

TORBAY COUNCIL

Corporate Risk Register Quarter 4 2021/22

KEY TO RISK REGISTER

The below Risk Matrix has been used to score the risks and only those that register as High (16 and above) and Medium/High (10 to 15) are included.

DOT in the same column indicates direction of travel i.e., the score has increased ↑, decreased ↓ or stayed the same ↔.

2.2 Risk Matrix

	Critical	5	10	15	20	25
	Major	4	8	12	16	20
Impact	Moderate	3	6	9	12	15
	Minor	2	4	6	8	10
	Insignificant	1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost Certain
		Probability				

Community and Corporate Plan Priority: Thriving People and Communities

Code	Title	Probability Score	Impact Score	Score, RAYG and DOT	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
S RTP C01	Increased demand for Children's Services	3 - Possible	4 - Major	12 ↔	The number of children that are cared for by the local authority increases and puts pressure on sufficiency of placement and the budget.	We have robust oversight of our cared for population and those children who enter care. The numbers of children cared for are safely reducing but we remain vigilant particularly in response to escalating need due to COVID-19. The cared for numbers are also impacted by an increase in numbers of UASC placed in Torbay via the National Transfer Scheme. Torbay is actively ensuring we respond to children who need to become cared for due to being unaccompanied minors. Consideration for permanent alternative options for children who are cared for by the local authority is considered at the earliest opportunities. The Edge of Care offer supports children who have the potential to become cared for but can safely remain at home with support in place. This is both an internal and external provision which impacts on the budget but avoids high-cost placements. The Liquidlogic Children's Social Care System (LCS) is improving, and we are more confident of data accuracy but there is still a need to track some data via manual systems.	12 ↔	Nancy Meehan

						The increasing costs nationally of placements is impacting negatively on the overall budget and placement sufficiency is a challenge.		
SRTP C02	Impact upon the council's ability to meet statutory timescales	3 - Possible	5 - Critical	15 ↓	Increased demand could impact on our ability to meet statutory timescales for the completion of assessments and meetings such as child protection case conferences.	<p>There is weekly monitoring of the numbers of contacts and referrals into the Multi Agency Safeguarding Hub that requires a statutory response. This has been impacted on by the migration into a new ICS system.</p> <p>Quality assurance activity is being undertaken to ensure that the thresholds remain robustly applied. Each service area has a performance meeting to ensure we are compliant with statutory requirements. There is an exception report in relation to Children's Services improvement which is reviewed at the Children's Continuous Improvement Board, Children's Operational Board and Children's Overview and Scrutiny. We have also reviewed the Children's Improvement Plan to take into consideration a wider partnership response to the children's agenda.</p> <p>Our monthly reporting assures us that our timeliness of responses is in line with our Statutory Neighbours (SN) and the national expectation.</p>	12 ↓	Nancy Meehan

S RTP C03	Failure to deliver the Children's Services Improvement Plan	3 - Possible	5 - Critical	15 ↔	The last Ofsted Inspection judgement was that Children's Services are inadequate. If the next inspection judges us as inadequate it is highly likely that the delivery of Children's Services will be removed from Council control.	Following 3 positive reports by the Children's Commissioner, the DfE intervention altered. Torbay are still subject to a statutory notice but have a DfE appointed Improvement Advisor, Sex, the Law, Internet and Pornography (SLIP), and an Independent Chair of the Improvement Board who oversee activity. The last Ofsted Visit in March 2021 reported positively on the improvements made.	12 ↔	Nancy Meehan
S RTP C04	Delivery of Liquid Logic	3 - Possible	4 – Major	15 ↔	If timescales are not met for the delivery of Liquid Logic (February 2021) this will have significant budget implications with Liquid Logic and will leave the Council with a data deficiency.	Implementation of Liquid Logic was delivered in June 2021. Unfortunately, there are several challenges that have resulted in the system needing further configuration work and inaccurate reporting, the result is a lack of assurance that the system, data and reporting are effective. A LGA peer review has concluded with several recommendations to improve the delivery of performance and data.	12 ↔	Nancy Meehan
S RTP C05	Local Area SEND Inspection	4 - Likely	4 – Major	16 ↔	The Local Area Special Educational Needs and/or Disabilities (SEND) inspection conducted by Ofsted and the Care Quality Commission (CQC) will take place before April 2022. The local area preparations and updated self-evaluation following a LGA peer review currently demonstrates an inability to be compliant with	The Local Area SEND inspection took place between 15 November 2021 and 19 November 2021. Ofsted and CQC conducted a joint inspection of the local area of Torbay and the findings were published on Thursday 13 January 2022. The report identified significant weaknesses in services for children and young people with SEND. The SEND partnership is in the process of preparing a Written Statement of Action which will	16 ↔	Nancy/ Meehan Rachael Williams

					the legislative code. If inspectors confirm this self-analysis, it is anticipated that the Local Area will receive a 'statement of action' and inspectors will evaluate progress with programme of monitoring visits.	be submitted by the 14.4.2022. There is a joint commitment from the partnership to prioritise this agenda and a structured governance and monitoring framework is established to oversee the production of the written statement of action (WSoA) and the future implementation. Torbay will be subject to monitoring visits to ensure the changes required and being implemented at pace.		
SRTP C06	Achievement of £6m of Adult Social Care savings by March 2023	3 - Possible	4 – Major	12 ↔	The Adult Social Care (ASC) Improvement Plan has been created to deliver the £6m saving through operational redesign and further strengthening the Community Led Support Approach and Strength Based Approach to social care. The projects within the plan have been designed in year one to realise savings from critical projects whilst allowing corresponding projects to be set up to realise savings in years two and three.	Adult Social Care Improvement Board will review risks and mitigate using the integrated Project Management Office as a function of the plan. Project risks will be mitigated at project level and escalated where there is likely to be a broader ASC Improvement Plan negative strategic or operational impact. £2million savings declared for 21/22 - on track for delivery but delayed 12 months due to COVID – so £6million is unlikely before April 2023.	12 ↔	Jo Williams
SRTP C09	Increased demand in homelessness	5 – Almost certain	4 – Major	20 ↔	The level of homelessness experienced as a result of the changing housing market and financial hardship is increasing. Increased demand and inability to access sufficient accommodation could impact on the Councils ability to meet	Demand on the service remains high and ability to access move on accommodation is extremely challenging. The procurement of Temporary Accommodation (TA) is currently being concluded. Additional avenues to obtain temporary accommodation are also being sought to ensure sufficiency of	16 ↔	Tara Harris

					<p>statutory duties and provide appropriate safeguarding. Also poses a financial risk due to elevated accommodation costs. Risk to staff due to elevated work pressures and inability to manage demand.</p>	<p>supply. The biggest risk remains the inability to access affordable accommodation. There are plans for a Rightsizing programme with housing providers, empty homes policy and repair and lease scheme discussion is taking place with Homes England. Projects will take time to have an impact. A corporate delivery plan for affordable accommodation is urgently required and is being developed. Action plan developed to increase prevention activity and additional resources allocated to Housing Options to improve accessibility of the service and identification of prevention cases.</p>		
S RTP C10	Ability to deliver Youth Homelessness Prevention Pathway	3 - Possible	4 – Major	12 ↔	<p>Effective pathway needs to be implemented across services to ensure Torbay is legally compliant and that the service is at its full complement of staff to enable this to be delivered.</p>	<p>Ofsted identified in both the last inspection (2018) and the previous one (2015) that the response to 16 to 17 youth homelessness was not legally compliant. The children’s redesign considered how to respond to the criticism and subsequent repeat recommendation from Ofsted. This is being progressed. There has been a review of the homeless pathway following a recent audit of service responses to the vulnerable young people. We have recently appointed new youth homeless prevention workers. There is a scheduled quality assurance deep dive into this area of the service.</p>	12 ↔	Nancy Meehan

SRTP C11	Maintain capacity to respond to increase in COVID-19 pandemic infection rates or variants of concern 2022/23	4 - Likely	4 – Major	16 ↔	Local Outbreak Management Plans require all local authorities to oversee the response to the COVID-19 pandemic at local level and to work in partnership with UKHSA, NHS, Care, Education, voluntary and business partners to prevent and respond to outbreaks.	Robust measures remain in place with the transition to Living Safely with COVID, including maintenance of outbreak prevention and response for risk settings and readiness to respond in the event of variant or surge in infection rates. <ul style="list-style-type: none">• Maintenance of council-based testing offer for vulnerable groups not covered under new national guidance.• Oversight of vaccination programme including promotional activity and commissioning and managing pop up clinics to increase uptake in low uptake groups, including plans for booster and flu campaign Autumn 2022.	12 ↔	Lincoln Sargeant
SRTP C12	Insufficient capacity to prevent & respond to high flu levels Winter 2022/23	4 - Likely	4 - Major	16 ↔	Flu is anticipated to present a higher than usual risk in 22/23 due to the continuation of COVID-19 infection in the population and low levels of infection and vaccination in recent years. Vaccines will be available for eligible groups and high uptake will be needed to reduce the incidence and the impact of disease.	A combined COVID and Flu seasonal vaccination programme will be continued into 2022/23 Autumn and Winter. LA supports promotion and delivery to risk groups, targeting of inequalities in uptake, and social care settings. Winter communications programme in development. Readiness to respond to high volumes of outbreaks will be in place.	6 ↔	Lincoln Sargeant

S RTP C13	Inadequate measures to prevent suicide & self-harm, promote good mental health & wellbeing, and support bereavement & loss	4 - Likely	3 - Moderate	12 ↔	The impact of COVID-19 is modelled to produce an increase in mental distress, bereavement trauma and suicide risk. Torbay already has one of the highest rates in the country for both suicide and self-harm. Comprehensive & effective prevention and postvention pathways need to be in place to identify people in need & to ensure they receive appropriate information, signposting, support and intervention.	Capacity is in place to work with partners across Torbay, the Integrated Care System & regionally to: <ul style="list-style-type: none"> • Build on the new Devon wide suicide surveillance & postvention system & expand this to include suicide attempts as well as completed suicides • Implement research with practitioners and people with lived experience into the high incidence of self-harm and what needs to be in place to support and prevent • Work with communities to implement 'safer suicide community' initiatives • Deploy new model of training programmes (universal to specialist) • Through the Torbay Mental Health and Suicide Prevention Alliance spanning community & statutory providers develop improved pathways for mental distress, matching needs with capacity for mental health and wellbeing, suicide prevention, and bereavement support. Health needs assessment being undertaken to develop strong robust evidence base in partnership with people with lived experience. 	9 ↔	Lincoln Sargeant
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SRTP C14	Inability to deliver the Housing Strategy	4 - Likely	4 - Major	16 ↔	National policies have served to reduce affordable housing development, increase affordability pressure in the private rented sector and make it increasingly difficult to access decent housing, for people who are on low incomes or benefits increasing deprivation and related health concerns for residents.	<p>Officer resource has been increased. The new housing company, TorVista Homes, has established its own Board and will be regulated by Homes England. TorVista has submitted its application and are already working to bring forward a number of affordable housing schemes. This is still the greatest risk-the under delivery of affordable housing.</p> <p>The Housing Strategy Action Plan has been updated and is clearer and HDG reports going to the TSHB.</p> <p>There has been increased partnership working with providers such as landlords and health services.</p>	12 ↔	David Edmondson
SRTP C15	Capacity across ASC service provision	4 - Likely	4 - Major	16 ↔	There is an increase in demand and less capacity to provide service. This includes Adult Social Care work force for completing initial assessment work and complex care which has resulted in high waiting lists. There are acute pressures around hospital discharge which is impacting on the levels of access available to community teams. There are also providers pressures with a lack of available residential and domiciliary care provision. These factors are caused by staffing pressures resulting from	<ol style="list-style-type: none"> 1) Review of outstanding care list has been undertaken at Multi-Disciplinary Team level. 2) Front end teams are reviewing requests for care and exploring strength-based alternatives. 3) Arranging Support Team regularly contact providers and discuss care provision / offer support. 4) Non priority functions have been stood down ensuring staff are redirected to key areas (i.e. Review and insights team and now undertaking telephone assessment front end social care) 5) Regular communication with regards to current status to staff. 6) Staffing overtime offered 	12 ↔	Jo Williams

					<p>Covid outbreaks, sickness and school holiday annual leave. The consequence is that some clients are not having their assessed care needs met.</p>	<p>7) Financial incentives offered to providers.</p> <p>Gaps in Controls: 1) Providers are all facing the same staffing challenges. 2) Care has to be taken when offering incentives not to destabilize the market. 3) Ongoing financial impact. 4) School holiday leave pressures often relate to childcare responsibilities. 5) Informal carer's available earlier in the pandemic due to furlough have now returned to work.</p>		
S RTP C16	Impact of Energy/ Fuel Crisis	4 - Likely	3 - Moderate	12 ↔	<p>Dramatic increase in fuel prices is causing impact on residents' ability to afford household expenses with a knock-on effect to rent, food etc. Impact of heat or eat and health implications along with greater risk taking with regards to heating options e.g., open fire and burning inappropriate materials. 60% of households in rented accommodation are in receipt of some form of housing benefit, therefore experiencing multiple financial pressures.</p>	<p>Government schemes that have been forth coming have restricted criteria and hence limited impact on working age households. Fuel Rebate being delivered (£150), free school meals during holiday period, and allocation for pensioners and working age household (£100) under Household Support Funds, (£1.2m April Sept). Non recurrent Welfare Support fund of £450K available with additional £100k allocated to support wider need. With reduction in The Discretionary Housing Payment (DHP) allocation additional pressure will be placed on financial resources. Additional capacity invested into CAB in 21/22 to increased debt advice and support for 22/23.</p> <p>Minimum Energy Efficiency Standard Regulations (MEES) working being</p>	12 ↔	Lincoln Sargeant / Tara Harris / Jo Williams

					undertaken to increase energy efficiency measures. The Council is developing an Economic Strategy which will help provide focus to how we improve the resilience of residents to economic shocks. The Strategy will be informed by feedback from Turning the Tide on Poverty workshops that identified actions to improve outcomes for the poorest in our communities.		
S RTP C17	Lack of new affordable accommodation and impact of wider system.	5 – Almost certain	5 - Critical	25	Lack of access to affordable accommodation, especially in the private rental and social housing sector impacting on all elements of the system preventing move on accommodation for those most in need including care experienced young people and families who are considered intentionally homeless, resulting in poor outcomes for individuals and escalating cost for services.	Review of Housing Strategy to be completed end May. Increased accessibility through better utilisation of existing housing stock – Right Sizing project, empty homes officer investment. Review of strategy on corporate approach on families that are deemed as finding themselves intentionally homeless required. DE to add Wider strategy around increasing social housing – narrative and score after mitigation to be updated by next quarter.	David Edmondson / Tara Harris

Community and Corporate Plan Priority: Thriving Economy

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
SRTE 01	Ability to meet land supply requirements	4 - Likely	4 - Major	16 ↔	If we do not have a five year land supply then our Local Plan Policies and those of the Neighbourhood Plans cannot be considered up to date and put us under greater pressure of development. Failure to have a 5 year land supply therefore risks inappropriate development outside of the Local and Neighbourhood Plans. Ability to meet land supply requirements could impact income generation from new homes bonus and Section 106 monies.	Whilst we have published a statement last year that we had achieved a three year housing land supply and with three made neighbourhood plans, one for each town, formally adopted in 2019, we could defend against inappropriately sited development. However, last year's considerable under delivery and backlog of previous years under delivery means we have fallen below that 3 year figure.	16 ↔	David Edmondson
SRTE 02	A weak local economy due to COVID-19	4 - Likely	4 - Major	16 ↔	As a result of the COVID-19 pandemic the local economy is weakened resulting in an impact on our residents and visitors.	<p>The Council will address this risk through delivery of the Economic Repositioning Plan. Work across the 6 themes:</p> <ul style="list-style-type: none"> • Town centres • Visitor economy • Cultural development • Community wealth building • Growth • Employment and skills <p>This Plan will be superseded in the late summer of 2022 with a new economic</p>	12 ↔	Alan Denby

						<p>strategy which will be consulted on over the summer.</p> <p>Delivery of projects under the Town Centre regeneration programmes is moving forward although the impact of inflation and other pressures on the contracting sector does present a risk to delivery.</p> <p>The next quarter, Q1 22/23 will see a bid submitted for Levelling Up Fund round 2 alongside investment plans for the allocation of a total of £2.3m of UK Shared Prosperity Fund which is expected to include activity to help address some of the issues raised in the turning the tide on poverty work.</p>		
SRTE 05	Financially unsustainable future for Torre Abbey	4 – Likely	4 – Major	16 ↔	<p>Torre Abbey is currently a loss making asset. The focus must be switched to a commercial approach to ensure income generated meets or exceeds spend. Income is also currently impacted by reduced opening hours due to COVID-19. The building is subject to significant water ingress and has structural concerns.</p>	<ul style="list-style-type: none"> • Staff restructure is now complete • Café is now open as an inhouse operation and generating income. • Grant applications to Museum Estate and Development Fund (MEND) and National Heritage Memorial Fund (NHMF) have been successful with work to start later in the year. • Permission has been received to start a development foundation which will drive donations and fundraising • A business case is developed which business case being developed potential future use for existing dwellings. 	8 ↔	Kevin Mowat / Phil Black

						<ul style="list-style-type: none"> The Abbey re-opened on 18 May and will continue to implement measures to make it more commercially viable. 		
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Community and Corporate Plan Priority: Tackling Climate Change

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
SRTC C01	Inadequate response to the climate change emergency.	4 – Likely	5 - Critical	20 ↔	<p>A single council is unlikely to ever be able to provide an adequate response on its own that will fully achieve carbon neutrality for an area. However, if the Council is not doing all it can to mitigate as much as possible, it will have reputational repercussions for the organisation and adverse, wide ranging implications for the wider area of Torbay.</p> <p>If our response is inadequate there is a risk that:</p> <ul style="list-style-type: none"> Homes, Infrastructure and other assets will be damaged or lost through flooding or wave action; Business continuity will be impacted at a cost to Council 	<ul style="list-style-type: none"> Work continues to deliver our Initial Carbon Neutral Torbay Action Plan (2021-22) On 22 March 2022 the Council approved a new Environment and Carbon Neutral Policy. On 22 March 2022 the Council approved the Carbon Neutral Council Action Plan. This outlines a range of actions the Council will take to become carbon neutral by 2030. A series of community conversations are being developed for Spring 2022 and to aid in the codesign a new Carbon Neutral Torbay Action Plan in 2022. 	15 ↔	Kevin Mowat / Jacqui Warren

					<p>and to 3rd parties i.e. Fish Market;</p> <ul style="list-style-type: none"> - Beach huts and other waterfront properties will become unattractive or unviable as a business model; - Road links will be disrupted, causing severe indirect interruptions to livelihoods and living; - Torbay's reputation as a premier beach resort will be impacted - increased health impacts such as heat stroke 			
SRTC C02	Climate change impact on Tor Bay.	5 – Almost certain	5 - Critical	25 ↔	<p>Expectation of more frequent extreme rainfall events. Sea level forecast to rise by 70cm by 2050 which will significantly increase the risk of coastal flooding of low-lying areas (particularly Paignton Green), increase in the frequency and power of storm events, increase rate of coastal erosion/damage to quays, slipways and other hard infrastructure on the shoreline. Increased disruption to maritime activities e.g. commercial fishing and marine leisure. Coastal, pluvial and fluvial flooding will also present significant risks to residential and business properties, as well as critical infrastructure.</p>	<ul style="list-style-type: none"> • There are a number of contingency measures being considered to respond to coastal and pluvial flooding e.g. enhanced coastal sea defenses. • The Port Master Plan also contains climate change countermeasures e.g. further rock armouring of Victoria Breakwater, but no funding routes have been identified yet. • Work continues on the Flood Risk Management Plan and actions to address sustainable urban drainage systems (SUDS) and close collaboration with the Environment Agency is critical. • The Devon Climate Emergency's Climate Impacts Group is also in the process of carrying out a new risk assessment and developing a new adaptation plan for Devon, Cornwall 	20 ↔	Kevin Mowat / Simon Pinder

						and Isles of Sicily. Local action where required will be led by the Local Resilience Forum and fed into the new Torbay Carbon Neutral Action Plan once developed.		
SRTC C03	Failing coastal infrastructure	5 – Almost certain	4 - Major	20 ↔	A number of coastal assets are at a tipping point of deterioration and require significant investment to ensure longevity and fitness for purpose.	Periodic inspection regime to monitor degradation. Need to identify funding solutions to invest in hard infrastructure to 'hold the line' or agree a process of managed retreat with appropriate investment in soft infrastructure.	16 ↔	Kevin Mowat / Simon Pinder

Community and Corporate Plan Priority: Council Fit for the Future

Code	Title	Probability Score	Impact Score	Score and RAYG	Description	Mitigation	Score and RAYG After Mitigation	Risk Owner
SRCF F01	Difficulties in social work recruitment to frontline safeguarding teams	4 – Likely	3 - Moderate	12 ↔	There have been recent difficulties in recruiting social work staff both on a permanent and agency basis. The situation in the last year has been compounded due to potential recruits not wishing to relocate during the COVID-19 pandemic.	There continues to be an active recruitment campaign which is positive. Torbay is also supporting several Assessed and Supported Year in Employment (ASYE) social workers through the Learning Academy as well as developing our own internal leaders as part of a succession programme. We have also supported several overseas social workers to relocate to Torbay. This is stabilising the workforce and we continue to see a reduction in agency	9 ↓	Nancy Meehan

						workers during quarter 4 and should continue to improve into the next financial year. However, we need to continue to “horizon scan” as neighbouring authorities are reviewing their salaries and retention offer and we need to ensure our offer remains competitive.		
SRCF F02	School High Needs Block spending pressures	4 – Likely	4 – Major	16 ↔	The School Forum currently have a deficit budget position of circa 2.5 million for 2020/21 and cumulative deficit from previous years of 3.8 million.	The School Forum is working with the Education Skills and Funding Agency (EFSA) to consider the actions that are needed to mitigate spend. The National system of funding pupils with higher need is yet to conclude or publish its findings. Cabinet has written to ask for this to be concluded, as this will form part of the SEND reform of the code and the financial expectations on demand for this budget. The School Forum have hosted a school forum workshop to review the spends and progress on initial action plan. The School Forum continue to operate a Higher Needs Recovery Group to work through mitigating actions. A further refresh of the plan is being written alongside the action plan from the peer review and the SEND Inspection. Additional funds were announced for 2021 – 2022 but this was insufficient to achieve an in year balanced budget position. Additional funding has been announced for 2022- 2023 but a balanced budget continues to not be achieved.	16 ↔	Rachael Williams

SRCF F03	SWISCo commissioning resource	3 - Possible	4 – Major	12 ↔	Insufficient commissioning resource for SWISCo.	Delivery expectations have been reduced. TUPE transfer key service areas into SWISCo and operate a 'thin' client model. Broaden the commissioning resource at Assistant Director level within Place.	8 ↔	Kevin Mowat
SRCF F04	Failure to comply with GDPR	5 – Almost certain	3 - Moderate	15 ↔	The General Data Protection Regulation (GDPR) tightens existing data protection requirements on organisations. The Council needs to be able to demonstrate compliance to the regulation in all of its processing activities. Failure to do so could result in enforcement action from the Information Commissioner's Office, damage to reputation and potential increase in complaints and claims.	A GDPR compliance project has been undertaken and regular staff awareness campaigns are also undertaken to ensure staff keep data protection at the forefront of their minds, with the aim of reducing breaches.	12 ↔	Matt Fairclough-Kay
SRCF F07	Achieving a balanced budget over the period of the medium term financial plan	4 - Likely	4 – Major	16 ↔	The projected budget gap over the life of the Medium Term Resource Plan (MRTP) is an estimated position and is subject to change and is based upon a series of assumptions and projections which will be regularly reviewed for future years to ensure they continue to be realistic. There is therefore a risk that the projections for the budget deficit may prove to be either under or over estimates.	The MTRP will be updated as appropriate to take account of changing circumstances and new intelligence. An influencing and lobbying campaign is in development to raise the profile of Torbay Council, and Torbay as a whole. The 2022/23 budget setting process began in May 2021 and the first round of star chambers has been completed. Revised service plans and a second round of star chambers will be completed during Q2 of 2021/22.	12 ↔	Martin Phillips

SRCF F08	Proportionality of borrowing and commercial risk – a measure of income risk on assets funded from borrowing.	4 - Likely	4 – Major	16 ↔	The risk that council will be unable to meet its fixed borrowing liabilities if income streams associated with that borrowing are not maintained or fluctuate. The more the council borrows and the more it relies on that commercial income to support services, the greater the risk. The Ministry of Housing Communities and Local Government refers to this as “proportionality”. This risk is compounded by the economic impact of COVID-19 and lockdown, impacting on investment property rental income.	Regarding our investment properties; As part of the Incident Management Team (IMT) recovery, a sub group has been put in place for this key area and the TDA are in frequent contact with tenants to ensure timely payment or rent continues. Investment management meetings have become more frequent. The risk had been maintained at 16 as despite the mitigation it is uncertain how long the financial impact of pandemic on council rental income will last.	16 ↔	Martin Phillips / Kevin Mowat
SRCF F09	Corporate Fraud & Error.	4 - Likely	3 – Moderate	12 ↔	Risk that council is exposed to fraud and error in its operations in particular collection fund fraud and error.	Fraud and Error team established and focused on key areas of risk, such as in 20/21 the payment of over £50m of business grants. Additional staffing has also been approved for the Fraud & Error team.	12 ↔	Martin Phillips
SRCF F10	Corporate Health and Safety	4 - Likely	3 – Moderate	12 ↔	Non-compliance to health and safety requirements across the local authority increases the risk to public and staff safety, this includes gaining appropriate certifications for some of our assets. Further risk around Swisco identified resulting in increased risk score	Additional dedicated resource allocated to Children’s service - on line May 22 to mitigate risk in service area and promote culture change. Review of resource and model of delivery being completed in Swisco to provide additional capacity. Level of resource in Harbour estate is now back at capacity. Risk remains the same due to level of risk around management of corporate	9 ↔	Tara Harris

						assets via TDA. Additional resource allocated to address capacity concerns, quarterly meetings as part of CEO HSE review and full implementation of SHE to facilitate accountability by all concerned. Clarity over SLA required to facilitate deliverability.		
SRCF F11	Capacity of legal services to deal with care proceedings before the court	3 - Possible	4 – Major	12 ↔	As the numbers of children looked after increases, as does the requirement for legal services to support care proceedings which will go before the court. This increase could lead to lack of capacity to deal with cases in a timely and effective manner.	Required resources are kept under close review, and the teams are currently supplemented by agency workers, to give capacity and ensure that vacant posts are filled. This does however lead to a significant budgetary pressure.	8 ↔	Matt Fairclough-Kay
SRCF F12	Change management capability across the Council	3 - Possible	4 – Major	12 ↔	The Council is undertaking an ambitious programme of transformation, together with delivering changes required as a result of budgetary decisions. The risk is the workforce in unable to deliver the amount of Council-wide and service change service needed, whilst ensuring the continued delivery of services, and achieving required budgetary savings.	Council Redesign Programme Board is continually reviewing the prioritisation of projects, and workstreams therein so as to ensure that the workforce can deliver, or that additional resources are identified in order to deliver within required timeframes.	12 ↔	Anne-Marie Bond

SRCF F13	Staff resilience	5 – Almost certain	4 – Major	20 ↔	Staff resilience on an on-going basis has been incredibly challenged given the 40% reduction in staff numbers during austerity. With the pressures that COVID-19 brings, there are some teams in the Council where the risks around resilience are now critical.	All Directors are keeping under constant review the pressures and resilience issues in their teams (especially those who are undertaking specific COVID-19 response/recovery activities), to identify those where additional resources are required. Continuing pressures a result of government grant provision and ability to respond due to inability to recruit.	16 ↔	All Directors
SRCF F14	Reputation and engagement	3 - Possible	4 – Major	12 ↔	The risk is that the Council's reputation deteriorates with its communities, when it needs to improve, and this has a detrimental impact on our ability to gain public support for the actions that will realise the Council's priorities.	The Council's Community and Corporate Plan sets a clear ambition for the Council to become an enabling Council, and one which has a very different and improved relationship with residents. This is supported by the Council Redesign programme, which aims to put residents at the centre of everything we do and seeks to engage and empower them.	12 ↔	Anne-Marie Bond
SRCF F15	Response times in respect of Subject Access Requests, Complaints, Freedom of Information requests and Environmental Impact Assessments	5 – Almost certain	3 - Moderate	15 ↔	The Information Compliance Team is managing year on year increases in the volume of requests, and delays and non-compliance with timescales is common. There is a risk of a detrimental impact on the Council's reputation, and of investigation by the Information Commissioners Office.	In respect of complaints, a one stage process is now embedded, and the permanent appointment of two Complaints Officers who independently investigate/oversee complaints, has improved the Council's performance significantly. Subject Access Requests remain at record levels. An individual request can take hundreds of hours to complete and significant delays are common place. As well as using support from other Councils to undertake a small number on our behalf, we have recruited a dedicated post on a 12 month FTC to deal with the backlog.	15 ↔	Matt Fairclough-Kay

SRCF F17	Implementation of the customer relationship management (CRM) system	3 - Possible	4 - Major	12 ↔	The Council is purchasing a new CRM system with a view to linking it to most services. This is a major project that will require service redesign to fully exploit the benefits. Full costs cannot be known until all areas have been analysed in detail and the supplier engaged on specific additional costs. Likewise, customer service may be impacted during implementation of this major improvement to how we deliver services.	The base system costs are known, and funding is approved. Estimates for further functionality have been obtained. Additional functionality will only be approved based on additional business cases to be signed off by SLT on a positive cost/benefit outcome/s. Project controls are in place to implement an agreed target operating model throughout the Council with further approved design principals to guide service redesign. Staged delivery has been chosen to ensure major service areas are de-risked later in the programme. Cost overrun is still a risk if the organisation does not move at the pace required by the supplier once the project mobilises.	8 ↔	Matt Fairclough-Kay
SRCF F18	Inability to recruit staff and respond to increased demand or maintain service delivery.	4 - Likely	4 - Major	20	Recruitment is now proving challenging in a wider range of roles within the Council and partner organisations. This isn't unique to Torbay and is a national issue for both the public and private sector.	There are a number of mitigating actions which we are currently progressing through the Our People Strategy, which include; <ul style="list-style-type: none"> • Review of terms and conditions, including flexible working • New Recruitment system • Improvements to on-boarding and induction • Refreshed approach to raising the profile of jobs in local government • Workforce planning, including use of Apprenticeships, Kickstart and T-levels and career development 	16	Anne-Marie Bond / Sue Wiltshire

New	Large scale cyber attack	4 - Possible	5 - Critical	20	Probability has increased globally, and local government is now a specific target for cyber criminals. Multi-system recovery will take weeks or months, depending on scale.	Weekly off-line backup in addition to daily online backup (in case online backup is attacked). Basic anti-ransomware protection, intended to limit rapid spread from a successful attack. Protective Domain Name Service (PDNS) intended to prevent initial infection from contacting command & control servers.	12	Matt Fairclough-Kay
New	Data Centre Outage	2 - Unlikely	5 - Critical	10	Electrical failure lasting longer than 2 hours, Fire, Water damage from overhead source, or some other physical event resulting in the loss of the council's single data centre. Initial recovery of critical systems would take more than 1 week, full recovery of all systems would take a number of months.	Off-site backup housed in Tor Hill House (note that an event which renders the Town Hall data centre no longer serviceable may also impact Tor Hill House, if only preventing physical). Disaster Recovery contract allowing off-site recovery (no local recovery site identified). Data Centre Fire protection, environmental controls, and access restrictions. No water pipes directly above data centre.	8	Matt Fairclough-Kay
New	Number of families in B&B Accommodation – 5 or move families over 6 weeks	4 – Likely	4 - Major	12	Number of families in B&B temporary accommodation for more than 6 weeks. Risk of repayment of housing grant, legal challenge if breach occurs and impact on families.	B&B elimination action plan has been produced and agreed with support of DLUHC and their oversight of delivery. Additional CEO oversight of delivery. Robust performance monitoring in place with delivery plans for each household with triggers at 2 and 4 weeks if in B&B. Acquisition of self-contained accommodation being actively explored with full occupation delivered September – Jan 23. Gov Q2 return 7. There have	6	Tara Harris

						not had any families in B&B accommodation for over 6 weeks since 3 April until time of this update.		
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