

Strategic and Corporate Risk Registers (as at 08/12/2025)

Increased in score from the previous review

Decreased in score from the previous review

Score stayed the same



Risk Type	Code	Risk Title	Accountable Officer	Risk Completion Officer	Unmitigated Score	Optimal Risk Position	Tolerable Risk Position	Current Mitigated Score	Last Review	Direction of Travel	Category
Strategic Risk	03	Failure to have good inclusive economic growth	Alan Denby	Liam Montgomery	25	8	8-12	12	28/11/2025	■	Strategic Direction
	04	Failure to set a robust budget and Medium-Term Resource Plan	Malcolm Coe	Malcolm Coe	25	8	8-16	15	28/11/2025	■	Strategic Direction
	05	Failure to supply sufficient housing for Torbay's needs	Alan Denby	Liam Montgomery	20	12	12-16	20	04/12/2025	■	Strategic Direction
	06	Pandemic or high impact outbreak of infectious disease	Lincoln Sargeant	Mandy Guy	16	8	8-12	12	26/11/2025	■	Operational Delivery
	07	Recruitment and Retention	Matthew Fairclough-Kay	Sue Wiltshire	25	4	4-9	3	24/11/2025	■	Strategic Direction
	09	Failure to adapt to a changing climate	Alan Denby	Liam Montgomery	16	12	12-16	16	04/12/2025	■	Strategic Direction
	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	15	01/12/2025	■	Strategic Direction
	11	Large scale cyber attack	Matthew Fairclough-Kay	Pauline Godfrey	25	15	10-15	10	07/01/2026	▼	Operational Delivery

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
Corporate Risk	01	Lack of effective risk management	Matthew Fairclough-Kay	Eve Bates	20	8	8-12	8	26/11/2025	■	Legal and Governance
	02	Failure to have adequate insurance in place for all council assets and activities	Matthew Fairclough-Kay	Evelyn Murray	15	10	10	10	12/11/2025	■	Financial
	03	Prolonged Data Centre Outage	Matthew Fairclough-Kay	Pauline Godfrey	20	10	10	15	02/12/2025	■	Operational Delivery
	05	Failure to comply with Health & Safety and Fire Safety Legislation	Matthew Fairclough-Kay	Dave Walker	20	10	10	16	30/11/2025	▼	Health and Security
	06	Failure for our wholly owned companies to comply with H&S, fire, environmental legislation	Matthew Fairclough-Kay	Dave Walker	16	8	8	12	30/11/2025	▼	Health and Security
	07	Talent development (Future proofing the workforce)	Matthew Fairclough-Kay	Sue Wiltshire	12	6	6-9	6	24/11/2025	■	Operational Delivery
	08	Breach of Equality Act or breach of the Human Rights Act	Matthew Fairclough-Kay	Laura Hill	16	6	6-9	12	03/12/2025	■	Legal and Governance
	09	Reputation of Council	Anne-Marie Bond	Kate Spencer	16	6	6-9	6	21/11/2025	▼	Reputation
	10	Failure to produce quality data	Matthew Fairclough-Kay	Joanne Beer	25	8	8	6	26/11/2025	■	Operational Delivery
	11	Inadequately prepared to respond and manage the impact of a major incident	Matthew Fairclough-Kay	Steven Harvey	15	8	8	8	26/11/2025	■	Operational Delivery
	12	Ineffective Business Continuity Management	Matthew Fairclough-Kay	Steven Harvey	12	8	8	8	27/11/2025	■	Operational Delivery
	14	Failure to implement the SEND inspection priority actions and improvements	Nancy Meehan	Hannah Baker, Lisa Chittenden	25	9	9-12	16	28/11/2025	▼	Operational Delivery
	15	Failure to stabilise the budget for the Higher Needs block	Nancy Meehan	Lisa Chittenden	25	10	10-15	20	19/11/2025	■	Financial
	17	Placement sufficiency	Nancy Meehan	Lisa Chittenden	25	10	10-15	25	18/11/2025	■	Financial
	19	Recruitment and retention Of Social Workers	Nancy Meehan	Lisa Chittenden	20	6	6-12	9	18/11/2025	■	Operational Delivery
	20	Failure to replace the Paris system	Anna Coles	Lee Baxter	25	10	10-15	10	02/12/2025	■	Operational Delivery
	21	GDPR Compliance and Effective Information Governance	Matthew Fairclough-Kay	Joanne Beer	15	8	8-12	12	18/09/2025	■	Legal and Governance
	22	High levels of customer dissatisfaction	Matthew Fairclough-Kay	Joanne Beer	9	6	6-9	9	30/07/2025	■	Reputation

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23	Implementation of the customer relationship management (CRM) system	Matthew Fairclough-Kay	Matthew Fairclough-Kay	16	6	6-9	6	04/12/2025	—	Operational Delivery
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	01/12/2025	—	Strategic Direction
25	Legal costs for Children's Services - Judicial Reviews	Matthew Fairclough-Kay	Amanda Barlow	15	6	6-9	6	10/09/2025	—	Financial
28	Failure to deliver or facilitate the delivery of future extra care housing	Anna Coles	Adam Russell	12	6	6-12	9	28/10/2025	—	Operational Delivery
29	Corporate Debt recovery from ASC customers	Anna Coles	Lee Baxter	12	9	9-12	9	07/11/2025	—	Financial
32	Increased homelessness and insufficient temporary accommodation	Tara Harris	Lianne Hancock	16	12	12-16	12	05/12/2025	—	Financial
37	Failure to have adequate constitution and democratic governance arrangements in place	Anne-Marie Bond	Amanda Barlow	12	8	8-12	12	15/10/2025	—	Legal and Governance
39	Delivery of elections / electoral registration	Anne-Marie Bond	Catherine Hayden	20	6	6-15	9	01/12/2025	—	Legal and Governance
40	Failure to deliver the commitments within the Council's Policy Framework	Anne-Marie Bond	Kate Spencer	12	8	8-12	12	21/11/2025	—	Strategic Direction
41	Failure to collect, or loss of, income in particular council tax and business rates	Malcolm Coe	Alistair Townsend	20	8	8-12	12	19/11/2025	▲	Financial
43	Failure to have effective procurement and contract management arrangements in place	Malcolm Coe	Tracey Field	16	4	4-12	4	17/11/2025	—	Legal and Governance
44	Failure to adequately prepare for, and meet grant conditions (Capital Projects)	Malcolm Coe	Malcolm Coe	20	6	6-12	8	28/11/2025	—	Financial
45	Failure to effectively and efficiently deliver the Capital Programme	David Carter	David Carter	20	8	8-12	12	04/12/2025	—	Assets
46	Effective Housing delivery	David Carter	Sam Irving	20	8	8-12	16	08/12/2025	—	Strategic Direction
47	Effective delivery of Economic Growth Strategy	Alan Denby	Liam Montgomery	20	8	8-12	12	28/11/2025	▼	Local Economy
48	Failure to deliver town centre regeneration projects	Anne-Marie Bond	David Carter	20	8	8-12	12	04/12/2025	—	Local Economy
49	Failure to have an up to date adopted Local Plan in place	Alan Denby	Liam Montgomery	12	8	8-12	9	27/10/2025	▼	Strategic Direction
50	Failure to meet Development Management national and local performance targets	Alan Denby	Liam Montgomery	20	8	8-12	12	04/12/2025	—	Strategic Direction
51	Failure to support people to maintain and access permanent accommodation.	Malcolm Coe	Clive Hayward, Richard Owen	20	6	6-12	6	19/11/2025	—	Strategic Direction
53	Failure to deliver the Statutory Harbour Authority (SHA) functions	Alan Denby	Matt Reeks	20	8	8-12	12	02/12/2025	—	Operational Delivery
57	Data loss through use of artificial intelligence	Matthew Fairclough-Kay	Joanne Beer	12	6	6	6	24/09/2025	—	Health and Security
58	Transfer of Torbay Economic Development Company (TEDC), a wholly owned company, back to the Council	Alan Denby, Matthew Fairclough-Kay	Stuart Loly	20	2	2-4	2	02/12/2025	▼	Financial
59	Risk of Fraud and Error causing financial loss or reputational damage to the council	Malcolm Coe	Rachel Worsley	25	6	6-12	20	12/11/2025	—	Reputation
60	Failure to reduce carbon dioxide emissions in line with the current carbon neutral targets	Alan Denby	Liam Montgomery	15	6	6-12	15	27/10/2025	—	Environmental Factors
61	Failure to realise the benefits of devolution for Devon and Torbay	Anne-Marie Bond	Alan Denby	6	2	2-6	2	26/08/2025	—	Strategic Direction
62	Deprivation of Liberty waiting list (ICO under delegated tasks of Section 75 agreement)	Anna Coles	Lee Baxter	12	6	6-12	12	01/12/2025	▼	Legal and Governance
64	Failure to deliver the financial sustainability plans	Malcolm Coe	Malcolm Coe	16	4	4-12	8	28/11/2025	—	Financial
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	04/12/2025	—	Assets
67	Non-compliance with Council's visual identity standards	Matthew Fairclough-Kay	Beth Hill	12	3	3-6	9	05/12/2025	▲	Reputation
68	ASC Transformation Programme fails to deliver financial sustainability	Anna Coles	Lee Baxter	16	8	8-12	16	11/11/2025	▲	Strategic Direction
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	04/12/2025	—	Legal and Governance

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70	Failure to prevent employees from being subjected to sexual harassment in the workplace	Matthew Fairclough-Kay	Sue Wiltshire	6	3	3-6	3	16/06/2025	—	Financial
71	Failure to ensure safe maintenance and compliance of the Council's housing stock	Malcolm Coe	Paul Palmer	12	4	4-8	6	04/12/2025	—	Assets
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	03/12/2025	—	Operational Delivery
73	Failure to adequately undertake proactive improvement works to cliffs and coastal defences	David Carter	Tim Jones	16	12	12-16	16	11/11/2025	—	Operational Delivery
74	Failure to effectively maintain Council Heritage Assets	Malcolm Coe	Paul Palmer	20	4	4-12	9	04/12/2025	—	Assets
75	Failure to effectively maintain and invest in our Operational Estate	Malcolm Coe	Paul Palmer	20	6	6-12	9	04/12/2025	—	Assets
76	Failure to adequately maintain and invest in our Community Assets	Malcolm Coe	Paul Palmer	6	4	4-8	4	04/12/2025	—	Assets
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	04/12/2025	—	Legal and Governance
78	Failure to effectively achieve the commercial income targets from the Council Investment Portfolio	Malcolm Coe	Paul Palmer	16	6	6-12	9	04/12/2025	—	Legal and Governance
79	Not delivering the anticipated benefits of integrating TDA and Torvista back into Council management	Matthew Fairclough-Kay	Malcolm Coe	16	8	8	8	14/11/2025	—	Legal and Governance
80	Insufficient capacity, resourcing and engagement with change agenda	Matthew Fairclough-Kay	Mark Hammett	16	6	6-9	9	01/12/2025	—	Legal and Governance
81	Failure Of Liquid Logic Software System	Nancy Meehan	Lisa Chittenden	12	6	6-9	9	16/10/2025	—	Legal and Governance
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	04/12/2025	—	Legal and Governance
83	Local Government Reorganisation	Anne-Marie Bond	Kate Spencer	12	8	8-12	8	21/11/2025	—	Reputation
84	Failure to adequately maintain Torbay's Public Highway Asset to ensure a safe and effective network	Alan Denby	Matt Reeks	20	10	10-15	15	02/12/2025	—	Legal and Governance
85	Potential loss of Community Equipment Service	Anna Coles	Chris Lethbridge	20	2	2-4	8	04/12/2025	—	Operational Delivery
86	Risk of increasing numbers of Elective Home Educated young people	Nancy Meehan	Daniel Hamer	20	4	4-9	20	26/11/2025	▲	Operational Delivery
87	Failure to have safe implementation of Liquid Logic for ASC	Anna Coles	Gary Patch	12	2	2-6	9	10/10/2025	—	Operational Delivery

New Risks Added Post DOM Approval

Corporate Risk	88	Deprivation of Liberty (Community DoLs) waiting list (ICO under delegated tasks of S75 agreement)	Anna Coles	Lee Baxter	12	9	6-12	6	07/01/2026	—	Legal and Governance
	89	Oldway Mansion	Alan Denby	Liam Montgomery	20	12	6-16	6	08/01/2026	—	Reputation

Total Corporate Risks = 69



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.