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Dear Member

AUDIT COMMITTEE - TUESDAY, 1 SEPTEMBER 2026

I am now able to enclose, for consideration at the Tuesday, 1 September 2026 meeting of the Audit Committee, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
9.	Risk Management Update	(Pages 3 - 20)

Yours sincerely

Lisa Antrobus
Clerk

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Meeting: Audit Committee

Date: 1 September 2026

Wards Affected: All

Report Title: Risk Management Update

Is the decision a key decision? No

When does the decision need to be implemented? N/A

Cabinet Member Contact Details: Councillor Jackie Thomas, Cabinet Member for Tourism, Culture & Events and Corporate Services, jackie.thomas@torbay.gov.uk

Director Contact Details: Matthew Fairclough-Kay, Director of Corporate Services
matthew.fairclough-kay@torbay.gov.uk

1. Introduction

- 1.1 This report is provided to Members to update them on the Council's current risk position and make them aware of any notable information with regards to the Council's overall risk management arrangements. It is the first of three risk reports that will be presented to Audit Committee for financial year 2026/27.
- 1.2 A 5 x 5 risk matrix is used to score the risks, meaning the maximum score a risk could be is 25. All risks that have a mitigated risk score of 16 or above (therefore considered to be high or very high risk for the Council) are detailed in the supporting appendices of this report – Appendix A shows the Council's strategic risks which are scoring 16 or above and Appendix B shows the Council's corporate risks which are scoring 16 or above.
- 1.3 The Council's Risk Management Policy includes a description of the roles and responsibilities in relation to risk management. In respect of Audit Committee, the Policy says:

"Providing assurance that the Council has an effective and proportionate Risk Management Framework in place. As part of this, the committee keeps the Council's Strategic and Corporate Risk Registers under review, providing appropriate challenge as necessary."
- 1.5 In practical terms Cabinet members are responsible for considering risks to the organisation in all of their decision making. Discussing relevant risks included on the registers in their one-to-one meetings with Directors and, with their Directors, ensure that action is taken as required.

2. Risk Overview

- 2.1 The Council currently has eight Strategic Risks and 70 Corporate Risks appearing on its risk registers. A full list is attached as Appendix C.

- 2.2 The eight Strategic Risks all have **unmitigated** scores of 16 or above. As at the time of drafting this report, three have **mitigated** scores of 16 and above, one, ST05 has remained high since it was put in place.
- 2.3 44 of the 70 Corporate Risks have **unmitigated** scores of 16 or above. 12 risks have **mitigated** scores of 16 and above.
- 2.4 Risks that have scores of 16 or above highlight that there is a probability that it is likely/almost certain that should the risk occur, it would have a major or critical impact on the business. Below are the risk matrixes for the Council's Strategic and Corporate Risk Registers. They show the number of risks that appear for each score.

Risk Matrix - Mitigated Strategic Risks as at 07 August 2026

	1 - Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost certain
5 - Critical	0	0	2	1	2
4 - Major	0	0	0	0	0
3 - Moderate	1	0	0	2	0
2 - Minor	0	0	0	0	0
1 - Insignificant	0	0	0	0	0

Total Risks = 8

Risk Matrix - Mitigated Corporate Risks as at 07 August 2026

	1 - Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost certain
5 - Critical	0	0	7	3	2
4 - Major	0	5	13	5	2
3 - Moderate	1	8	17	3	1
2 - Minor	1	2	0	0	0
1 - Insignificant	0	0	0	0	0

Total Risks = 70

Strategic Risks (mitigated 16 or above)

Code	Risk Title	Last Mitigated Score
ST04	Failure to set a robust budget and Medium-Term Resource Plan	25
ST05	Failure to supply sufficient housing for Torbay's needs	25
ST10	Failure of Torbay and South Devon NHS Foundation Trust to deliver Adult Social Care Statutory duties	20

Corporate Risks (mitigated 16 or above)

Code	Risk Title	Last Mitigated Score
CP17	Placement sufficiency	25
CP59	Risk of Fraud and Error causing financial loss or reputational damage to the council	25
CP05	Failure to comply with Health and Safety legislation	20
CP15	Failure to stabilise the budget for the Higher Needs block	20
CP46	Effective Housing delivery	20
CP64	Failure to deliver the financial sustainability plans	20
CP86	Risk of increasing numbers of Elective Home Educated young people	20
CP06	Failure for our wholly owned companies to comply with Health and Safety, fire, environmental legislation	16
CP14	Failure to implement the SEND inspection priority actions and improvements	16
CP68	ASC Transformation Programme fails to deliver financial sustainability	16
CP73	Failure to adequately undertake proactive improvement works to cliffs and coastal defences	16
CP92	Failure to detect and prevent Identity Fraud	16

3. Risk Reviews

- 3.1 At the time of writing this report, all risks, apart from two, appearing on the Council's Strategic and Corporate Risk Registers have been reviewed (updated) in accordance with the timescales set out in our Risk Management Framework.

4. Changes to our Strategic and Corporate Risk Registers

- 4.1 Since the last report presented to Audit Committee in March 2026, Directors have approved the adoption of the below new risks onto the Council's corporate risk register.

- CP92 - Failure to detect and prevent identity fraud
- CP93 - Adult social care transfer of the services back to the Council

5.0 Service Risks

- 5.1 In July 2026, Directors were presented a report that included an update on the organisation's service risk position. At the time of this report being written, the Council has 307 risks on its service risk register of which 25 have scores of 16 and above.
- 5.2 In addition to the usual process of Directors discussing these risks as part of their regular management meetings, the Performance and Risk Manager collated a response from the Accountable Officers which detailed the additional actions that are being taken to address each. This information was shared back at the Directors of Managers (DOM) meeting as part of the latest risk report discussed in August.

6.0 Recommendation(s) / Proposed Decision

- (i) That the report be noted, and Audit Committee identify any issues it wishes to raise relating to the risks in Appendices A, B and C.

Appendices

Appendix A: Torbay Council's Strategic Risks Detailed Report (16 and above)
Appendix B: Torbay Council's Corporate Risks Detailed Report (16 and above)
Appendix C: Torbay Council's Strategic and Corporate Risk Registers

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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
Optimal Risk Position: 10		
Tolerable Risk Position: 10-20		Last Review Date : 06/08/2026
Mitigated Current Score: Very High (25)		
Current Direction of Travel: 		Identification Date: 30/04/2023
Previous Direction of Travel: 		Previous Date of Change: 05/03/2026
Mitigation status:	Mitigation:	
Action ongoing	Delivery of the Safety Valve improvement plan	
Action ongoing	Develop a new programme of financial sustainability plans throughout 2026	
Action ongoing	Medium Term Resource Planning (MTRP)	
Action ongoing	Proactive management of the ICO (integrated adult social care) contract	
Latest Note: Significant financial shortfalls are forecasted for 2027/28 and 2028/29 due to a reducing financial Settlement and significant spending above budget on Children's Social Care. The risk regarding transferring ASC services back from the ICO from 1 April 2027 is also increasing due to delays in undertaking transformation work.		
Risk Code: ST05	Failure to supply sufficient housing for Torbay's needs	Accountable Officer : David Carter
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 : Sam Irving
Optimal Risk Position: 12		
Tolerable Risk Position: 12-16		Last Review Date : 26/08/2026
Mitigated Current Score: Very High (25)		
Current Direction of Travel: 		Identification Date: 30/04/2023
Previous Direction of Travel: 		Previous Date of Change: 20/02/2026
Mitigation status:	Mitigation:	
Action needed	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 needed	Ensure appropriate figures for Housing numbers are in the revised Local Plan	
Action ongoing	Ensure Neighbourhood Plans are in place and supported	
Action needed	Evidence base (Housing Need)	
Action needed	Evidence base (Planning)	
Action needed	Housing Strategy	
Action needed	Housing strategy Action Plan	
Action needed	Land supply	
Action ongoing	Liaise with Government organisations	
Action completed	Partnership working	
Action ongoing	Planning Service Fit for the Future Project	
Action needed	Relationship with landowners and developers	
Action completed	Review 106 agreements and implement tighter planning controls	
Action needed	Review structure	
Action needed	Unlock stalled sites	
Latest Note: Torbay has an established Town Centre Regeneration Programme that prioritises brownfield sites. We also have an established Accommodation Repurposing programme that is seeking to deliver regenerated small brownfield sites The Housing Team have created a new Section 106 template, based on best practice from other Unitary Authorities, and this is now operational We are liaising regularly with Government Organisations and have an established, proactive relationship with Homes England. A strategic meeting was held with them in Bristol in July this year. Good progress is being made on the delivery of Regeneration Sites and includes Crossways, which is approaching a start on site. Union Square is being revisited for delivery as full affordable housing. With regard to unlocking stalled sites, our in-house Housing Enabling function is making considerable progress on this, as evidenced by the significant uptick in Affordable Housing completions since 2025, and projected through to 2029. Following a letter from the housing minister in June 2026, we have now received permission from the government to proceed to the next round of Local Plan consultation. Consultation is now open on the next stage of the emerging Local Plan, which a final draft will be submitted to Council in December 2026 to seek approval.		

Risk Code: ST10	Failure of Torbay and South Devon NHS Foundation Trust to deliver Adult Social Care Statutory	Accountable Officer : Anna Coles
Unmitigated Score: High (20)	Description: Torbay Council delegates most of its statutory adult social care duties to Torbay and South Devon NHS Foundation Trust, except for Market Management and strategic commissioning functions. The risk is that TSDFT fails to deliver those delegated statutory duties, which are Care Act Assessment and meeting eligible need, deprivation of liberty and Mental Capacity Act duties and adult social care duties under the Mental Health Act. In addition to the above, TSDFT fail to comply with the Council's assurance arrangements including making the DASS aware of any failure to their delegated statutory duties.	Risk Completion Officer : Lee Baxter
Optimal Risk Position: 10		
Tolerable Risk Position: 10-15		Last Review Date : 13/07/2026
Mitigated Current Score: High (20)		
Current Direction of Travel: 		Identification Date: 30/03/2023
Previous Direction of Travel: 		Previous Date of Change: 13/07/2026
Mitigation status:	Mitigation:	
Action ongoing	ASC Executive Meetings	
Action ongoing	Clear agreements and governance	
Action ongoing	Monitoring and oversight	
Action ongoing	Risk and Audit Arrangements	
Latest Note:	All action continue to support safe delivery. Deeper insight and oversight continue.	

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

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

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

Risk Code: CP05	Failure to comply with Health & Safety and Fire Safety Legislation	Accountable Officer : Matthew Fairclough-Kay
Unmitigated Score: High (20)	Description: Health and Safety is a legislative requirement that is enforced by the Health and Safety Executive (HSE). The HSE intervenes when the organisation is found to be in failing in its management of health and safety (in contravention HSG 65). Fire safety is a legislative requirement enforced by Devon and Somerset Fire Rescue Service (DSFRS). DSFRS intervenes where an organisation fails to management fire safety or as a result of a fire incident, in accordance with the Regulatory Reform Fire Safety Order 2005 (RRFSO2005). Routine and periodic inspections of systems are required on ASSURE (the council's health and safety software management system). Likewise, incidents are required to be reported and investigated in accordance with the council's policies and procedures. Effective training, risk assessment and policy underpins organisational Health, Safety and Fire Management. From the 1st of July 2024, the assets which were previously managed by TEDC have transferred back to the Council and are now under direct control. Some of these assets have given cause for concern due to recent near misses/incidents therefore, the risk scoring will need to raise.	Risk Completion Officer : Dave Walker
Optimal Risk Position: 10		
Tolerable Risk Position: 10		Last Review Date : 03/08/2026
Mitigated Current Score: High (20)		Identification Date: 23/11/2022
Current Direction of Travel: 		
Previous Direction of Travel: 		Previous Date of Change: 29/01/2026
Mitigation status:	Mitigation:	
Action ongoing	Adequate Health and Safety/Fire resources available	
Action ongoing	Auditing of Assets	
Action ongoing	Development and maintenance of ASSURE health and safety system	
Action needed	Fire Safety Strategy	
Action ongoing	Health & Safety Reporting	
Action ongoing	Improved reporting	
Action ongoing	Policies and procedures in place	
Action ongoing	Risk Assessments	
Action ongoing	Systems and procedures	
Action needed	Up take of Health and Safety training	
Latest Note: There continue to be ongoing incidents across the organisation, which have highlighted vulnerabilities in both Fire Safety and Health and Safety Management. These can be categorised in the following areas for prioritisation. Contractor Management, Core H&S Training, Fire Management. There is an identified need to produce an organisation wide fire safety strategy, clearly identifying roles, responsibilities and the key processes/procedures for effective fire safety management and resources have been provided for this,. However market conditions and changes in qualification requirements have made recruitment challenging. A new Fire Safety Officer has commenced employment on 3/8/26 to undertake the Fire Risk Assessments and Fire Management of the Councils, lower risk assets. In the absence of a Senior Fire Safety Officer with the necessary Fire Safety Qualifications, the organisations intermediate high risk properties require external support to deliver fire safety management. Additionally, failure to appoint to this post has resulted in further slippage to the delivery of the Council's Fire Strategy. It is hoped a further round of recruitment will mitigate this. In terms of identified H&S concerns, whilst mitigations have been provided to address these, effective uptake has been limited in some areas. DSE compliance across several directorates remains weak and there have been a number of cases where policies protecting pregnant and nursing mothers have not been followed, contrary to current legislation. Training uptake remains generally weak in two key directorates, despite recent restructures. Auditing of periodic testing of assets and contractors, undertaken in June and continuing in July 2026 continue to identify weaknesses in asset related processes.		

Risk Code: CP06	Failure for our wholly owned companies to comply with H&S, fire, environmental legislation	Accountable Officer : Matthew Fairclough-Kay
Unmitigated Score: High (16)	Description: It is vital that the Council oversees the delivery of health and safety within all our wholly owned companies.	Risk Completion Officer : Dave Walker
Optimal Risk Position: 8		
Tolerable Risk Position: 8		Last Review Date : 03/08/2026
Mitigated Current Score: High (16)		Identification Date: 30/03/2023
Current Direction of Travel: 		
Previous Direction of Travel: 		Previous Date of Change: 02/07/2026
Mitigation status:	Mitigation:	
Action ongoing	Adequate Health and Safety resources available	
Action ongoing	Auditing of Assets/Sites	
Action ongoing	External Liaison	
Action ongoing	Health & Safety Management Auditing	
Action ongoing	Policies and procures in place	
Action ongoing	Reporting of H&S	
Latest Note: Ongoing auditing and inspection continue to identify Fire and Safety vulnerabilities. These are being escalated through the Assure system for management mitigation. Auditing and inspection plan in place for next 6 months, including site visits to Borough Close and Waste Transfer Station. This will be undertaken through the Assure system to provide trackable actions and transparency of the issues identified. Actions continue to be monitored and update through Assure and re-inspections have been undertaken at Aspen Way to assess progress with compliance.		

Risk Code: CP14	Failure to implement the SEND inspection priority actions and improvements	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25)	Description: In March 2025, a Joint Area SEND Inspection conducted by Ofsted and the CQC identified significant and systemic weaknesses in the delivery of services for children and young people with special educational needs and/or disabilities (SEND) in Torbay. The inspection resulted in a formal requirement for the local area partnership to submit an improvement plan outlining how priority actions and areas for improvement will be addressed this also means that Torbay is under notice by the Secretary of State. This risk reflects the potential failure to implement those required improvements effectively and within expected timescales, which could lead to continued poor outcomes for children and young people, non-compliance with statutory duties, and further regulatory intervention.	Risk Completion Officer : Hannah Baker
Optimal Risk Position: 9		
Tolerable Risk Position: 9-12		Last Review Date : 03/08/2026
Mitigated Current Score: High (16)		Identification Date: 30/03/2023
Current Direction of Travel: ▼		
Previous Direction of Travel: ▼		Previous Date of Change: 03/08/2026
Mitigation status:	Mitigation:	
Action ongoing	Co-Production & Engagement	
Action ongoing	Governance and strategic oversight	
Action ongoing	Influencing and Partnership Engagement	
Action ongoing	Monitoring & Evaluation	
Action ongoing	Practice Improvement (Council Led)	
Action ongoing	Service Planning & Commissioning	
Latest Note:	Recent Deep Dive has been successful. Indication metrics are showing improvements in almost all 5 areas; however families still reporting they are not 'feeling' these changes - this poses a significant ris to inspection as much of the opinion of inspectors is drawn from parent surveys; escalation of this risk via SLAIP on communications from partnership on improvements.	

Risk Code: CP15	Failure to stabilise the budget for the Higher Needs block	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25)	Description: Since 2022 Torbay Local Authority has been part of the National Safety Valve Programme which sought to reduce the deficit spend on the High Needs Block through Government intervention. This programme was terminated prematurely and the new Special Educational Needs and Disabilities (SEND) Reform Plan programme was instigated. The Local SEND Reform Plan is a nationally mandated requirement forming part of a wider programme to reform the SEND system across England. The guidance sets out how local area partnerships, led by the local authority as system convener, must work collaboratively with Integrated Care Boards (ICBs), schools, trusts, and other stakeholders to design and deliver a comprehensive improvement plan. Local authorities whose plans are subsequently approved will receive the grant payment in Spring 2027. The Government's updated approach to Dedicated Schools Grant (DSG) deficits, published in February 2026, represents a significant change in how local authority SEND-related deficits are managed. The new arrangements introduce a High Needs Stability Grant, through which up to 90% of a local authority's verified DSG deficit as of 31 March 2026 may be funded by central government, subject to conditions and plan approval. In addition, the statutory override has been extended to March 2028, allowing councils to continue holding DSG deficits off their main revenue budget while reforms are implemented and providing short-term financial stability. Torbay's cumulative deficit at the end of 2025/26 was £8.22m. Torbay should receive a £7.4m grant, which represents 90% of the accrued deficit. The local authority would still be liable for the remaining 10% of the accrued deficit, which would be £822k. As part of the 2026/27 budget setting process, £1.7m has been placed in	Risk Completion Officer : Mark Richards
Optimal Risk Position: 10		
Tolerable Risk Position: 10-15		Last Review Date : 05/08/2026
Mitigated Current Score: High (20)		Identification Date: 30/03/2023
Current Direction of Travel: —		
Previous Direction of Travel: ▼		Previous Date of Change: 17/05/2023
Mitigation status:	Mitigation:	
Action ongoing	Ceasing and reviewing Education Health and Care Plans	
Action ongoing	Control – Contributions from agencies	
Action ongoing	Control – Higher Needs Review Group	
Action ongoing	Control – IPOP panel	
Action ongoing	Control – SEND Board and Continuous Improvement Board	
Action ongoing	Early intervention and Prevention	
Action ongoing	Implement the DSG Management Plan	
Action ongoing	Learn from Best Practice	
Action ongoing	Performance data	
Action ongoing	Workforce Development Programme	
Latest Note:	The DfE wrote to the LA to tell us the Safety Valve Programme would finish in March 2026. This is being replaced by the new SEND Reform Plan which we submitted to the DfE on the 19th June. We are currently awaiting further guidance on the financial elements of this application and submission. There are significant and sustained pressures and risks as the demand for Education Health and Care Plans is not reducing and the number of plans that are able to be ceased is slowing. We have inputted some mitigations to try to reduce the number of Requests for Statutory Assessment (RSA) such as early Next Steps Meetings prior to RSAs and a robust and rigorous No to Issue process; this has resulted in Torbay EHCP declining by -12%, whereas national figures show a +12% increase in EHCPs. Despite this success financial pressures on those with existing plans continue as per head provision costs rise. Increased pressures is being seen on ISEP tribunal requests (as opposed to LA provision) which is very challenging to defend. The changes being made to specialist provision will positively impact on this in the future but this will take time to work through the system. Torbay educational settings are also at this time facing additional financial pressures from NI increases and teachers pay disputes but also the local factor of a dramatic birth rate dip of more than 25%. This creates additional pressure whereby services and support ordinarily available in schools reduces, forcing more families to seek an EHCP. As such this risk remains high and we will continue to monitor our progress. This risk is being reviewed in line with concerns around the High Needs Block funding and the impact of Local Government Reorganisation impacting on our submission.	

Risk Code: CP17	Placement sufficiency	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25)	Description: The cost of placing children in care, including Unaccompanied Asylum-Seeking Children (UASC), continues to be a significant pressure within Children's Service – both within Torbay and nationally. The service continues to focus on early help, prevention and intervention at the earliest possible point in a child and family's life, mitigating against crisis and reducing the likelihood of a child becoming cared for. Despite the overall numbers of cared for children continuing to reduce in comparison to previous years, significant shortages of suitable and available placements are driving up costs within the market. Price increases since 2021/22 are in excess of 30% in residential and unregulated/unregistered placements. The legislation on unregulated placements changed in September 2022 and continues to result in further pressure on this budget. The budget for Care Placements (including Unaccompanied Asylum-Seeking) overspent by £1.937m in 2023/24, and underspent by £657k in 24/25. This is following the placements budget receiving £2.1m of growth funding for 24/25, as part of the budget setting process for that year. As part of the 25/26 budget setting process, an additional £1.3m has been provided to cover the inflationary increases of the fees being requested by placement providers. The service continues to work hard with colleagues across the Peninsula providers, and this year those providers on the framework have a fee increase of 4% and those placements which are off framework and spot purchased remains at a 3%, the same as 2024-25. However, the high cost of weekly placements for residential and	Risk Completion Officer : Mark Richards
Optimal Risk Position: 10		
Tolerable Risk Position: 10-15		Last Review Date : 04/08/2026
Mitigated Current Score: Very High (25)		Identification Date: 30/03/2023
Current Direction of Travel: —		
Previous Direction of Travel: ▲		Previous Date of Change: 05/12/2023
Mitigation status:	Mitigation:	
Action ongoing	As part of the wider restructure, consider the staffing sufficiency of the Placements Team	
Action completed	Continued focus on early help, prevention and edge of care services	
Action ongoing	Diversify and broaden the range of locations from which family time can be facilitated	
Action ongoing	Expand & diversify the range of Short Breaks available for children assessed as requiring provision	
Action ongoing	Focus on permanence	
Action ongoing	Identification of suitable properties	
Action ongoing	Increase the number of Fostering enquiries and approvals in line with Torbay's local aspiration	
Action ongoing	Review targeted support in relation to LD placements & associated joint work with Health	
Action ongoing	To consider how we collaborate with the market to create a children's home for Torbay children only	
Latest Note: The budget for Care Placements (including Unaccompanied Asylum-Seeking) overspent by £1.937m in 2023/24, and underspent by £657k in 24/25. This is following the placements budget receiving £2.1m of growth funding for 24/25, as part of the budget setting process for that year. As part of the 25/26 budget setting process, an additional £2m of growth for childrens has been provided to cover the inflationary increases of the fees being requested by placement providers. The service continue to work hard with colleagues across the Peninsula providers, and this year those providers on the framework have a fee increase of 4% and those placements which are off framework and spot purchased remains at a 3%, the same as 2024-25. However, the high cost of weekly placements for residential and unregistered and unregulated placements remains a concern and a risk to the budget, hence this area will continue to be monitored closely throughout the year.		
During phase 2 of the Transformation we are now consider options for more efficient foster care placement arrangements. However it should be noted that there is potentially a shift to end to end delivery via regional hubs (we are awaiting further guidance / info on this). There is a national push to regionalise fostering which brings risk and our 16 plus re-procurement has impacted negatively on sufficiency - therefore this risk score remains at a 25. It should also be noted that Procurement activity has commenced in relation to Childrens Home provision and is ongoing.		

Risk Code: CP46	Effective Housing Delivery	Accountable Officer : David Carter
Unmitigated Score: High (20)	Description: That the Council fails to ensure delivery of an appropriate breadth and scale of housing to meet Torbay's needs. This means that there will be insufficient housing to meet the requirements of Torbay's communities for the overall number of properties, their size and affordability. There will also be impacts on the Community & Corporate plan should the risk be borne out.	Risk Completion Officer : Sam Irving
Optimal Risk Position: 8		
Tolerable Risk Position: 8-12		Last Review Date : 26/08/2026
Mitigated Current Score: High (20)		Identification Date: 21/06/2023
Current Direction of Travel: —		
Previous Direction of Travel: ▲		Previous Date of Change: 20/02/2026
Mitigation status:	Mitigation:	
Action ongoing	Deliver Housing Delivery Plan	
Action needed	Delivery of the Housing strategy action plan	
Action ongoing	Delivery of the Town Centre regeneration programme	
Action ongoing	Development of relationship with Homes England	
Action ongoing	Releasing Council land assets including greenfield allocated sites	
Action needed	Staff resources	
Latest Note: Our Housing strategy is adopted, but it is felt that it doesn't reflect operational delivery. It is being considered to update this strategy.		
Town Centre Regeneration Programme is progressing well with the first scheme (Crossways) due to get to site shortly. The Accommodation Repurposing Programme is accelerating at pace, and delivering well. The St. Boniface scheme now in contract and tenders for Seabury expected to go live in the Autumn.		
Housing Delivery Plan - 2026 review overdue, certainty around delivery programme has recently been given and will be addressed in coming months.		
Staff resources - A new permanent member of staff has now been identified, they are joining the team in September 2026. The development team though are about to lose a full-time very experienced development consultant. This will have an impact on capacity and delivery.		
Relationship with Homes England is strong - good partnership with both the Affordable Housing (grant) team, and the Markets, People and Places Teams, with Torbay held up nationally as a good example of a Council that has successfully restarted delivery of 'council housing'.		
Releasing Council assets to the market is making progress. The first scheme to come forward will be the Brixham Hospital site, for which planning will be submitted by the end of August 2026.		

Risk Code: CP59	Risk of Fraud and Error causing financial loss or reputational damage to the council	Accountable Officer : Malcolm Coe
Unmitigated Score: Very High (25)	Description: In any organisation, particularly one offering a diverse range of services such as Torbay council, there is an inherent risk from fraud and errors that result in financial loss. The government estimated that between £33.2 and £58.8 billion of public spending was lost to fraud in 2020/21. At Torbay Council, we participate in the National Fraud Initiative, in 2022/23 the exercise identified in one particular area, potential fraud losses of over £200k. The counter-fraud and error team is conducting proactive work with directorates, raising awareness and assisting services with fraud risk assessments. While a number of controls are in place, complacency must always be guarded against, and a corporate risk created to ensure visibility, particularly until the organisation wide fraud risk register is completed and reviewed to assure any key areas of risk are identified, assessed and proactively managed. It is important that the Council has its own processes and procedures in place to prevent itself from committing fraud against other government departments. It is a criminal offence if the Council fails to prevent the facilitation of tax evasion. The Economic Crime and Corporate Transparency Act 2023 includes the requirement for the council to prevent fraud. During Covid and the energy crisis the team's resources and focus were diverted, this generated a backlog in the work programme, further compounded by the reduction in resources seen within the Fraud Team. Although the Council does not yet hold a corporate wide fraud risk register. It is understood that the Council's main areas of risk are currently Cyber Security, Council Tax Single	Risk Completion Officer : Rachel Worsley
Optimal Risk Position: 6		
Tolerable Risk Position: 6-12		Last Review Date : 20/07/2026
Mitigated Current Score: Very High (25)		Identification Date: 18/01/2024
Current Direction of Travel: —		
Previous Direction of Travel: ▲		Previous Date of Change: 11/06/2026
Mitigation status:	Mitigation:	
Action ongoing	Bank reconciliation	
Action ongoing	Corporate Fraud and Error Team	
Action needed	Financial Regulations	
Action ongoing	Fraud and error work plan	
Action ongoing	Fraud reporting route	
Action needed	Fraud Risk Assessments feeding into a corporate fraud risk register	
Action ongoing	Governance reporting	
Action ongoing	Internal Audit	
Action ongoing	Policies in place designed to prevent and deter fraud	
Action ongoing	Raising awareness	
Action ongoing	Tax and VAT officer	
Latest Note: The UK terrorism threat level has remained at "Severe" since 30 April 2026 meaning an attack is highly likely. This could include cyber-attacks, insider threats, attacks against infrastructure, could result in the compromise of council assets, systems, information, services or personnel. Such incidents may lead to service disruption, financial loss, reputational damage, data breaches and reduced public confidence. The impact to the council could mean disruption of critical council services, loss or compromise of sensitive information, financial losses arising from incident response and recovery, reputational damage to the council, increased risk of fraud through exploitation of weakened controls following an incident. Our employees are key to preventing such an attack, therefore it is critical we increase the level of awareness of cyber and fraud threats throughout the backdrop of Local Government Reorganisation where the risk becomes more significant. This is why the "raising awareness" mitigation has been changed from action ongoing to action needed. Many of our Colleagues will find themselves working with new teams, new organisations, new suppliers and new contacts. Unfamiliar colleagues will be sending messages, discussing changes in projects, systems and processes. Threat actors are aware that during periods of change, staff are communicating to a wider range of people, establishing new networks and relationships, developing processes in an environment when urgent requests are more common. Robust recruitment, vetting and access management controls remain essential to reducing the risk of unauthorised access, insider fraud, recruitment fraud and cyber-enabled attacks. Recent intelligence and national reporting continue to highlight the increasing use of artificial intelligence, social engineering techniques, identity fraud and impersonation scams by fraudsters seeking to gain access to systems, information and public funds.		

Risk Code: CP64	Failure to deliver the financial sustainability plans	Accountable Officer : Malcolm Coe
Unmitigated Score: High (16)	Description: The Council set 9x strategic plans within the 2024/25 budget papers in order to promote financial stability and sustainability over the medium term. The areas chosen were those where we incur higher than average spend and/or we have risk of volatility in terms of spend vs budget available. There is a risk that the Council does not deliver the required outcomes against these plans. The Best Value Duty requires local authorities to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". In practice, this covers how authorities exercise their functions to deliver a balanced budget, provide statutory services, including adult social care and children's services, and secure value for money in all spending decisions.	Risk Completion Officer : Malcolm Coe
Optimal Risk Position: 4		
Tolerable Risk Position: 4-12		Last Review Date : 06/08/2026
Mitigated Current Score: High (20)		Identification Date: 13/08/2024
Current Direction of Travel: —		
Previous Direction of Travel: ▲		Previous Date of Change: 03/07/2026
Mitigation status:	Mitigation:	
Action ongoing	Clarification on outcomes and/or savings that can be realised	
Action completed	Director Sponsor for each Plan	
Action ongoing	Financial Performance Information	
Action ongoing	Horizon scanning to provide assurance that key issues continue to be monitored	
Action ongoing	Strong Governance Discipline and Reporting	
Action ongoing	Sustainability Plans to be signed off through DOM and CAD	
Latest Note: Financial sustainability plans for 2027/28 will continue to be robustly challenged. This is being done through our internal governance frameworks where we are holding people to account to ensure we can deliver tangible financial savings or increase income.		

Risk Code: CP68	ASC Transformation Programme fails to deliver financial sustainability	Accountable Officer : Anna Coles
Unmitigated Score: High (16)	Description: Torbay Council is supporting the Adult Social Care Transformation Programme delivered by the Integrated Care Organisation which has been delegated the delivery of adult social care services on the Council's behalf. The transformation programme was established in April 2024 on agreement by both the Council and Torbay & South Devon NHS Foundation Trust to deliver improved outcomes (both financial and satisfaction) for individuals in receipt of adult social care services within the agreed budget as set out in the Section 75 partnership agreement and memorandum of understanding. The establishment of the transformation programme was a stipulation of the renegotiation of the 5 year Section 75 partnership agreement that was put in place and starts on 1st April 2025 between the Council, the TSDFT and Integrated Care Board.	Risk Completion Officer : Lee Baxter
Optimal Risk Position: 8		
Tolerable Risk Position: 8-12		Last Review Date : 13/07/2026
Mitigated Current Score: High (16)		Identification Date: 10/12/2024
Current Direction of Travel: 		
Previous Direction of Travel: 		Previous Date of Change: 11/11/2025
Mitigation status:	Mitigation:	
Action ongoing	Additional leadership capacity within Torbay Council	
Action ongoing	Monitoring and oversight	
Action ongoing	Refocus capacity of Strategic Commissioning team	
Action ongoing	Risk and Audit Arrangements	
Latest Note:	All work continues to understand and mitigate risk where possible. Transformation Lead now in place,	

Risk Code: CP73	Failure to adequately undertake proactive improvement works to cliffs and coastal defences	Accountable Officer : David Carter
Unmitigated Score: High (16)	Description: Engineered sea defences and natural coastal assets (cliffs) are subject to wind and wave energy, saline environment, freeze/thaw and vegetation growth all which cause deterioration by erosion, undercutting, overloading, washout of fill material, and corrosion of steel elements. The Council struggles to maintain these assets in line with national policy such e.g. Shoreline Management Plan, corporate priorities and relevant legislation due to budget constraints. There is currently no management plan in place and budget is spent on reactive works. Due to climate change, we are seeing significant damage to the South West coastline. Currently the Council is good at identifying potential issues, however, the current processes and provision do not allow for a planned approach to prevent and limit the need for emergency reactive works.	Risk Completion Officer : Tim Jones
Optimal Risk Position: 12		
Tolerable Risk Position: 12-16		Last Review Date : 21/07/2026
Mitigated Current Score: High (16)		Identification Date: 11/12/2024
Current Direction of Travel: 		
Previous Direction of Travel:		Previous Date of Change:
Mitigation status:	Mitigation:	
Action needed	Active management of the Council estate	
Action needed	Corporate Asset Management Group	
Action completed	Ensure effective data systems and management information is in place	
Action needed	Governance Arrangements	
Action ongoing	Regular Visual Inspections	
Action ongoing	Review Asset Management Strategy	
Action ongoing	Review of allocated corporate budget	
Action completed	Surveys Completed On Time	
Action completed	Tech Forge	
Latest Note:	We are currently undertaking inspections on key assets which form the Torbay harbour Estate, as part of a wider commission involving other Torbay Council teams. Inspections are being undertaken with increased frequency at key sites where progressive deterioration of coastal defences and cliffs is known to be occurring. We are actively engaged with Torbay Harbour Authority to review the key coastal vulnerabilities, following the principles of the Shoreline Management Plan. The annual coastal asset surveys (cliffs and hard defences) for 2026 have been commenced and these are ongoing. Gale force winds and easterly storm conditions earlier in the year have resulted in damage to Torbay's coastal defences and infrastructure. This has reinforced the need to undertake proactive improvement works to increase resilience and reduce the extent of reactive emergency works required. Meetings have taken place to review the Council's procedures for dealing with reactive/emergency works, in terms of resources, roles and responsibilities and budget provision. Funding opportunities, to improve coastal defence, continue to be explored through the Council's ongoing attendance at "South West Coastal Group" and "South Devon and Dorset Coastal Advisory Group" meetings, and direct liaison with the Environment Agency. The EA has also been updated on the extent of damage that has occurred to our coastal assets and cliffs as a consequence of storm Ingrid and Chandra. Discussions regarding the creation of a revenue budget for proactive improvements works are ongoing. Whilst there has been good progress raising awareness of the current challenges, the overall level of risk remains unchanged.	

Risk Code: CP86	Risk of increasing numbers of Elective Home Educated young people	Accountable Officer : Nancy Meehan
Unmitigated Score: High (20)	Description: As the number of families opting for Elected Home Education continues to rise, there is a risk that current support mechanisms, oversight processes, and resource allocation may not be sufficient to ensure the safety, wellbeing, and educational outcomes of home-educated children. This could lead to gaps in safeguarding, inconsistent educational standards, and reputational damage to the authority.	Risk Completion Officer : Daniel Hamer
Optimal Risk Position: 4		
Tolerable Risk Position: 4-9		Last Review Date : 03/08/2026
Mitigated Current Score: High (20)		Identification Date: 26/08/2025
Current Direction of Travel: ▲		Previous Date of Change: 03/08/2026
Previous Direction of Travel: ▲		
Mitigation status:	Mitigation:	
Action ongoing	Develop a Comprehensive EHE Strategy	
Action ongoing	Enhance Family Engagement and Support	
Action completed	Escalation and Intervention Protocols	
Action ongoing	Improve Data Management and Tracking	
Action ongoing	Increase Staffing and Training	
Action ongoing	Public Awareness and Communication	
Action ongoing	Regular Policy and Procedure Reviews	
Action ongoing	Strengthen Multi-Agency Collaboration	
Latest Note:	Due to the summer holidays, there is no access to live data. This will be reviewed in September when an accurate review can take place.	

Risk Code: CP92	Failure to detect and prevent Identity Fraud	Accountable Officer : Malcolm Coe
Unmitigated Score: High (16)	Description: Torbay council employs circa 1,000 employees (excluding schools and arms length companies). Most employees will have access to data, some of which may be particularly sensitive. It is also worth noting, some employees have access to the councils' financial systems. When an employee is recruited, it is necessary for Torbay Council as the employer to ensure the employee has the appropriate proof of their identity and has a right to work in the United Kingdom. Identity underpins access to many services supplied by Torbay Council to residents such as but no limited to Housing, Licensing, benefits or council tax discounts or exemptions. Identify fraud occurs when - someone identity is stolen and used to commit fraud (e.g. name, date of birth, national insurance number). - an identity is fabricated - synthetic identity (a mix of real and fake data, such as genuine National Insurance number with a fake name. A false identity would be used to bypass vetting checks (e.g. DBS, Right to Work Verification), to conceal criminal or extremist history, to create synthetic identities that appear in genuine HR systems. The failure to detect and prevent identity fraud involving vulnerable individuals within council services, leading to financial, operational, safeguarding and reputational consequences.	Risk Completion Officer : Rachel Worsley
Optimal Risk Position: 8		
Tolerable Risk Position: 8-12		Last Review Date : 06/08/2026
Mitigated Current Score: High (16)		Identification Date: 16/07/2026
Current Direction of Travel: —		Previous Date of Change:
Previous Direction of Travel: —		
Mitigation status:	Mitigation:	
Action needed	AI & Doc verification tools	
Action needed	Anti-terrorism training	
Action needed	Data sharing & Analytics	
Action ongoing	DBS checks	
Action needed	Multi-factor authentication	
Action needed	Recruitment and selection toolkit	
Action needed	Safeguarding protocols	
Action ongoing	Segregation of duties	
Latest Note:	A change in the reference checking regime is expected to go live shortly. A joint initiative with Devon CC is being sought for Anti terrorism training as a joined up approach would provide procurement benefits. Torbay Council is preparing for the up and coming NFI Biennial exercise, the first data sets are expected by the NFI from 30 September 2026. Data-set owners have been advised of the data set requirements and the need to upload their data during the statutory window. Data sharing at a local level requires buy in from other Local Councils. Torbay is in the best placed position if/when other LA's are ready to pilot the exercise. AI and document verification tools have been identified, costing is required and although information has been requested regarding possible volumes of checks required and resources available, this piece of work remains ongoing.	

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
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
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

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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

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



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

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



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.

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