

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: 10		
Tolerable Risk Position: 10-20		Last Review Date : 06/08/2026
Mitigated Current Score: Very High (25)		
Current Direction of Travel: 		Identification Date: 30/04/2023
Previous Direction of Travel: 		Previous Date of Change: 05/03/2026
Mitigation status:	Mitigation:	
Action ongoing	Delivery of the Safety Valve improvement plan	
Action ongoing	Develop a new programme of financial sustainability plans throughout 2026	
Action ongoing	Medium Term Resource Planning (MTRP)	
Action ongoing	Proactive management of the ICO (integrated adult social care) contract	
Latest Note: Significant financial shortfalls are forecasted for 2027/28 and 2028/29 due to a reducing financial Settlement and significant spending above budget on Children's Social Care. The risk regarding transferring ASC services back from the ICO from 1 April 2027 is also increasing due to delays in undertaking transformation work.		
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 : 26/08/2026
Mitigated Current Score: Very High (25)		
Current Direction of Travel: 		Identification Date: 30/04/2023
Previous Direction of Travel: 		Previous Date of Change: 20/02/2026
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 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 completed	Partnership working	
Action ongoing	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 needed	Review structure	
Action needed	Unlock stalled sites	
Latest Note: Torbay has an established Town Centre Regeneration Programme that prioritises brownfield sites. We also have an established Accommodation Repurposing programme that is seeking to deliver regenerated small brownfield sites The Housing Team have created a new Section 106 template, based on best practice from other Unitary Authorities, and this is now operational We are liaising regularly with Government Organisations and have an established, proactive relationship with Homes England. A strategic meeting was held with them in Bristol in July this year. Good progress is being made on the delivery of Regeneration Sites and includes Crossways, which is approaching a start on site. Union Square is being revisited for delivery as full affordable housing. With regard to unlocking stalled sites, our in-house Housing Enabling function is making considerable progress on this, as evidenced by the significant uptick in Affordable Housing completions since 2025, and projected through to 2029. Following a letter from the housing minister in June 2026, we have now received permission from the government to proceed to the next round of Local Plan consultation. Consultation is now open on the next stage of the emerging Local Plan, which a final draft will be submitted to Council in December 2026 to seek approval.		

Risk Code: ST10	Failure of Torbay and South Devon NHS Foundation Trust to deliver Adult Social Care Statutory	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 : 13/07/2026
Mitigated Current Score: High (20)		
Current Direction of Travel: 		Identification Date: 30/03/2023
Previous Direction of Travel: 		Previous Date of Change: 13/07/2026
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:	All action continue to support safe delivery. Deeper insight and oversight continue.	

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