate within given current constraints

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.

Category – the primary category from Risk Impact Scoring Guide.