

Report for: Cabinet

Date of Meeting:	25 March 2025
Subject:	Corporate Risk Report
Cabinet Member:	Cllr Luke Taylor, Council Leader
Responsible Officer:	Steve Carr, Corporate Performance and Improvement Manager. Matthew Page, Head of People, Performance & Waste.
Exempt:	N/A
Wards Affected:	All
Enclosures:	Appendix 1: Corporate Risk Matrix Appendix 2: Corporate Risk Register

Section 1 – Summary and Recommendation(s)

To provide Members with a quarterly update on the Corporate Risk Register.

Recommendation(s):

That Members review the Corporate Risk Register and feedback any areas of concern.

Section 2 – Report

1.0 Introduction

- 1.1 The Corporate Risk Register (CRR) contains the strategic risks which are most likely to impact the corporate priorities of the Council. It is reviewed at least quarterly by Heads of Service and the Leadership Team and updated as required. It is then presented to the Audit committee and to Cabinet. Risks are managed on the Council's corporate performance and risk management system, SPAR.
- 1.2 The corporate risks are presented on a risk matrix (heat map), Appendix 1. Information on each risk is presented in a standard template, Appendix 2.

These risks have been determined by the Council's Leadership Team in consultation with Corporate Managers and other council officers.

2.0 Summary of Corporate Risk

2.1 There are currently 17 risks on the CRR. Risks are presented with both their current and target risk ratings. Also included is a trend symbol indicating any change to the risk rating since the previous review.

Risk Name		Risk Owner	Risk Rating		
			Current	Trend	Target
CR1a	Culm Garden Village – Loss of capacity funding	Adrian Welsh	9	↓	9
CR1b	Culm Garden Village – Delay/ impact to project arising from infrastructure delays	Adrian Welsh	15	↔	15
CR2	Cyber Security	Brian Trebilcock	20	↔	15
CR3	Failure to meet Climate Change Commitments by 2030	Paul Deal	15	↔	9
CR4	Homes for Ukraine Scheme	Simon Newcombe	4	↔	9
CR5	Information Security	Lisa Lewis	12	↔	8
CR7	Financial Sustainability	Paul Deal	16	↔	12
CR8	Quality of Planning Committee Decisions	Richard Marsh	6	↓	3
CR9a	Reputational Impact of 3 Rivers	Stephen Walford	3	↔	2
CR10	Cullompton Town Centre Relief Road	Adrian Welsh	15	↔	15
CR11	Cost of Living Crisis	Dean Emery	16	↔	16
CR12	Housing Crisis	Simon Newcombe	12	↔	9
CR15	Corporate Property Fire Safety	Stephen Walford	9	↔	6
CR16	Building Control Service viability	Andrew Howard	12	↔	2
CR17	Severe Weather Emergency Recovery	Simon Newcombe	12	↔	9
CR18	Housing Rent Error Correction	Simon Newcombe	8	New	3
CR19	Devolution and Local Government Reorganisation	Stephen Walford	20	New	15

Risk rating change since previous update:

↑ Increased

↔ No change

↓ Decreased

2.2 For each risk the following information is given in Appendix 2:

- Risk name
- Risk description
- Current risk severity and likelihood
- Current risk rating
- Risk Owner
- Risk Type

- Mitigating actions (including name, description, responsible officer, current effectiveness and when it was reviewed)
- Notes.

2.3 Since this report was last published in December 2024, the following significant changes have been made to the CRR:

- The risk rating of CR1a Culm Garden Village – Loss of capacity funding has been reduced from 12 to 9.
- The risk rating of CR8 Quality of Planning Committee Decisions has been reduced from 9 to 6.
- Corporate Risk 9 “SPV – 3 Rivers – Delivery of Closedown Plan” has been removed from the CRR and will no longer be reported on. All relevant actions have been completed, including the closedown process
- CR13 Operation of a Waste Management Service, and CR14 Workforce Shortage: These risks have been effectively managed and as such they have been removed from the CRR and will no longer be reported on.
- CR18 Housing Rent Error Correction has been added to the CRR.
- CR19 Devolution and Local Government Reorganisation has been added to the CRR.

Financial Implications

There are no direct financial implications arising from this report. However, risks which are not mitigated may have financial implications for the council. Equally, the treatment of risk may require resources to be (re)allocated. Having a robust approach to risk management will continue to help the council minimise future financial risks and implications. A number of the corporate risks being managed contain financial risk, such as CR7 Financial Sustainability.

Legal Implications

Risk management is an integral part of the Council’s Corporate Governance arrangements and there is a statutory responsibility under the Account and Audit Regulations (2015) to put in place risk management arrangements.

Risk Assessment

Failure to take advantage of opportunities and mitigate risks could impact on the Council’s ability to deliver its strategic objectives. Assessment of the effectiveness of the framework for identifying and managing risks and for demonstrating clear accountability is a key element of the Council’s governance arrangements.

Impact on Climate Change

Corporate Risk 3 relates directly to the council meeting its climate change targets.

Equalities Impact Assessment

Having a council which is resilient to risk means that it is better positioned to support its communities. A number of corporate risks which relate to equalities are detailed

on the Corporate Risk Register. This includes CR4 Homes for Ukraine; CR11 Cost of Living Crisis; and CR12 Housing Crisis. Actions to mitigate these risks will support the council meet its equality duties.

Relationship to Corporate Plan

Effective risk management is crucial to enable the council to mitigate risks to achieving Corporate Plan priorities.

Section 3 – Statutory Officer sign-off/mandatory checks

Statutory Officer: Andrew Jarrett
Agreed by or on behalf of the Section 151 Officer
Date: 13 March 2025

Statutory Officer: Maria De Leburne
Agreed on behalf of the Monitoring Officer
Date: 13 March 2025

Chief Officer: Stephen Walford
Agreed by or on behalf of the Chief Executive/Corporate Director
Date: 13 March 2025

Performance and risk: Steve Carr
Agreed on behalf of the Corporate Performance & Improvement Manager
Date: 19/02/2025


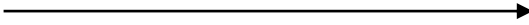
Cabinet member notified: Yes

Section 4 - Contact Details and Background Papers

Contact: Steve Carr, Corporate Performance and Improvement Manager
Email: scarr@middevon.gov.uk
Telephone: 3CX: 4217

Background papers:

Appendix 1: Corporate Risk Matrix

 Risk Severity	5	5	10	15 CR1b; CR10	20 CR2	25	
	4	4	CR18	8	12 CR5; CR12; CR17	16 CR7; CR11	20 CR19
	3	3	CR8	6	9 CR1a; CR15	12 CR16	15 CR3
	2	2	CR4	4	6	8	10
	1	1	2	3 CR9a	4	5	
		1	2	3	4	5	
		Risk Likelihood 					

Appendix 2: Corporate Risk Register

CR1a	Culm Garden Village – Loss of capacity funding	Current Severity: 3	Current Likelihood: 3	Current Risk Rating: 9
Risk Description: Possible discontinuance of Government funding support for Culm Garden Village activities, thereby affecting Mid Devon District Council Culm Garden Village team capacity and leadership function, resulting in project/programme slippage.				
Risk Owner: Adrian Welsh		Latest Review: 06/02/2025		Risk Type: Economic/ Financial
Mitigating Actions			Responsible Officer	Current Effectiveness
CR1a.1	Funding opportunities: Lobby for further rounds of Homes England garden communities capacity funding	Adrian Welsh		Satisfactory
CR1a.2	Identify alternative opportunities to secure funding to support the project – including from landowners/ developers involved in the Culm Garden Village project.	Adrian Welsh		Satisfactory
Notes: Current severity reduced from 4 to 3, overall risk rating reduced from 12 to 9. This risk relates to the funding sources in place for the Culm Garden Village, rather than the overall delivery of the Culm Garden Village project. The risk position has improved following recent funding developments in relation to the relief road, associated capacity funding and through the progression of alternative forms of funding.				

CR1b	Culm Garden Village – Delay/ impact to project arising from infrastructure delays	Current Severity: 5	Current Likelihood: 3	Current Risk Rating: 15
Risk Description: Lack of Government funding for enabling infrastructure – Cullompton Town Centre Relief Road/ Junction 28/ Cullompton station re-opening – resulting in delays to scheme progression and housing delivery.				
Risk Owner: Adrian Welsh		Latest Review: 07/02/2025		Risk Type: Economic/ Financial
Mitigating Actions			Responsible Officer	Current Effectiveness
CR1b.2	Junction 28, M5: Continue to work closely with Devon County Council on Strategic Outline Business Case with the aim of securing funding to upgrade Junction 28 – Devon County Council to submit bid to Government in March/ April 2024 following Devon County Council Cabinet approval.	Adrian Welsh		Fully Effective
CR 1b.3	Cullompton station re-opening: Continue to work closely with Network Rail to ensure the timely submission of the Final Business Case to Government.	Adrian Welsh		Action Required

Notes:

Funding now secured for the provision of the Relief Road from Homes England. Significant progress with regard also to land assembly with cricket pitch land now acquired. The Outline Business Case for J28 improvements has been submitted to Department for Transport (DfT) and awaiting a decision. A Final Business Case was submitted to DfT Rail earlier in the year for the Cullompton Railway Station but the Restoring Your Railway programme has now been stopped by the Government. Alternative opportunities for funding will continue to be sought.

CR2	Cyber Security	Current Severity: 5	Current Likelihood: 4	Current Risk Rating:20
Risk Description: Inadequate Cyber Security could lead to breaches of confidential information, damaged or corrupted data and ultimately Denial of Service. If the Council fails to have an effective ICT security strategy in place. Risk of monetary penalties and fines, and legal action by affected parties.				
Risk Owner: Brian Trebilcock		Latest Review: 31/01/2025		Risk Type: Data Protection/Information Security
Mitigating Actions			Responsible Officer	Current Effectiveness
CR2.5	Regular Vulnerability scans on network devices: ICT use 'Nessus' vulnerability scanner to access and detect vulnerabilities on all network devices. Mitigation is then completed to remove or reduce the risk due to the vulnerability. Although this has only been added now as an action, it has been running for a number of years.		Brian Trebilcock	Satisfactory
CR2.6	Active Directory review: The current Active Directory (AD) (the address book for all users in MDDC to use computers) has been around for over 20 years. it has been managed, updated by ICT Staff and has a lot of clutter. A project is underway to review the configuration of AD to simplify the hierarchy and review the policies applied to the users, PCs and server on the MDDC Network. It will also provide a mean to fully incorporate the Microsoft and NCSC security baselines, to ensure full compliance and improve security.		Brian Trebilcock	Satisfactory
CR2.7	Establish Supply Chain Risk Management: There is no risk on the IT risk register to highlight supplier failure. It would be beneficial to include a risk regarding supplier failure to ensure that all associated supplier risks & potential controls are considered, e.g. a Standard Operating Procedure and/or minimum requirements to obtain assurance e.g. from regular meetings etc.		Lisa Lewis	Action Required
Notes: CR2.7 added in February 2025.				

Additional officer recruited which will provide some resilience to the 3rd line support, Infrastructure and security team. Approval has been given to purchase a managed cyber security monitoring and response service. Tendering commenced 31 Jan 2025, with the intention to have this in place by 01 April 2025. This service will provide better detection and faster response to cyber incidents.

CR3	Failure to meet Climate Change Commitments by 2030	Current Severity: 3	Current Likelihood: 5	Current Risk Rating: 15
Risk Description: Due to a variety of factors, there is a risk that the Council will not meet its goal of becoming carbon neutral by 2030. There is also a risk that the Council will not achieve district-wide progress to meet obligations under the Climate Act 2008 for climate adaptation (resilience) and mitigation (emission reductions).				
Risk Owner: Paul Deal		Latest Review: 04/02/2025		Risk Type: Environmental
Mitigating Actions			Responsible Officer	Current Effectiveness
CR3.1	Policy and Strategy: Policy and strategy relevant to the climate emergency includes: <ul style="list-style-type: none"> • Corporate Plan 2020-2024 sets a number of relevant aims; • Climate Strategy and Handbook 2020-2024; • Housing Strategy 2021-2025; • Procurement Strategy (March 2023); • Cabinet adopted a new Climate Emergency planning policy statement (March 2023); • Local Plan 2013-2033 review; Plan Mid Devon sets the Climate Emergency as the top overarching priority for the next Local Plan. 	Jason Ball	Satisfactory	
CR3.2	Oversight and decision-making: To embed a consistent approach to committee reports, project reports and decision-making, considering the potential climate impacts and opportunities and adaptation needs linked to the climate crisis.	Jason Ball	Satisfactory	
CR3.3	Climate Change Strategy and Climate Action Plan: Cabinet approved the new Cabinet Climate Change Strategy (2025-2028) and a Climate Action Plan (CAP) in December 2024. Themed alignment of strategic, policy and operational activity. CAP to be reviewed annually to reflect the pipeline of planned projects, budgets, etc. The Strategy serves as a starting point for engagement with communities, businesses and other partners, to co-create a vision.	Jason Ball	Action Required	
Notes: CR3.3: Added in February 2025.				
The new Climate Change Strategy (2025-2028) is aligned with the Corporate Plan and with the Devon Carbon Plan, with themes linked to all of the Council's Policy Development Groups. The joined-up approach and commitment to an annual operational Climate Action Plan shows close				

connection between strategic, policy and operational activity, intended to foster a shared sense of ownership for delivery, across the organisation. The Strategy serves as a starting point for engagement with communities, businesses and other partners, to co-create a vision for a sustainable future. A review of the forthcoming results/ outcomes could justify a change of risk level.

Corporate

The Council's carbon footprint has decreased since the 2018-2019 baseline. The annual report is published online (<https://sustainablemiddevon.org.uk>) - along with highlights of the most recent action to respond to the climate emergency.

Progress achieved with key components of the corporate carbon footprint (aspects under direct control). All Council facilities now on a renewable electricity tariff and the Council has invested to improve energy efficiency at its facilities. Capital investment to decarbonise the Culm Valley Sport Centre will take place in 2025 following on from the 2023-2024 projects at Crediton and Tiverton leisure centres. 10 vans have been replaced by electric vehicles (EVs). The Council has guidance on climate and sustainability statements (for project management and committee reports) to cultivate consistent, meaningful assessments of impacts and related actions to address them. (Action CR3.2.)

Community

Relevant activities in partnership with/ in support of communities include award-winning Net Zero ready housing with adaptation features, Green Enterprise Grants, tree planting, community orchards, engagement projects, boosting green transport infrastructure (active travel and EVs), planning.

CR4	Homes for Ukraine Scheme	Current Severity: 2	Current Likelihood: 2	Current Risk Rating: 4
Risk Description: There is a risk of the 'Homes for Ukraine scheme' failing should the host relationship breakdown and re-matching is not an option. Where refugees cannot afford to pay for private accommodation the Council has a Homelessness Duty.				
Risk Owner: Simon Newcombe		Latest Review: 07/02/2025		Risk Type: Social
Mitigating Actions			Responsible Officer	Current Effectiveness
CR4.9	End of hosting arrangements: There is currently uncertainty over whether the thank you payments for hosting arrangements will continue beyond three years. Once the hosting comes to an end the Ukrainian guests will need to find alternative accommodation and this could be within Mid Devon or further afield. Mid Devon housing options will be required to assist with housing this group.	Tanya Wenham		Satisfactory
CR4.10	Funding for guest grants: Mid Devon provides grants to Ukrainian guests so they can access the private rented sector when their hosting ends. Grants may not be available in 2025/26. The current Ukraine funding is being kept under review with a view to any	Tanya Wenham		Satisfactory

	underspend being earmarked for 2025/26 to continue grants. This will help mitigate pressures as a result of hosting arrangements ending. Mid Devon has nine houses available as temporary accommodation if they are unable to find private rented accommodation at the time the hosting ends.		
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Notes:
 Actions CR4.9 and CR4.10 added in February 2025.
 Additional arrivals under the scheme continue to be very low. Local Authority Housing Fund 1 funding spend complete and ten temporary accommodation properties in use. These substantially support temporary accommodation where required for Homes for Ukraine guests.
 Ongoing support for transition into private rental sector continues to be effective.

CR5	Information Security	Current Severity: 4	Current Likelihood: 3	Current Risk Rating: 12
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Risk Description: Inadequate data protection could lead to breaches of confidential information and ultimately enforcement action by the ICO.

Risk Owner: Lisa Lewis **Latest Review:** 03/02/2025 **Risk Type:** Data Protection/Information Security

Mitigating Actions		Responsible Officer	Current Effectiveness
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CR5.2	Compliance Tools: Improvement of monitoring activity and implementation of tools assessing near misses or user education opportunities. May include better alerts on data sharing within/without MS tenant, information tagging.	Lisa Lewis	Action Required
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Notes:
 With staff settled into their roles, they are starting to work on larger projects e.g. progressing the work on Information Asset Registers. Also, the updated Information Security Incident Policy has been approved. Due to ICT capacity issues, information tagging has not yet commenced within the MS tenant. Additional resource has been obtained and work will commence on planning/ implementation during 2025.

CR7	Financial Sustainability	Current Severity: 4	Current Likelihood: 4	Current Risk Rating: 16
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Risk Description: The council faces a range of financial challenges. We are subject to ongoing budget reductions whilst the cost of providing services continues to increase due to a range of inflationary pressures. We are also subject to single year budget settlements which impacts on the ability for medium term financial planning. We need to be able to plan and meet these challenges so that we can continue to deliver effective services and achieve the priorities we wish to.

Risk Owner: Paul Deal **Latest Review:** 18/02/2025 **Risk Type:** Economic/Financial

Mitigating Actions		Responsible Officer	Current Effectiveness
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CR7.2	Identify Efficiencies: Taking proactive steps to increase income and reduce expenditure through efficiencies, vacancies that arise and delivering services in a different way.	Paul Deal	Satisfactory
CR7.5	Medium term planning: Work to close the budget gap is on-going. A range of options are being considered but Covid, business rates and uncertainty over fair funding review make the situation extremely challenging. To close the budget gap and maintain services: We continue to work with managers to reduce costs and explore new income streams.	Paul Deal	Satisfactory
Notes: The 2025/26 budget shortfall has been mitigated with little to no impact on service provision, through increases in income via fees and charges and growth in the collection fund. The forecast shortfall for the remaining 4-year medium term financial plan period is £3.330m and work will begin on identifying mitigations shortly. 2026/27 funding is likely to be quite different as the Government have announced significant changes to the funding settlement and business rates scheme. Transitional support is expected should the movement be excessive.			

CR8	Quality of Planning Committee Decisions	Current Severity: 3	Current Likelihood: 2	Current Risk Rating: 6
Risk Description: Planning decisions are monitored at Government level nationally – the risk is to stay significantly below 10%. Over 10% could put a Local Planning Authority into special measures. Links to Performance Indicator measures 11a, 11b, 12a and 12b.				
Risk Owner: Richard Marsh		Latest Review: 06/02/2025		Risk Type: Reputation
Mitigating Actions			Responsible Officer	Current Effectiveness
CR8.3	Regular informal planning committee meetings: Keeping planning committee informed of all appeals and upcoming planning policy, and any actions the Council is making.	Angharad Williams/ Richard Marsh		Satisfactory
Notes: Risk likelihood decreased from 3 to 2 in February 2025. Overall risk rating decreased from 9 to 6. Appropriate training being given to Members to assist with decision making as well as informal discussions to assist members where required on upcoming legislation and planning changes.				

CR9	SPV – 3 Rivers – Delivery of Closedown Plan	Current Severity: 3	Current Likelihood: 1	Current Risk Rating: 3
Risk Description: Ability to deliver the close down plan to timetable/ budget and generate the estimated sales receipts. Finishing and selling the Haddon Heights development per budget. Generating the estimated sales at the remaining development - set against a challenging housing market.				
Risk Owner: Paul Deal			Risk Type: Economic/Financial	

Mitigating Actions		Responsible Officer	Current Effectiveness	Review Date
CR9.3	Weekly meetings: Meetings are now held each week between the Shareholder Representative, the Corporate Manager for Finance, and the company to track progress against the closedown plan. An update on all material transactions will be provided to Cabinet at regular intervals.	Andrew Jarrett	Satisfactory	Completed
Notes: CR9.3: Marked as complete in January 2025. Given the completion of all actions, including the closedown process, this risk has been removed from the CRR and will no longer be reported on.				

CR9a	Risk Name: Reputational Impact of 3 Rivers	Current Severity: 1	Current Likelihood: 3	Current Risk Rating: 3
Risk Description: A decision has now been made to soft close the company The soft closure of the company has now been completed. So the remaining reputational risks are that public debate in future inadvertently damages the value of assets by hindering the remaining sales. Public debate has, at times, included unhelpful and inaccurate statements about the company and the consequential impact on the council, with these inaccurate statements being repeated in wider circles. This risk is likely to continue until such time as all remaining assets are sold. and company activity is wound down. This risk is expressed as damage to the company (and hence the council as shareholder).				
Risk Owner: Stephen Walford		Latest Review: 08/01/2025		Risk Type: Reputational
Mitigating Actions			Responsible Officer	Current Effectiveness
CR9a.1	Committee and council chairs feeling empowered to appropriately challenge poor behaviour during public meetings.		Stephen Walford and Maria De Leburne	Satisfactory
CR9a.2	Elected members being comfortable with steps being taken and managing debate amongst themselves in a respectful way.		Andrew Jarrett and Maria De Leburne	Satisfactory
CR9a.3	Updates on Sales Progress: Future updates on sales progress will be included in Cabinet financial monitoring reports		Andrew Jarrett and Paul Deal	Satisfactory
Notes: The risk description updated given the completed closedown process. Changes are highlighted in red. CR9a.3 added in January 2025.				

CR10	Cullompton Town Centre Relief Road	Current Severity: 5	Current Likelihood: 3	Current Risk Rating: 15
Risk Description: Inability to deliver the Cullompton Town Centre Relief Road				
Risk Owner: Adrian Welsh		Latest Review: 06/02/2025		Risk Type: Economic/Financial
Mitigating Actions			Responsible Officer	Current Effectiveness
CR10.4	Land Assembly: Continue land assembly discussions so as to de-risk the project, assist in unlocking scheme delivery and increase the likelihood of securing funding.	Adrian Welsh		Satisfactory
CR10.5	Complementary projects: Continue to develop and deliver complementary projects such as the Railway Station and the Heritage Action Zone public realm scheme. This will support the case for investment in the town and demonstrate the capacity to deliver.	Adrian Welsh		Satisfactory
Notes: Funding has now been secured for the delivery of the relief road from Homes England. The cricket square works have now been completed. Land acquisition is also going well with land purchased for the new cricket pitch site, with land agreements on the other sites now following. Tesco Board has also given in principle approval to sell the required land to Devon County Council. Risk is expected to reduce further in the coming weeks as further progress is made towards delivery.				
CR11	Cost of Living Crisis	Current Severity: 4	Current Likelihood: 4	Current Risk Rating: 16
Risk Description: The high rates of inflation experienced in 2022 and 2023 have the potential to impact on council employees, residents, communities and businesses in Mid Devon. In turn this may affect the council in terms of increased costs, reduced council income, and put additional pressure on council services.				
Risk Owner: Dean Emery		Latest Review: 03/02/2025		Risk Type: Financial, Social
Mitigating Actions			Responsible Officer	Current Effectiveness
CR11.1	Benefit administration: The council delivers a range of benefits which support the financial position of our residents. This includes the Housing Support Fund, Discretionary Housing Fund, and the Exceptional Hardship Fund.	Fiona Keyes		Fully Effective
CR11.2	Council Tax Reduction Scheme: The council has introduced a new scheme (from 1 April 2023) which provides a more generous level of support.	Fiona Keyes		Fully Effective

CR11.3	Shared Prosperity Fund (SPF): The SPF and Rural England Prosperity Fund Investment Plans have a number of projects designed to support businesses and community organisations over Jan 2023 – March 2025. This includes grant schemes to support innovation and decarbonisation projects including those that reduce energy costs and increase productivity.	Zoë Lentell	Fully Effective
Notes: Council Tax collection rate remains lower than 2023/24. Household Support Fund 6 is very well subscribed, with the scheme ending in March 2025. Household Support Fund 7 details have not been announced. Reminders and other enforcement documents are issued as per timetable. Revenue and Benefit managers continue to monitor along with Head of Service.			

CR12	Housing Crisis	Current Severity: 4	Current Likelihood: 3	Current Risk Rating: 12
Risk Description: Failure to supply sufficient housing to meet Mid Devon's needs leading to increased homelessness and increased temporary accommodation (TA). There may be insufficient TA to meet demand and financial pressure is placed on the Council through increasing volume of and dispersed provision of TA. Co-linked failure to prevent homelessness occurring through increasing demand on resources, poor existing housing and failure to meet prevention duty/deliver mitigating actions including support to vulnerable residents. It is a statutory duty on the Council to prevent and provide relief/assistance to people threatened with or actually presenting as homeless. There is a local, regional and national shortage of affordable housing including social housing at the most affordable social rent level with a significant, growing waiting list of those registered on Devon Home Choice. Together with the current, ongoing cost of living crisis and other pressures this is leading to a growing housing crisis.				
Risk Owner: Simon Newcombe		Latest Review: 07/02/2025		Risk Type: Financial, Social
Mitigating Actions			Responsible Officer	Current Effectiveness
CR12.1	MDDC Housing Strategy 2021-2025: Coherent, corporate approach to providing affordable homes and maintaining housing quality	Simon Newcombe		Fully Effective
CR12.2	MDDC Homeless Prevention & Rough Sleeping Strategy 2020-2025: Focus on rough sleeping, prevention, accommodation options and client support	Simon Newcombe		Satisfactory
CR12.3	Strategic lobbying on social housing funding, flexibilities and homelessness pressures: Continued membership of DLUHC LA Strategic Housing Advisory Group	Simon Newcombe		Fully Effective
CR12.4	Devon Housing Forum: Regional engagement and collaboration on affordable housing delivery and supported housing – continued engagement	Simon Newcombe		Satisfactory
CR12.5	Local Plan housing delivery: Market provision of affordable homes	Tristan Peat		Satisfactory

CR12.6	Mid Devon HRA Development Programme: 500 new homes 2022/23 – 2026/27	Simon Newcombe	Fully Effective
CR12.7	Temporary Accommodation: Opportunities to purchase HMO or similar shared market accommodation to meet TA needs/successful business cases made into capital programme. Two HMOs recently purchased, available 2023/24	Simon Newcombe	Fully Effective
CR12.8	Empty Homes: Bringing empty homes back in to use/local leasing scheme for TA (link to CR12.7) or to alleviate wider	Simon Newcombe	Action Required
CR12.9	Long-term development voids: Effective use of long-term development voids in Mid Devon Housing stock as TA where safe	Simon Newcombe	Fully Effective
CR12.10	Ivor Macey House: Ongoing provision of Ivor Macey House supported TA accommodation (MDH HRA lease to G/F)	Simon Newcombe	Fully Effective
CR12.13	Funding applications: Successful bids into DLUHC Rough Sleeper Initiative (RSI). £300k+ RSI secured over 3-year programme from 2022/23	Simon Newcombe	Fully Effective
CR12.15	Private Sector Homes for Ukraine: Team Devon Homes for Ukraine scheme Private Sector Housing transition support	Simon Newcombe	Action Required
CR12.16	Residents Financial Support: Cost of living pressure, grants and signposted support, help with/access to benefits (https://www.middevon.gov.uk/residents/residents-financial-support/)	Dean Emery	Satisfactory
CR12.17	Housing Assistance Policy (Better Care Funding): living well at home/homeless prevention and Home Start grants/loans	Simon Newcombe	Fully Effective
<p>Notes:</p> <p>Additional Government Homelessness funding confirmed and proposals agreed between Operations Lead and Head of Housing and Health in support of homelessness strategy and within grant parameters. Review of Devon Housing Commission report by Homes PDG and Cabinet with clear steer into new MDDC Housing Strategy for 2025 onwards. Developing Devon Strategic Housing Pipeline (MDDC sites) with Director of Place and Homes England.</p> <p>Ongoing successful bids into Homes England Affordable Homes Programme with a number of new Housing Revenue Account development projects live/supported. Successful drawdown of Devon Care Leaver funding to support specific accommodation. Input into Government consultation on further reforms to Right To Buy - shared with Homes PDG and Cabinet lead. Bid submitted for additional Local Authority Housing Fund 3 to support further temporary accommodation acquisition. Belmont Rd temporary accommodation now complete and fully occupied, planning submitted for St Pauls property for conversion to additional temporary accommodation. Post Hill site transfer to RP for additional 70 affordable homes complete, site work commenced.</p>			

CR13	Operation of a Waste Management Service	Current Severity: 4	Current Likelihood: 2	Current Risk Rating: 8
Risk Description: Operating and maintaining a continuous waste management service across Mid Devon within budget faces a range of risks. These include staff recruitment and retention, workforce sickness and the maintenance and operation of fleet vehicles.				
Risk Owner: Matthew Page		Latest Review: 02/02/2025		Risk Type: Financial, Technical, Reputational
Mitigating Actions			Responsible Officer	Current Effectiveness
CR13.1	Workforce management: Regularly reviewing (Morning Managers' catch-up calls, monthly budget monitoring and quarterly performance reviews) the state of the workforce and how it is performing in terms of vacancies, recruitment, sickness and the impact it is having on collections and rounds. This also includes reviewing our Business Continuity Plan and whether we need to widen the flexible provision of the workforce.	Darren Beer		Satisfactory
CR13.2	Employment Trends: Review trends in the wider employment market regarding key workers including HGV drivers and what the Council needs to do to ensure we are industry competitive regarding recruitment.	Darren Beer		Satisfactory
CR13.3	Fleet Vehicles: Vehicle provision including maintenance and operation is reviewed on a daily basis by the Fleet Manager. Two weekly meetings are set up with SFS (maintenance and lease provider) backed up by quarterly meetings with MDDC and SFS management. Regular meetings are set up with other MDDC services that use the fleet to ensure current contractual guidelines and compliance are adhered to.	Darren Beer		Satisfactory
Notes: Driver vacancies currently low, although loader vacancies are relatively high. Agency loaders are available at present. Temporary supervisor in post to facilitate long term sickness (major operations and recoupment). Fleet Manager is due to start in March. There has been a delay in one fleet vehicle, which is being covered with a hire vehicle, otherwise good vehicle availability due to working spares provided by Specialist Fleet Services (SFS). Much of the risk which saw this being added to the Corporate Risk Register has now been managed. As such the risk was removed from the Register in February 2025 and it will no longer be reported on.				

CR14	Workforce Shortage	Current Severity: 3	Current Likelihood: 2	Current Risk Rating: 6
Risk Description: If the Council fails to manage sickness absence, recruit and/or retain sufficient suitable staff it may not be able to maintain essential and/or statutory services.				
Risk Owner: Matthew Page		Latest Review: 03/01/2025		Risk Type: Legal, Financial, Reputational
Mitigating Actions			Responsible Officer	Current Effectiveness
CR14.1	Sickness Absence: Review and monitor sickness absence data to identify trends and patterns behind sickness absence		James Hamblin	Satisfactory
CR14.2	Monitor and Manage Staff Turnover: Review data from the exit interview process to identify trends and patterns behind why staff leave.		James Hamblin	Satisfactory
CR14.3	Retention: Consideration of employee benefits at the Council.		James Hamblin	Satisfactory
Notes: Pay award implemented. Sickness levels currently below target for 2024/2025. Turnover tracking slightly above target for 2024/2025. Much of the risk which saw this being added to the Corporate Risk Register has now been managed. As such the risk was removed from the Register in February 2025 and it will no longer be reported on.				

CR15	Corporate Property Fire Safety	Current Severity: 3	Current Likelihood: 3	Current Risk Rating: 9
Risk Description: Upcoming changes in legislation will place more stringent demands on the council in terms of fire safety across its corporate property estate. Failure to meet these standards could lead to penalties being imposed by the Fire Service including fines, which would be an additional cost to any investment required to complete repairs. The corporate property estate requires investment to ensure that significant fire safety risks, identified through external fire safety health checks, are mitigated. There are a number of sites which require fire safety checks. It is likely that these will identify fire safety risks that will require remediation. These will be addressed on a priority basis. As with any risk associated with fire, there is a potential for damage or loss to property and/or life.				
Risk Owner: Stephen Walford		Latest Review: 10/02/2025		Risk Type: Physical, Reputational, Financial
Mitigating Actions			Responsible Officer	Current Effectiveness
CR15.2	Investment Programme (2024/25): Ensure that funding has been allocated and is drawn down to implement fire safety improvements at the same level as for 2023/24.		Keith Ashton	Satisfactory

Notes:

CR15.2 has been amended to make it applicable for the current and future financial years, edits in red. Phoenix House works to the fire dampers and escape routes is complete. Exe Valley is complete but has some delays to complete fire dampers and re-install fire expansion collars to pipe work in the plant room. Works at Culm Valley Leisure Centre is 80% complete, this work is paused to enable some grant related climate work to be complete. Lords Meadow is underway and should complete within this financial year.

CR16	Building Control Service viability	Current Severity: 3	Current Likelihood: 4	Current Risk Rating: 12
Risk Description: The NMD Building Control Partnership has been struggling with maintaining staffing levels for the past two years owing to a national shortage of skilled Building Control officers and skilled support staff. The service has continued to meet obligations by utilising agency staff. But changes presented through the Building Safety Act 2023 and the creation of the Building Safety Regulator are likely to result in further pressures in terms of attracting and retaining skilled permanent staff and in terms of service viability owing to additional duties placed upon the service in an increasingly challenging economic climate.				
Risk Owner: Andrew Howard		Latest Review: 10/02/2025		Risk Type: Reputational
Mitigating Actions			Responsible Officer	Current Effectiveness
CR16.2	Recruitment and retention: Address staffing and skills shortage and reliance on agency surveyors by continuing to seek to recruit new staff to the service, building on recent successes.		Andrew Howard	Satisfactory
CR16.4	Prepare for new reporting obligations: Continue to preparation for the introduction of the new reporting obligations for the BSR, due to commence in April 2024 – including ensuring appropriate systems are in place.		Andrew Howard	Satisfactory
Notes: Supervision remains resource heavy and will continue to challenge performance. Now trading with three vacant posts now after departure of one inspector and service functioning at reduced capacity. Registered Inspectors being targeted by competition. Agency Inspectors expensive and also in very short supply. Charges reviewed accordingly and will be going up by 13.42% to reflect increased resource costs. Structure under review and awaiting authorisation to advertise for two Class One Inspectors with a view to growing our own team for the next stage of the rebuild as two unsuccessful rounds of recruitment.				

CR17	Severe Weather Emergency Recovery	Current Severity: 4	Current Likelihood: 3	Current Risk Rating: 12
Risk Description: When there is an event/incident which has potential to harm people or property a multi-agency response may be required in the form of declaring an “Emergency” through the Local Resilience Forum (LRF). This process is split into two phases; 1: The Response which is chaired predominantly by the police and is often heavily focused on the blue light services during/immediately following the event/incident. 2: Recovery which is chaired by the Local Authorities and is more focused on Local Councils working with communities to achieve a state of new normality. Because of this, MDDC has a large role to play within the Recovery Phase as a Category 1 responder of which there are many risk to the organisation from Financial, Reputational and Legal. This risk assessment is specifically looking at our most common event that escalates to an emergency which is Severe Weather including extremes in heat/cold, floods and wind etc.				
Risk Owner: Simon Newcombe		Latest Review: 07/02/2025		Risk Type: Economic/Financial/Capacity/Reputation
Mitigating Actions			Responsible Officer	Current Effectiveness
CR17.1	CMT Capacity: There is a member of CMT on rota. This role covers incident manager (response) or can be specifically assigned to the recovery phase including chairing/ co-chairing the LRF recovery group. This will be in addition to their regular responsibilities. Due to this, the Resilience Officer or another Corporate Manager can be brought in to assist with the multi-agency duties as required. With CMT now being five people, there is increased pressure and meeting this mitigation will be dependent on the CMT having no vacancies and being available during the recovery phase of an incident. This action will be kept under review.	Simon Newcombe		Satisfactory
CR17.2	Adequate Continuity Planning: Each service area needs up to date Business Continuity Plans to effectively retain critical services during and after an emergency. Training will be provided and plans reviewed by the Resilience Officer.	Lewis Dyson		Satisfactory
CR17.3	Overall Staff Capacity: Each business area will understand their critical functions and ensure they are functioning during recovery. Above this each service area will manage their own capacity to deal with recovery plus their business as usual through agency, overtime and mutual aid as detailed within their Business Continuity Plan.	Lewis Dyson		Satisfactory
CR17.4	Out of Hours Capacity: Only CMT, Housing and Waste have Out of Hours within their contracts and so other services would need to rely on goodwill/ civic duty to cover any out of hours work during response and recovery. Paper detailing current out of hours gaps to be produced alongside a clear outline of which critical roles need some level of out of hours cover.	Lewis Dyson		Action Required

CR17.6	Waste Collection Backlog: Due to the nature of the incident it is likely that there will be additional waste collection requirements in terms of debris, missed collections due to Health and Safety considerations, and additional waste from properties damaged by the weather (i.e. flooded properties). Additional agency staff/ overtime may be required alongside additional routes to meet the backlog and keep up with increased demand.	Matthew Page	Fully Effective
CR17.9	Reputational damage: During the recovery phase of an emergency there will be a lot of differing priorities and expectations from our communities. This can lead to potential conflicts, disputes and confusion. The Communications Team will work to give clear messaging which is in line with the multi-agency communications plan. Sufficient media training will be given to the Leadership Team and key members of the Council to ensure the correct information is being released to the media and communities.	Lisa Lewis	Satisfactory
<p>Notes: With winter coming to an end the likelihood of flash floods and other severe weather events decreases, however weather uncertainty means likelihood is retained at 3. Work continues to build resilience with each service updating their Business Continuity Plans (BCPs). The BCPs have been drafted and are now under review, once completed this will address CR17.2 and CR17.3. Further work on the Devon Emergency Planning Partnership Recovery Plan (which forms the basis for the MDDC plan) is nearing completion with consultation and training planned for relevant officers over the next 3-6 months. This will further support CR17.1, CR17.2, and CR17.4</p>			

CR18	Housing Rent Error Correction	Current Severity: 4	Current Likelihood: 2	Current Risk Rating: 8
Risk Description: That the Council doesn't effectively manage the correction and repayment process associated with the recently identified housing rent error.				
Risk Owner: Simon Newcombe		Latest Review: February 2025		Risk Type: Reputational, Financial
Mitigating Actions			Responsible Officer	Current Effectiveness
CR18.1	Officer Review Groups: These have been operating since the error was identified and regular update meetings are held with: the Regulator for Social Housing; the Department for Work & Pensions; and our external auditors Bishop Fleming		Simon Newcombe and Dean Emery	Satisfactory
CR18.2	Key stakeholders: We also are communicating regularly with key local stakeholders: Churches Housing Action Team (CHAT); Citizens' Advice Bureau; Involve, etc.		Simon Newcombe and Dean Emery	Satisfactory
CR18.3	Progress Updates: Regularly provided to the two relevant Cabinet Members and formal update reports will be made to Cabinet as and when required.		Andrew Jarrett	Satisfactory
<p>Notes: CR18 added to the Corporate Risk Register in February 2025.</p>				

Delayed decision making from Department for Work and Pensions (DWP) regarding an agreement over timescales of benefit backdating will ultimately elongate the Council's timescales.

CR19	Devolution and Local Government Reorganisation	Current Severity: 4	Current Likelihood: 5	Current Risk Rating: 20
<p>Risk Description: The Government published its English Devolution White Paper in December 2024, which set out its intended directions for the future arrangements of local government service provision in England. It introduced the concept of 'Strategic Authorities' (SA), which it is intended will be large entities of circa 1.5m people – to be headed politically by a directly elected Mayor. It is not yet clear what expanded grouping will cover Devon, since our current Combined County Authority (CCA) covering Devon and Torbay is only around 975k (this could be a peninsula geography, expanded to include Plymouth and Cornwall, but this is not yet confirmed). How Mid Devon's influence is brought to bear in any new SA of this scale is not yet clear.</p> <p>In addition, the Government has made it clear that beneath these new Strategic Authorities, their desire is to see new councils created of a unitary structure and of a scale suitable to withstand future service pressures. This is described as being of 500,000 population, although exceptions below this are possible. In Devon, this would mean the restructuring of all current councils, with the likelihood that Devon County, the 8 districts, Torbay (unitary) and potentially Plymouth City council will all cease to exist in their current form by 2028, to be replaced by larger restructured council(s) covering the Devon area. Clearly, such a change will impact significantly upon corporate delivery and objectives as work is undertaken to identify what the future looks like and how to best restructure and realign service provision across Devon with a view to seeking to use this as an opportunity to enhance outcomes for our residents and businesses.</p>				
Risk Owner: Stephen Walford		Latest Review: 06/02/2025		Risk Type: Political, Legal, Financial
Mitigating Actions			Responsible Officer	Current Effectiveness
CR19.1	Effective collaboration: To continue to work with other system leaders across Devon to maximise collaboration and share effort/resource where possible	Stephen Walford (and Council Leader)		Satisfactory
CR19.2	Performing during transition: To use the well-established relationships across Devon to continue to meet strategic aims over the coming years while change is managed.	Stephen Walford (and Leadership Team)		Satisfactory
CR19.3	Staff communication: To communicate regularly with staff to provide reassurance, explanation, updates and context, in order to minimise concern and maximise effective operational delivery across this changing organisational context.	Stephen Walford		Satisfactory
CR19.4	Engage with all council members ahead of key decision points; 21 st March and 28 th November 2025 being notable known dates at this time.	Stephen Walford (and Council Leader)		Satisfactory
Notes: CR19 added to the Corporate Risk Register in February 2025.				

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