
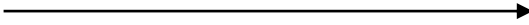


## Appendix 1: Corporate Risk Matrix

 <b>Risk Severity</b>	5	5	10	15 CR1b; CR10	20 CR2	25
	4	4	CR13 8	12 CR1a; CR5; CR12; CR17	16 CR7; CR11	20
	3	CR9 3	CR14 6	9 CR8; CR15;	12 CR16	15 CR3
	2	2	CR4 4	6	8	10
	1	1	2	3 CR9a	4	5
		1	2	3	4	5
		<b>Risk Likelihood</b> 				

## Appendix 2: Corporate Risk Register

<b>CR1a</b>	<b>Culm Garden Village – Loss of capacity funding</b>	<b>Current Severity: 4</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 12</b>
<b>Risk Description:</b> 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.				
<b>Risk Owner:</b> Adrian Welsh		<b>Latest Review:</b> 06/11/2024		<b>Risk Type:</b> Economic/ Financial
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<b>Notes:</b> Current severity reduced from 5 to 4; Current likelihood reduced from 5 to 3 in November 2024. Overall risk rating reduced from 25 to 12. 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 developments in relation to funding of the relief road, associated capacity funding, and through the progression of alternative forms of funding. The risk rating remains higher than the target as longer term funding remains uncertain.				
<b>CR1b</b>	<b>Culm Garden Village – Delay/ impact to project arising from infrastructure delays</b>	<b>Current Severity: 5</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 15</b>
<b>Risk Description:</b> 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.				
<b>Risk Owner:</b> Adrian Welsh		<b>Latest Review:</b> 30/10/2024		<b>Risk Type:</b> Economic/ Financial
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
CR1b.1	Cullompton Town Centre Relief Road: Funding opportunities - Continue to work with Homes England and others to seek opportunities for funding. See mitigating actions in CR10.	Adrian Welsh		Completed
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		Satisfactory

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	Satisfactory
<p><b>Notes:</b>  Risk likelihood decreased from 4 to 3 in October 2024. Overall risk rating decreased from 20 to 15.  CR1b.1 marked as complete in October 2024.  Funding now secured for provision of the Relief Road from Homes England. Significant progress with regard also to land assembly.  The Outline Business Case for M5 Junction 28 improvements has been submitted to Department for Transport and awaiting a decision.  A Final Business Case was submitted to Department for Transport Rail earlier in the year for the Cullompton Railway Station. This project is subject to the Government's review of national transport schemes.</p>			

<b>CR2</b>	<b>Cyber Security</b>	<b>Current Severity: 5</b>	<b>Current Likelihood: 4</b>	<b>Current Risk Rating:20</b>
<p><b>Risk Description:</b> 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.</p>				
<b>Risk Owner:</b> Brian Trebilcock		<b>Latest Review:</b> 10/10/2024		<b>Risk Type:</b> Data Protection/Information Security
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<p><b>Notes:</b>  Continued improvement work continues within the ICT department. Approval has been given to recruit an additional staff member which will provide some resilience to the 3rd line support, Infrastructure and security team.</p>				

<b>CR3</b>	<b>Failure to meet Climate Change Commitments by 2030</b>	<b>Current Severity: 3</b>	<b>Current Likelihood: 5</b>	<b>Current Risk Rating: 15</b>
<b>Risk Description:</b> 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).				
<b>Risk Owner:</b> Paul Deal		<b>Latest Review:</b> 21/10/2024		<b>Risk Type:</b> Environmental
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
CR3.1	Policy and Strategy: Policy and strategy relevant to the climate emergency includes: <ul style="list-style-type: none"> <li>• Corporate Plan 2020-2024 sets a number of relevant aims;</li> <li>• Climate Strategy and Handbook 2020-2024;</li> <li>• Housing Strategy 2021-2025;</li> <li>• Procurement Strategy (March 2023);</li> <li>• Cabinet adopted a new Climate Emergency planning policy statement (March 2023);</li> <li>• Local Plan 2013-2033 review; Plan Mid Devon sets the Climate Emergency as the top overarching priority for the next Local Plan.</li> </ul>		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	Action Required
<b>Notes:</b>				
Corporate: Overall the Council's carbon footprint has decreased since the 2018-2019 baseline. The annual carbon footprint report is published online <a href="https://sustainablemiddevon.org.uk/our-plan/">https://sustainablemiddevon.org.uk/our-plan/</a> along with highlights of the most recent action to respond to the climate emergency.				
Progress has been made with key components of the corporate carbon footprint (aspects under direct control). All Council facilities have now switched to a renewable electricity tariff. Capital investment to decarbonise the Crediton and Tiverton leisure centres has been achieved and the Council has invested to improve energy efficiency at its facilities. A small proportion of the fleet - 10 vans have been replaced by EV (Electric Vehicles).				
The Council now 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 Council activities in partnership with, and in support, of communities include engagement projects, efforts to boost green transport (active travel and EV), planning policies and Local Plan review (climate change being the overarching priority), development				

masterplanning, taxi licensing policy to encourage cleaner vehicles, public health initiatives (e.g. private sector housing) and emergency/resilience planning.

<b>CR4</b>	<b>Homes for Ukraine Scheme</b>	<b>Current Severity: 2</b>	<b>Current Likelihood: 2</b>	<b>Current Risk Rating: 4</b>
<b>Risk Description:</b> 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.				
<b>Risk Owner:</b> Simon Newcombe		<b>Latest Review:</b> 28/10/2024		<b>Risk Type:</b> Social
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
CR4.1	Collaboration: Continue to engage with DLUHC, LGA and DCN on scheme roll out, pressures and risks/updated national guidance etc. Reviewing a Devon-wide exit strategy around pending housing/accommodation pressures once hostings end – joint solutions (work in progress).		Simon Newcombe	Complete
CR4.3	Re-matching demand: Re-matching demand is relatively low (host/guest arrangements ending early) and single figures but starting to see increase due to rurality of some hosts and requirement to be closer to employment, services and schools.		Simon Newcombe	Complete
CR4.7	Finance update: Revised payment for new guests are £5k per person and Government have changed monthly payments for long-term hosts to £500 per month. Scheme extended to March 2025.  Review of monthly payments completed across mandated and discretionary elements completed. Some enhancement will continue for existing hosts then revert to £500 max under Government funding. All revisions costed as deliverable per new Q2 and Q3 returns for 2023/24 and revised scheme/payments per head going forward into 2024/25.		Simon Newcombe	Complete
<b>Notes:</b> Actions CR4.1, CR4.3 and CR4.7 marked as complete in October 2024. New actions will be detailed for the next reporting cycle. The number of new guests continues to be much lower (currently receiving an average of two new guests per month). The existing hosting arrangements are stable and the availability of properties through Local Authority Housing Fund means there is no need to use hotels. Grants to allow access to the private rented sector have been successful and some households have found sustainable, settled accommodation.				

<b>CR5</b>	<b>Information Security</b>	<b>Current Severity: 4</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 12</b>
<b>Risk Description:</b> Inadequate data protection could lead to breaches of confidential information and ultimately enforcement action by the ICO.				
<b>Risk Owner:</b> Lisa Lewis		<b>Latest Review:</b> 28/10/2024		<b>Risk Type:</b> Data Protection/Information Security
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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	Satisfactory
<b>Notes:</b> Staff understanding improving with compliance statistic (staff turnover affecting completion rate target). Work on business continuity plans and Information Asset Registers improving awareness and responsibility over time. Reviewing with ICT compliance tools within tenant and ICT costing licence upgrade for further improvements.				

<b>CR7</b>	<b>Financial Sustainability</b>	<b>Current Severity: 4</b>	<b>Current Likelihood: 4</b>	<b>Current Risk Rating: 16</b>
<b>Risk Description:</b> 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.				
<b>Risk Owner:</b> Paul Deal		<b>Latest Review:</b> 23/10/2024		<b>Risk Type:</b> Economic/Financial
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<b>Notes:</b> Mitigating the 2025/26 budget shortfall is well underway. The October Cabinet meeting approved net savings of £800k and outlined further work required to balance the budget. Key to this will be the Government Autumn Budget on 30 October and the implications for Local Government.				

<b>CR8</b>	<b>Quality of Planning Committee Decisions</b>	<b>Current Severity: 3</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 9</b>
<b>Risk Description:</b> 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.				
<b>Risk Owner:</b> Richard Marsh		<b>Latest Review:</b> 25/10/2024		<b>Risk Type:</b> Reputation
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<b>Notes:</b> 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.				

<b>CR9</b>	<b>SPV – 3 Rivers – Delivery of Closedown Plan</b>	<b>Current Severity: 3</b>	<b>Current Likelihood: 1</b>	<b>Current Risk Rating: 3</b>
<b>Risk Description:</b> Ability to deliver the close down plan to timetable/ budget and generate the estimated sales receipts. <u>Finishing and selling</u> the Haddon Heights development per budget. Generating the estimated sales at the remaining development - set against a challenging housing market.				
<b>Risk Owner:</b> Paul Deal		<b>Latest Review:</b> 23/10/2024		<b>Risk Type:</b> Economic/Financial
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<b>Notes:</b> Addition made to risk description (underlined). The closedown plan has been fully delivered and the company is on schedule to be formally struck off at Companies House before the end of November 2024. There has been a number of new viewings at Haddon Heights and conversations are currently ongoing with the agent.				

<b>CR9a</b>	<b>Risk Name: Reputational Impact of 3 Rivers</b>	<b>Current Severity: 1</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 3</b>
<b>Risk Description:</b> A decision has now been made to soft close the company, 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).				
<b>Risk Owner:</b> Stephen Walford		<b>Latest Review:</b> 23/10/2024		<b>Risk Type:</b> Reputational
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<b>Notes:</b> The closedown plan has now been delivered. However, there is still a residual risk that remains and as such the risk will remain on the Register until the company has officially closed.				

<b>CR10</b>	<b>Cullompton Town Centre Relief Road</b>	<b>Current Severity: 5</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 15</b>
<b>Risk Description:</b> Inability to deliver the Cullompton Town Centre Relief Road				
<b>Risk Owner:</b> Adrian Welsh		<b>Latest Review:</b> 30/10/2024		<b>Risk Type:</b> Economic/Financial
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
CR10.1	Alternative Funding: Alternative funding opportunities continually being explored.		Adrian Welsh	Completed
CR10.2	Ongoing Homes England Discussions: Officers discussing ongoing Housing Infrastructure Fund support		Adrian Welsh	Completed
CR10.3	Ongoing discussions with land promoters: Ongoing discussions to maximise private funding potential.		Adrian Welsh	Completed
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
CR10.6	Government Lobbying: Working with local MPs, Devon County Council and senior Members to lobby for investment.	Adrian Welsh	Completed
<p><b>Notes:</b>  Risk likelihood decreased from 5 to 3 in October 2024. Overall risk rating decreased from 25 to 15.  CR10.1, CR10.2, CR10.6 marked as complete in October 2024.  CR10.3 marked as complete as no longer required.  Funding has now been secured for the delivery of the relief road from Homes England. The Cricket square works have been completed. Land acquisition is going well with land exchange underway on the new cricket pitch site, with land agreements on the other sites to follow. Tesco Board has also given in principle approval to sell the required land to Devon County Council.</p>			

<b>CR11</b>	<b>Cost of Living Crisis</b>	<b>Current Severity: 4</b>	<b>Current Likelihood: 4</b>	<b>Current Risk Rating: 16</b>
<p><b>Risk Description:</b>  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.</p>				
<b>Risk Owner:</b> Dean Emery		<b>Latest Review:</b> 28/10/2024		<b>Risk Type:</b> Financial, Social
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<b>Notes:</b>				

Household Support Fund (HSF) 6 has gone live. This is a six month Government funded scheme. Pensioners, unless on pension credit, are no longer eligible for the winter fuel payment. All funds with the HSF schemes has been deployed to circa 500 households. The risk remains high and will do for at least six months.

<b>CR12</b>	<b>Housing Crisis</b>	<b>Current Severity: 4</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 12</b>
<p><b>Risk Description:</b>            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.</p> <p>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.</p>				
<b>Risk Owner:</b> Simon Newcombe		<b>Latest Review:</b> 05/11/2024		<b>Risk Type:</b> Financial, Social
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
CR12.1	MDDC Housing Strategy 2021-2025: Coherent, corporate approach to providing affordable homes and maintaining housing quality		Simon Newcombe	Satisfactory
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	Satisfactory
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	Action Required
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	Satisfactory

CR12.9	Long-term development voids: Effective use of long-term development voids in Mid Devon Housing stock as TA where safe	Simon Newcombe	Satisfactory
CR12.10	Ivor Macey House: Ongoing provision of Ivor Macey House supported TA accommodation (MDH HRA lease to G/F)	Simon Newcombe	Satisfactory
CR12.12	Homelessness Prevention Grant: Full utilisation of Homelessness Prevention Grant	Simon Newcombe	Completed
CR12.13	Funding applications: Successful bids into DLUHC Rough Sleeper Initiative (RSI). £300k+ RSI secured over 3-year programme from 2022/23	Simon Newcombe	Satisfactory
CR12.15	Private Sector Homes for Ukraine: Team Devon Homes for Ukraine scheme Private Sector Housing transition support	Simon Newcombe	Satisfactory
CR12.16	Residents Financial Support: Cost of living pressure, grants and signposted support, help with/access to benefits ( <a href="https://www.middevon.gov.uk/residents/residents-financial-support/">https://www.middevon.gov.uk/residents/residents-financial-support/</a> )	Dean Emery	Satisfactory
CR12.17	Housing Assistance Policy (Better Care Funding): living well at home/homeless prevention and Home Start grants/loans	Simon Newcombe	Satisfactory
<p><b>Notes:</b>  CR12.12 marked as complete in November 2024.  Review of budget announcements and detail required, notably around delivery of affordable homes, Right To Buy and additional homelessness grant. Potentially positive but modelling required when further information available. No change to risk rating at this time as a result.</p>			

<b>CR13</b>	<b>Operation of a Waste Management Service</b>	<b>Current Severity: 4</b>	<b>Current Likelihood: 2</b>	<b>Current Risk Rating: 8</b>
<p><b>Risk Description:</b>  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.</p>				
<b>Risk Owner:</b> Matthew Page		<b>Latest Review:</b> 21/10/2024		<b>Risk Type:</b> Financial, Technical, Reputational
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<b>Notes:</b> New leased vehicles now on fleet including HGV sweeper. Sickness is currently low - no long term absence in waste and recycling. One recent driver vacancy but a number of Loader vacancies being covered by agency staff (5 temporary to one permanent and four on an ad hoc basis) and currently being re-advertised.			

<b>CR14</b>	<b>Workforce Shortage</b>	<b>Current Severity: 3</b>	<b>Current Likelihood: 2</b>	<b>Current Risk Rating: 6</b>
<b>Risk Description:</b> 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.				
<b>Risk Owner:</b> Matthew Page		<b>Latest Review:</b> 23/10/2024		<b>Risk Type:</b> Legal, Financial, Reputational
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<b>Notes:</b> Risk Likelihood decreased from 3 to 2. Following a review of ballots for industrial action, Unison agreed to the pay settlement put forward by the employers' side. This goes alongside the previous agreement by GMB. As a result the pay award is now finalised for 2024/2025.				

<b>CR15</b>	<b>Corporate Property Fire Safety</b>	<b>Current Severity: 3</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 9</b>
<p><b>Risk Description:</b> 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.</p> <p>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.</p>				
<b>Risk Owner:</b> Stephen Walford		<b>Latest Review:</b> 11/10/2024		<b>Risk Type:</b> Physical, Reputational, Financial
<b>Mitigating Actions</b>			<b>Responsible Officer</b>	<b>Current Effectiveness</b>
CR15.1	Fire Safety Investment (2023/24): Funding has been allocated to implemented fire safety improvements.		Keith Ashton	Complete
CR15.2	Investment Programme (2024/25): Funding has been allocated to implement fire safety improvements at the same level as for 2023/24.		Keith Ashton	Satisfactory
<p><b>Notes:</b> CR15.1 marked as complete in October 2024. Funding has been allocated to implement fire safety improvements at the same level as for 2023/24. The work at Culm Valley continues, however there was a delay due to travellers being on site. In November 2024, the contractor will move to Lords Meadow as the delivery of required materials has slowed progress (there is high demand for relevant materials). There is now a Fire Safety Teams Channel with project data and other associated detail available.</p>				

<b>CR16</b>	<b>Building Control Service viability</b>	<b>Current Severity: 3</b>	<b>Current Likelihood: 4</b>	<b>Current Risk Rating: 12</b>
<p><b>Risk Description:</b> 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.</p>				

<b>Risk Owner:</b> Andrew Howard		<b>Latest Review:</b> 25/10/2024		<b>Risk Type:</b> Reputational	
<b>Mitigating Actions</b>				<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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
<p><b>Notes:</b>  Risk likelihood increased from 3 to 4 in October 2024. Overall risk rating increased to 12.  Supervision remains resource heavy and will continue to challenge performance. Two vacant posts now after departure of one inspector and service functioning at reduced capacity. Registered Inspectors being targeted by competition. Looking at market supplement payments and agency. Charges to be reviewed accordingly.</p>					

<b>CR17</b>	<b>Severe Weather Emergency Recovery</b>			<b>Current Severity: 4</b>	<b>Current Likelihood: 3</b>	<b>Current Risk Rating: 12</b>
<p><b>Risk Description:</b>  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.</p>						
<b>Risk Owner:</b> Simon Newcombe		<b>Latest Review:</b> 16/10/2024			<b>Risk Type:</b> Economic/Financial/Capacity/Reputation	
<b>Mitigating Actions</b>					<b>Responsible Officer</b>	<b>Current Effectiveness</b>
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				Simon Newcombe	Satisfactory

	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.		
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	Action Required
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	Action Required
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><b>Notes:</b>  Moving into Autumn/ Winter, the likelihood of flooding increases, changing the risk likelihood back to 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 mitigating actions CR17.2 and CR17.3.</p>			