

Audit Committee – Corporate Risks Detailed Report (16 and above)
(as at 24/02/2026)

Risk Code: CP05	Failure to comply with Health & Safety and Fire Safety Legislation	Accountable Officer : Matthew Fairclough-Kay
Unmitigated Score: High (20)	Description: Health and Safety is a legislative requirement that is enforced by the Health and Safety Executive (HSE). The HSE intervenes when the organisation is found to be failing in its management of health and safety (in contravention HSG 65). Fire safety is a legislative requirement enforced by Devon and Somerset Fire Rescue Service (DSFRS). DSFRS intervenes where an organisation fails to management fire safety or as a result of a fire incident, in accordance with the Regulatory Reform Fire Safety Order 2005 (RRFSO2005). Routine and periodic inspections of systems are required on ASSURE (the council's health and safety software management system). Likewise, incidents are required to be reported and investigated in accordance with the council's policies and procedures. Effective training, risk assessment and policy underpins organisational Health, Safety and Fire Management. From the 1st of July 2024, the assets which were previously managed by TEDC have transferred back to the Council and are now under direct control. Some of these assets have given cause for concern due to recent near misses/incidents therefore, the risk scoring will need to raise.	Risk Completion Officer : Dave Walker
Optimal Risk Position: 10		Last Review Date : 29/01/2026
Tolerable Risk Position: 10		Identification Date: 23/11/2022
Mitigated Current Score: High (20)		Previous Date of Change: 29/01/2026
Current Direction of Travel: ▲		
Previous Direction of Travel: ▲		

Mitigation status:	Mitigation:
Action needed	Adequate Health and Safety/Fire resources available
Action ongoing	Auditing of Assets
Action ongoing	Development and maintenance of ASSURE health and safety system
Action needed	Fire Safety Strategy
Action ongoing	Improved reporting
Action ongoing	Policies and procedures in place
Action ongoing	Risk Assessments
Action ongoing	Systems and procedures
Action needed	Up take of Health and Safety training
Latest Note:	
There have been ongoing incidents across the organisation, which have highlighted both poor H&S practices and a failure of effective fire safety management	
There is an identified need to produce an organisation wide fire safety strategy, clearly identifying roles, responsibilities and the key processes/procedures for effective fire safety management.	
Currently there is no resource to provide more than Fire Risk Assessment across the corporate buildings, leaving the organisation at risk across its other activities. Extra resource has been requested to bring this risk back in tolerance.	
In terms of identified H&S concerns, whilst mitigations have been provided to address these, effective uptake has been limited in some areas. DSE compliance across several directorates remains weak and there have been a number of cases where policies protecting pregnant and nursing mothers have not been followed, contrary to current legislation.	
Training uptake whilst improving, remains generally weak in two key directorates, despite recent restructures.	
Recent issues with the periodic inspection of plant and installations has again highlighted a lack of due diligence in this area, which has put the Authority in breach of regulations.	
It is imperative that competent Fire and H&S Advice is sought prior to initiating projects, developments and the purchasing of sites to ensure that risks are identified in a timely manner and ensuring the organisation is not exposed to additional and unplanned costs and remedial works.	

Risk Code: CP14	Failure to implement the SEND inspection priority actions and improvements	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25)	Description: In March 2025, a Joint Area SEND Inspection conducted by Ofsted and the CQC identified significant and systemic weaknesses in the delivery of services for children and young people with special educational needs and/or disabilities (SEND) in Torbay. The inspection resulted in a formal requirement for the local area partnership to submit an improvement plan outlining how priority actions and areas for improvement will be addressed this also means that Torbay is under notice by the Secretary of State. This risk reflects the potential failure to implement those required improvements effectively and within expected timescales, which could lead to continued poor outcomes for children and young people, non-compliance with statutory duties, and further regulatory intervention.	Risk Completion Officer : Hannah Baker, Lisa Chittenden
Optimal Risk Position: 9		Last Review Date : 29/01/2026
Tolerable Risk Position: 9-12		Identification Date: 30/03/2023
Mitigated Current Score: High (16)		Previous Date of Change: 29/01/2026
Current Direction of Travel: ▼		
Previous Direction of Travel: ▼		

Mitigation status:	Mitigation:
Action ongoing	Co-Production & Engagement
Action ongoing	Governance and strategic oversight
Action ongoing	Influencing and Partnership Engagement
Action ongoing	Monitoring & Evaluation
Action ongoing	Practice Improvement (Council Led)
Action ongoing	Service Planning & Commissioning
Latest Note:	
Continued pressure on SEND services. Escalated risks include delay in appointing project manager to support programme. ICB is also going through a restructure which is in turn putting more pressure on LA capacity to lead on several aspects of the programme. National issues such as awaited white paper and increased parental anxiety nationally (and locally through an active parent group) is also causing pressure on some systems and cultural changes being forged. All actions in the PIP are on track but some actions are struggling to meet standards as the demand for services continuing to outstrip capacity in all areas.	

Risk Code: CP15	Failure to stabilise the budget for the Higher Needs block	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25)	Description: The Higher Needs Block of the Dedicated Schools Grant continues to be overspent. The forecast year end overspend (2022/23) is £2.716m with a cumulative deficit of £11.715m. The Higher Needs Block provides funding to education provisions through the provision of additional support either through identification at SEN K or through the provision set out in an Education Health and Care Plan. The identification of need and the demands on the budget are currently not aligned to the budget received on annual basis. The deficit position of the budget is currently supported by a National Statutory Override, this mechanism is in place for the next three years and provides a way of the Council accounting for the deficit, however this does not address the deficit budget position. In February 2022 Torbay were invited to take part in the Safety Valve programme. The aim of the programme is to agree a package of reform with the DfE and approved by the Secretary of State to implement a DSG Management Plan of the high needs system that will bring the dedicated schools grant (DSG) deficit under control by reducing the spend on the high needs budget by 26/27. Torbay were notified on 14.3.2023 that the Secretary of State had approved the proposals and as a result will support Torbay financially with the HNB deficit on the basis we can implement robustly the proposals within the DSG Management Plan. Torbay will be subject to 3 times a year monitoring visits as part of the scrutiny.	Risk Completion Officer : Lisa Chittenden
Optimal Risk Position: 10		Last Review Date : 26/01/2026
Tolerable Risk Position: 10-15		Identification Date: 30/03/2023
Mitigated Current Score: High (20)		Previous Date of Change: 17/05/2023
Current Direction of Travel: —		
Previous Direction of Travel: ▼		
Mitigation status:	Mitigation:	
Action ongoing	Ceasing and reviewing Education Health and Care Plans	
Action ongoing	Control – Contributions from agencies	
Action ongoing	Control – Higher Needs Review Group	
Action ongoing	Control – IPOP panel	
Action ongoing	Control – SEND Board and Continuous Improvement Board	
Action ongoing	Early intervention and Prevention	
Action ongoing	Implement the DSG Management Plan	
Action ongoing	Learn from Best Practice	
Action ongoing	Performance data	
Action ongoing	Safety Valve	
Action ongoing	Workforce Development Programme	
Latest Note:	<p>The Safety Valve (SV) agreement came into place on 17th March 2023 providing the deficit budget position to be funded, subject to the ongoing delivery of the SV terms and conditions of the agreement. Regular submissions of the progress made towards the Safety Valve have been provided to the Education and Skills Funding Agency. In April 2025 the LA reported to the Safety Valve team for the first time that Torbay forecasts it would not meet its financial target by March 2027. The DfE have responded and have requested further information.</p> <p>It has been confirmed that December 2025 monitoring report has been successful and that payment is being made.</p> <p>There are significant and sustained pressures and risks as the demand for Education Health and Care Plans is not reducing and the number of plans that are able to be ceased is slowing. We have inputted some mitigations to try to reduce the number of Requests for Statutory Assessment (RSA) such as early Next Steps Meetings prior to RSAs and a robust and rigorous No to Issue process; this has resulted in Torbay EHCP declining by -12%, whereas national figures show a +12% increase in EHCPs. Despite this success financial pressures on those with existing plans continue as per head provision costs rise.</p> <p>Increased pressures is being seen on ISEP tribunal requests (as opposed to LA provision) which is very challenging to defend. The changes being made to specialist provision will positively impact on this in the future but this will take time to work through the system.</p> <p>Torbay educational settings are also at this time facing additional financial pressures from NI increases and teachers pay disputes but also the local factor of a dramatic birth rate dip of more than 25%. This creates additional pressure whereby services and support ordinarily available in schools reduces, forcing more families to seek an EHCP. As such this risk remains high and we will continue to monitor our progress.</p>	

Risk Code: CP17	Placement sufficiency	Accountable Officer : Nancy Meehan
Unmitigated Score: Very High (25)	Description: The cost of placing children in care, including Unaccompanied Asylum-Seeking Children (UASC), continues to be a significant pressure within Children's Service – both within Torbay and nationally. The service continues to focus on early help, prevention and intervention at the earliest possibly point in a child and family's life, mitigating against crisis and reducing the likelihood of a child becoming cared for. Despite the overall numbers of cared for children continuing to reduce in comparison to previous years, significant shortages of suitable and available placements are driving up costs within the market. Price increases since 2021/22 are in excess of 30% in residential and unregulated/unregistered placements. The legislation on unregulated placements changed in September 2022 and continues to result in further pressure on this budget. The budget for Care Placements (including Unaccompanied Asylum-Seeking) overspent by £1.937m in 2023/24, and underspent by £657k in 24/25. This is following the placements budget receiving £2.1m of growth funding for 24/25, as part of the budget setting process for that year. As part of the 25/26 budget setting process, an additional £1.3m has been provided to cover the inflationary increases of the fees being requested by placement providers. The service continues to work hard with colleagues across the Peninsula providers, and this year those providers on the framework have a fee increase of 4% and those placements which are off framework and spot purchased remains at a 3%, the same as 2024-25. However, the high cost of weekly placements for residential and unregistered and unregulated placements remains a concern and a risk to the budget, hence this area will continue to be monitored closely throughout the year.	Risk Completion Officer : Lisa Chittenden
Optimal Risk Position: 10		Last Review Date : 26/01/2026
Tolerable Risk Position: 10-15		Identification Date: 30/03/2023
Mitigated Current Score: Very High (25)		Previous Date of Change: 05/12/2023
Current Direction of Travel: —		
Previous Direction of Travel: ▲		
Mitigation status:	Mitigation:	
Action ongoing	As part of the wider restructure, consider the staffing sufficiency of the Placements Team	
Action ongoing	Continued focus on early help, prevention and edge of care services	
Action ongoing	Diversify and broaden the range of locations from which family time can be facilitated	
Action ongoing	Expand & diversify the range of Short Breaks available for children assessed as requiring provision	
Action ongoing	Focus on permanence	
Action ongoing	Identification of suitable properties	
Action ongoing	Increase the number of Fostering enquiries and approvals in line with Torbay's local aspiration	
Action ongoing	Review targeted support in relation to LD placements & associated joint work with Health	
Action ongoing	To consider how we collaborate with the market to create a children's home for Torbay children only	
Latest Note:	<p>The budget for Care Placements (including Unaccompanied Asylum-Seeking) overspent by £1.937m in 2023/24, and underspent by £657k in 24/25. This is following the placements budget receiving £2.1m of growth funding for 24/25, as part of the budget setting process for that year. As part of the 25/26 budget setting process, an additional £1.3m has been provided to cover the inflationary increases of the fees being requested by placement providers. The service continue to work hard with colleagues across the Peninsula providers, and this year those providers on the framework have a fee increase of 4% and those placements which are off framework and spot purchased remains at a 3%, the same as 2024-25. However, the high cost of weekly placements for residential and unregistered and unregulated placements remains a concern and a risk to the budget, hence this area will continue to be monitored closely throughout the year.</p> <p>During phase 2 of the Transformation we will consider options for more efficient foster care placement arrangements.</p> <p>There is a national push to regionalise fostering which brings risk and our 16 plus re-procurement has impacted negatively on sufficiency - therefore this risk remains at a 25.</p>	

Risk Code: CP21	GDPR Compliance and Effective Information Governance	Accountable Officer : Matthew Fairclough-Kay
Unmitigated Score: Medium to High (15)	Description: The Council has to demonstrate compliance to the regulations in all of its processing activities. Failure to do so could result in financial penalty from the Information Commissioner's Office, damage to reputation and potential increase in complaints and claims. Wider information governance compliments GDPR by protecting our residents, Members and staff from threat exposure and possible litigation. (Also applies to SWISCo)	Risk Completion Officer : Joanne Beer
Optimal Risk Position: 8		
Tolerable Risk Position: 8-12		Last Review Date : 18/12/2025
Mitigated Current Score: High (16)		
Current Direction of Travel: ▲		Identification Date: 30/03/2023
Previous Direction of Travel: ▲		Previous Date of Change: 18/12/2025
Mitigation status:	Mitigation:	
Action needed	Compliance Checks	
Action ongoing	Governance	
Action needed	Policy and Procedures	
Action ongoing	Robust Cyber Posture	
Action ongoing	SAR	
Action ongoing	Training	
Latest Note:	The number of subject access requests has increased this financial year and requests are becoming more complex, with significant volumes of information being requested. The team's ability to support projects which require Information Governance input and review has been impacted based on demand pressures within the service and long-term absence. this is causing some delays to DPIAs being reviewed and signed off and data sharing agreements being approved for implementation.	
Risk Code: CP46	Effective Housing Delivery	Accountable Officer : David Carter
Unmitigated Score: High (20)	Description: That the Council fails to ensure delivery of an appropriate breadth and scale of housing to meet Torbay's needs. This means that there will be insufficient housing to meet the requirements of Torbay's communities for the overall number of properties, their size and affordability. There will also be impacts on the Community & Corporate plan should the risk be borne out.	Risk Completion Officer : Sam Irving
Optimal Risk Position: 8		
Tolerable Risk Position: 8-12		Last Review Date : 20/02/2026
Mitigated Current Score: High (20)		
Current Direction of Travel: ▲		Identification Date: 21/06/2023
Previous Direction of Travel: ▲		Previous Date of Change: 20/02/2026
Mitigation status:	Mitigation:	
Action ongoing	Deliver Housing Delivery Plan	
Action needed	Delivery of the Housing strategy action plan	
Action ongoing	Delivery of the Town Centre regeneration programme	
Action ongoing	Development of relationship with Homes England	
Action needed	Releasing Council land assets including greenfield allocated sites	
Action ongoing	Staff resources	
Latest Note:	Following restructure this Risk has transferred to the Housing Delivery Team. However, the risk needs a full review as it duplicates other risks held on the corporate risk register and is now out of date.	
	This has been highlighted to the Performance and Risk Manager who will raise it with DOM in the next risk report.	

Risk Code: CP59	Risk of Fraud and Error causing financial loss or reputational damage to the council	Accountable Officer : Malcolm Coe
Unmitigated Score: Very High (25)	<p>Description:</p> <p>In any organisation, particularly one offering a diverse range of services such as Torbay council, there is an inherent risk from fraud and errors that result in financial loss. The government estimated that between £33.2 and £58.8 billion of public spending was lost to fraud in 2020/21. At Torbay Council, we participate in the National Fraud Initiative, in 2022/23 the exercise identified in one particular area, potential fraud losses of over £200k. The counter-fraud and error team is conducting proactive work with directorates, raising awareness and assisting services with fraud risk assessments. While a number of controls are in place, complacency must always be guarded against, and a corporate risk created to ensure visibility, particularly until the organisation wide fraud risk register is completed and reviewed to assure any key areas of risk are identified, assessed and proactively managed. It is important that the Council has its own processes and procedures in place to prevent itself from committing fraud against other government departments. It is a criminal offence if the Council fails to prevent the facilitation of tax evasion. The Economic Crime and Corporate Transparency Act 2023 includes the requirement for the council to prevent fraud. During Covid and the energy crisis the team's resources and focus were diverted, this generated a backlog in the work programme, further compounded by the reduction in resources seen within the Fraud Team. Although the Council does not yet hold a corporate wide fraud risk register. It is understood that the Council's main areas of risk are currently Cyber Security, Council Tax Single Persons Discount, Council Tax Support, Council Tax Exemptions and Disregards, National Non-Domestic Rates, Blue Badges, Concessionary Fares, Election Fraud, School Admissions, Special Guardianship Orders, Social Housing, Procurement, Diversion of Funds (invoicing), Money Laundering, Internal Fraud, Identity Fraud. The council could also find itself the subject of investigation and action taken against it under the following legislation Criminal Finances Act 2017, Economic Crime and Corporate Criminal Act 2023. As at 10th April 2024 the National Cyber Security Centre advised the CEO (Returning Officer) that they had increased their assessment of risk in respect of threats arising due to the UK's membership of NATO and the G7, in addition to its support for Ukraine. Since this date, the UK Government has pledged additional Military, Non-Military, Humanitarian, Recovery and reconstruction, and Energy support for Ukraine. Therefore, the UK continues to be a target for a range of cyber actors. This risk form has been updated to include specific mitigations in respect of this threat. On 12 March 2025 at the Counter Fraud Conference 2025, Mark Cheeseman, the Chief Executive of the Public Sector Fraud Authority made it clear the main fraud risk in the coming year comes from the introduction of AI to Local Authorities, together with the risk of AI being harnessed by criminals to design new ways of committing fraud at scale.</p>	Risk Completion Officer : Rachel Worsley
Optimal Risk Position: 6		
Tolerable Risk Position: 6-12		Last Review Date : 28/01/2026
Mitigated Current Score: High (20)		Identification Date: 18/01/2024
Current Direction of Travel: —		Previous Date of Change: 28/05/2025
Previous Direction of Travel: ▲		
Mitigation status:	Mitigation:	
Action ongoing	Bank reconciliation	
Action ongoing	Corporate Fraud and Error Team	
Action ongoing	Financial Regulations	
Action ongoing	Fraud and error work plan	
Action ongoing	Fraud reporting route	
Action needed	Fraud Risk Assessments feeding into a corporate fraud risk register	
Action ongoing	Governance reporting	
Action ongoing	Internal Audit	
Action needed	Policies in place designed to prevent and deter fraud	
Action ongoing	Raising awareness	
Action ongoing	Tax and VAT officer	
Latest Note:	<p>DOM requested a push for services to produce FRA, sessions have been held with corporate Governance, HR and IT and planning enforcement. Sessions with Finance, and Children's services scheduled for 28/01/26 and 03/02/26 respectively.</p> <p>It is established the ASC Directorate has delegated fraud risk responsibilities as part of the S75 agreement.</p> <p>Until all fraud risk assessments are complete, the risk score cannot be reduced as comprehensive oversight of the entire organisation is required.</p> <p>Through this work and fraud horizon scanning, it is recommended a new corporate risks are recognised "identity fraud", "artificial intelligence fraud" and "recruitment fraud" a separate risk papers will be prepared and will appear for consideration in due course by the risk owners.</p> <p>Recent Council national assessments highlight substantial growth in low value, high volume frauds, particularly in tenancy, procurement and council tax. These assessments recognise the emerging threats such as identity fraud, insider risk and AI enabled deception, recommending strengthened data access, enhanced intelligence sharing and cross sector collaboration.</p> <p>Local Government Reorganisation (LGR) too will present new fraud risks as governance structures shift and while internal controls are reconfigured and staff adapt to new roles and processes.</p> <p>Alongside LGR pressures, Economic uncertainty and legislative change it is critical councils safeguard public funds by ensuring robust counter fraud culture and controls are maintained throughout.</p> <p>A revised Counter Fraud and Error Policy and a supporting strategy are submitted for DOM oversight before they are due to be adopted at audit committee scheduled for 18 February 2026.</p>	

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(as at 24/02/2026)

Risk Code: CP68	ASC Transformation Programme fails to deliver financial sustainability	Accountable Officer : Anna Coles
Unmitigated Score: High (16)	Description: Torbay Council is supporting the Adult Social Care Transformation Programme delivered by the Integrated Care Organisation which has been delegated the delivery of adult social care services on the Council's behalf. The transformation programme was established in April 2024 on agreement by both the Council and Torbay & South Devon NHS Foundation Trust to deliver improved outcomes (both financial and satisfaction) for individuals in receipt of adult social care services within the agreed budget as set out in the Section 75 partnership agreement and memorandum of understanding. The establishment of the transformation programme was a stipulation of the renegotiation of the 5 year Section 75 partnership agreement that was put in place and starts on 1st April 2025 between the Council, the TSDFT and Integrated Care Board.	Risk Completion Officer : Lee Baxter
Optimal Risk Position: 8		
Tolerable Risk Position: 8-12		Last Review Date : 04/02/2026
Mitigated Current Score: High (16)		
Current Direction of Travel: —		Identification Date: 10/12/2024
Previous Direction of Travel: ▲		Previous Date of Change: 11/11/2025
Mitigation status:	Mitigation:	
Action ongoing	Additional leadership capacity within Torbay Council	
Action ongoing	Monitoring and oversight	
Action ongoing	Refocus capacity of Strategic Commissioning team	
Action ongoing	Risk and Audit Arrangements	
Latest Note:	This risk continues and remains a significant concern. At this point all mitigations continue,	

Risk Code: CP73	Failure to adequately undertake proactive improvement works to cliffs and coastal defences	Accountable Officer : David Carter
Unmitigated Score: High (16)	Description: Engineered sea defences and natural coastal assets (cliffs) are subject to wind and wave energy, saline environment, freeze/thaw and vegetation growth all which cause deterioration by erosion, undercutting, overloading, washout of fill material, and corrosion of steel elements. The Council struggles to maintain these assets in line with national policy such e.g. Shoreline Management Plan, corporate priorities and relevant legislation due to budget constraints. There is currently no management plan in place and budget is spent on reactive works. Due to climate change, we are seeing significant damage to the South West coastline. Currently the Council is good at identifying potential issues, however, the current processes and provision do not allow for a planned approach to prevent and limit the need for emergency reactive works.	Risk Completion Officer : Tim Jones
Optimal Risk Position: 12		
Tolerable Risk Position: 12-16		Last Review Date : 28/01/2026
Mitigated Current Score: High (16)		
Current Direction of Travel: —		Identification Date: 11/12/2024
Previous Direction of Travel: —		Previous Date of Change:
Mitigation status:	Mitigation:	
Action ongoing	Active management of the Council estate	
Action needed	Corporate Asset Management Group	
Action completed	Ensure effective data systems and management information is in place	
Action needed	Governance Arrangements	
Action ongoing	Regular Visual Inspections	
Action ongoing	Review Asset Management Strategy	
Action ongoing	Review of allocated corporate budget	
Action completed	Surveys Completed On Time	
Action completed	Tech Forge	
Latest Note:	Recent gale force winds and easterly storm conditions have resulted in damage to Torbay's coastal defences and infrastructure. This has reinforced the need to undertake proactive improvement works to increase resilience and reduce the extent of reactive emergency works required.	
	Inspections are being undertaken with increased frequency at key sites where progressive deterioration of coastal defences and cliffs is known to be occurring.	
	Meetings have taken place to review the Council's procedures for dealing with reactive/emergency works, in terms of resources, roles and responsibilities and budget provision. This includes Torbay's cliffs and coastal defences. These procedures are yet to be fully agreed.	
	The annual coastal asset surveys (cliffs and hard defences) for 2025 are complete and have been uploaded on the Council's Technology Forge system. 2026 inspections relating to key assets have commenced.	
	Review meetings have taken place between Council Directors and the Head of Engineering, to review the coastal vulnerabilities relative to the principles of the Shoreline Management Plan.	
	Funding opportunities, to improve coastal defence, continue to be explored through the Council's ongoing attendance at "South West Coastal Group" and "South Devon and Dorset Coastal Advisory Group" meetings, and direct liaison with the Environment Agency. The EA has also been updated this week on the extent of damage that has occurred to our coastal assets and cliffs as a consequence of storm Ingrid and Chandra.	
	Discussions regarding the creation of a revenue budget for proactive improvements works are ongoing. Whilst there has been good progress raising awareness of the current challenges, the overall level of risk remains unchanged.	

Risk Code: CP86	Risk of increasing numbers of Elective Home Educated young people	Accountable Officer : Nancy Meehan
Unmitigated Score: High (20)	Description: As the number of families opting for Elected Home Education continues to rise, there is a risk that current support mechanisms, oversight processes, and resource allocation may not be sufficient to ensure the safety, wellbeing, and educational outcomes of home-educated children. This could lead to gaps in safeguarding, inconsistent educational standards, and reputational damage to the authority.	Risk Completion Officer : Daniel Hamer
Optimal Risk Position: 4		Last Review Date : 05/02/2026
Tolerable Risk Position: 4-9		Identification Date: 26/08/2025
Mitigated Current Score: High (20)		Previous Date of Change: 26/11/2025
Current Direction of Travel: —		
Previous Direction of Travel: ▲		
Mitigation status:	Mitigation:	
Action ongoing	Develop a Comprehensive EHE Strategy	
Action ongoing	Enhance Family Engagement and Support	
Action completed	Escalation and Intervention Protocols	
Action ongoing	Improve Data Management and Tracking	
Action completed	Increase Staffing and Training	
Action ongoing	Public Awareness and Communication	
Action ongoing	Regular Policy and Procedure Reviews	
Action ongoing	Strengthen Multi-Agency Collaboration	
Latest Note:	Numbers are rising, albeit at a slower rate than the previous year but from a higher base. Exeter University Research project has started with staff reaching out to families.	

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