

Audit Committee - Strategic Risks Detailed Report (16 and above) Appendix A
(as at 11/07/2023)

Risk Code: ST01	Adult Services Delivery	Accountable Officer : Jo Williams
Unmitigated Score: High (20)	Description: The S75 for Integrated ASC means that the NHS pays any financial risk above the fixed fee. NHS colleagues are reporting an overspend and a projected gap for 2023-24, minus any further one-off grant funds. There is a 12 months' notice period to return all activity and spend to the council and a risk that the NHS may choose to serve that notice.	Risk Completion Officer : Jo Williams
Mitigated Current Score: High (20)		Last Review Date : 23/06/2023
Mitigation status:	Mitigation:	
Action completed	Effective budgetary control	
Action ongoing	Long term sustainability plan	
Action needed	Management of demand	
Action ongoing	Oversight – Members	
Action ongoing	Oversight – Officers	
Action ongoing	Review of Adult Social Care pathway to manage demand	
Action needed	Understanding of need	
Latest Note: Risk remains the same, although the external delivery partner has highlighted the potential of significant savings - this has yet to be agreed.		

Risk Code: ST02	Mitigating the local effects of Climate Change	Accountable Officer : Alan Denby
Unmitigated Score: High (20)	Description: Scientific evidence of rising temperatures, storm events and sea level rise.	Risk Completion Officer : David Edmondson
Mitigated Current Score: High (20)		Last Review Date : 05/07/2023
Mitigation status:	Mitigation:	
Action ongoing	Carbon Neutral Council policies and strategies	
Action ongoing	Carbon neutrality in key strategies	
Action needed	Decrease carbon impact of council services	
Action ongoing	Deliver Council climate change fund	
Action needed	Deliver the two solar farms	
Action ongoing	Electric charging points	
Action ongoing	Facilitate the Torbay Climate Partnership	
Action ongoing	Flood defences	
Action ongoing	Increase waste recycling	
Action needed	Local Plan Policies	
Action ongoing	Support residents to take actions – double glazing / boilers	
Latest Note: Following the recent election the mitigations for this risk, will need to be reviewed with the new administration. It is recognised internally that more evidence is required to support the detail needed for this Risk. The actions contained within the Carbon Neutral Council Action Plan are advancing well.		

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Risk Code: ST03	Failure to have good economic growth that allows us to address the needs of the most vulnerable.	Accountable Officer : Alan Denby
Unmitigated Score: Very High (25)	Description: Insufficient economic growth to address Torbay's inequality, poor skills, poor productivity and competitiveness leading to worsening the loss of working age population and an increase in the resident population living in deprived areas.	Risk Completion Officer : Lisa Tuck
Mitigated Current Score: Very High (20)		Last Review Date : 22/06/2023
Mitigation status:	Mitigation:	
Action ongoing	Deepen relationship with partner organisations	
Action ongoing	Deliver more affordable homes SPD	
Action needed	Deliver the town centre regeneration programmes	
Action ongoing	Develop & deliver an appropriate Economic Growth Strategy	
Action ongoing	Develop working relationships with key businesses, developers and landowners	
Action needed	Healthy Torbay - Supplementary Planning Document	
Action ongoing	Own / control housing stock via Tor Vista	
Action ongoing	Public Health prevention	
Action ongoing	Review and update Local Plan	
Action ongoing	Secure additional investment	
Action ongoing	Social Value Principles	
Action needed	Support the continued development of the hi tech sector in Torbay	
Latest Note: The mitigations are underway with an intense period of work with Government expected to support greater prioritisation of economic growth in the short term for Torbay. Activity continues to follow up on UKREIFF, the development of the Place Board and use of Torbay Story to attract inward investment central to the investment attraction. Further work on skills and talent development is captured in the economic growth strategy.		

Risk Code: ST04	Failure to set a robust budget and Medium-Term Resource Plan	Accountable Officer : Malcolm Coe
Unmitigated Score: Very High (25)	Description: There have been real term cuts in local authority budgets year on year since 2010. This, along with significant increases in demand for adult and children social care, and high inflation, has resulted in annual budget setting becoming more and more challenging.	Risk Completion Officer : Malcolm Coe
Mitigated Current Score: Very High (20)		Last Review Date : 07/07/2023
Mitigation status:	Mitigation:	
Action ongoing	Delivery of the Safety Valve improvement plan	
Action ongoing	Medium Term Resource Planning (MTRP)	
Action ongoing	Re-assess and revise the Council's Capital Investment Plan	
Action ongoing	Re-negotiation of ICO (integrated adult social care) contract	
Latest Note: Good progress has been made on all of these mitigations. For example, the Newton diagnostic work on Adult Social Care has identified significant opportunities to drive efficiencies and tangible savings. Early work on the DSG safety valve has been positive with the first payment of £5m+ received from Government and early discussions have been held with the new Cabinet with regards to prioritisation of the Capital Investment Programme.		

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Risk Code: ST05	Failure to supply sufficient housing for Torbay's needs	Accountable Officer : Alan Denby
Unmitigated Score: High (20)	Description: Insufficient housing development to meet Torbay's need for suitable housing to meet local needs and anticipated population growth (including economic growth and affordable housing). The absence of a housing supply may also increase the risk of the Council having to accept development in areas that are less desirable.	Risk Completion Officer : David Edmondson
Mitigated Current Score: High (20)		Last Review Date : 05/07/2023
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 ongoing	Evidence base (Housing Need)	
Action ongoing	Evidence base (Planning)	
Action completed	Housing Strategy	
Action ongoing	Housing strategy Action Plan	
Action needed	Land supply	
Action ongoing	Liaise with Government organisations	
Action ongoing	Partnership working	
Action ongoing	Planning Service Fit for the Future Project	
Action needed	Relationship with landowners and developers	
Action ongoing	Review 106 agreements and implement tighter planning controls	
Action ongoing	Review structure	
Action ongoing	Unlock stalled sites	
Latest Note: Recognition that we are in a Housing Crisis and that HENA shows disproportionate need for affordable housing, versus supply. Local Plan needs to address the housing needs of Torbay, but recognising the current land supply shows a shortfall and all the challenges of the environmental constraints of land in the Bay. Restructuring of the Directorate underway including new posts specifically addressing the issues of strategic housing. Interviews for Head of Housing Delivery & Strategy & Head of Development Management posts in July.		