

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: 8		
Tolerable Risk Position: 8-16		Last Review Date : 16/02/2026
Mitigated Current Score: High (20)		Identification Date: 30/04/2023
Current Direction of Travel: 		
Previous Direction of Travel: 		
Mitigation status:	Mitigation:	
Action ongoing	Delivery of the Safety Valve improvement plan	
Action ongoing	Medium Term Resource Planning (MTRP)	
Action completed	Re-assess and revise the Council's Capital Investment Plan	
Action ongoing	Re-negotiation of ICO (integrated adult social care) contract	
Latest Note:	There is still a high risk that the Integrated Care Organisation (ICO) provide formal 12 months' notice on the Adult Social Care Contract by 31 March 2026. The government's final Settlement figures were announced on 9 February 2026. Whereas this provided more funding for Torbay Council over the next three financial years, the Council is still facing a funding gap of circa £12m	

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 : 20/02/2026
Mitigated Current Score: Very High (25)		Identification Date: 30/04/2023
Current Direction of Travel: 		Previous Date of Change: 20/02/2026
Previous Direction of Travel: 		
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 needed	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 ongoing	Partnership working	
Action needed	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 completed	Review structure	
Action ongoing	Unlock stalled sites	
Latest Note: Following restructure, this risk has been transferred to the Housing Delivery Team. However, the risk is not fit for purpose and this has been highlighted with the Performance and Risk Manager who will raise it with DOM in the next risk report.		

Risk Code: ST09	Failure to adapt to a changing climate	Accountable Officer : Alan Denby
Unmitigated Score: High (16)	Description: Our climate is changing. We need to prepare for this. We need to understand where Torbay is currently vulnerable to weather events, and where we may be at risk in the future. Failure to review and plan for this will result in a range of negative economic, social and environmental impacts for the Council and wider Torbay area.	Risk Completion Officer : Liam Montgomery
Optimal Risk Position: 12		
Tolerable Risk Position: 12-16		Last Review Date : 29/01/2026
Mitigated Current Score: High (16)		Identification Date: 22/01/2024
Current Direction of Travel: 		Previous Date of Change:
Previous Direction of Travel:		
Mitigation status:	Mitigation:	
Action ongoing	Flood defences	
Action completed	Local Plan Policies	
Action completed	Review the Devon, Cornwall and Isles of Scilly Consultation Draft Adaptation Strategy	
Latest Note: Completed a Climate Adaptation Risk Assessment in 2025, a full review will be carried out ready for Q1 of 2026. To date the council reviewed and developed its climate risks and has updated the local plan to include stronger planning requirements regarding climate resilience. Work has commenced delivering the Preston and Paignton Flood Defence Schemes.		

Risk Code: ST10	Failure of Torbay and South Devon NHS Foundation Trust to deliver Adult Social Care Statutory duties	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 : 04/02/2026
Mitigated Current Score: High (20)		
Current Direction of Travel: 		Identification Date: 30/03/2023
Previous Direction of Travel: 		Previous Date of Change: 04/02/2026
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:	There has been a wide and public communication from the ICO suggesting that they are considering at their board the future of the Section 75 agreement (and whether they will terminate the agreement with Torbay Council). Although there is no final decision, The risk profile has therefore been increased to reflect this.	

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