

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**

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Score stayed the same



**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.