

Appendix 1: Corporate Risk Matrix

Risk Severity	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5

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: Group Manager for GED		Latest Review: 24/10/2025		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		Group Manager for GED	Satisfactory	
CR1a.2	Identify alternative opportunities to secure funding to support the project – including from landowners/ developers involved in the Culm Garden Village project.		Group Manager for GED	Satisfactory	
Notes: 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. Capacity funding was secured for 2025/26, however we do not currently have any assurances of funding for the next financial year. Although recent developments in relation to funding of the relief road are welcomed along with the capacity funding for this financial year, the risk remains higher than the target risk rating as longer term capacity funding remains uncertain. Officers are actively engaging with Homes England to seek additional 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: Group Manager for GED		Latest Review: 24/10/2025		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.		Group Manager for GED	Fully Effective	
Notes: Funding now secured for provision of the Relief Road from Homes England. Significant progress with regard to land assembly.					

Initial stages of works on Meadow Lane to commence shortly. Outline Business Case for J28 improvements has been submitted to Department for Transport and awaiting a decision (now expected by the end of the year).
Positive news announced with regard to funding for the Railway Station and Network Rail is mobilising a team to take forward its delivery.

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: ICT Operations Manager		Latest Review: 24/10/2025		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.		ICT Operations Manager	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.		ICT Operations Manager	Completed	
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.		Head of Digital Transformation & Customer Engagement	Action Required	
Notes: CR2.6 marked as complete in October 2025. The Active Directory Review has now been completed as is being monitored regularly to keep NCSC and Microsoft Security baselines up to date. All user devices will be upgraded to Windows 11 before the end of November to ensure security patches and updates are applied promptly.					

Regular Vulnerability test are completed on all laptops, desktops and servers, with a monthly review. Action is taken to mitigate High and Critical Vulnerabilities with 14 days, where possible.

Risk Ledger is now in place to assist with the monitoring of the MDDC Supply chain. As new suppliers are added, they will be evaluated against a set of requirements to ensure they meet a satisfactory level of governance and assurance.

Improved Security Awareness training will be introduced in the next few months, to provide bite size training and simulated Phishing/malware emails to monitor staff efficiency and to increase awareness.

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: Head of Finance, Property & Climate Resilience		Latest Review: 24/10/2025		Risk Type: Environmental
Mitigating Actions		Responsible Officer		Current Effectiveness
CR3.1	Policy and Strategy: Policy and strategy relevant to the climate emergency includes: • 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.	Climate and Sustainability Specialist		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.	Climate and Sustainability Specialist		Action Required
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	Climate and Sustainability Specialist		Satisfactory

	Strategy serves as a starting point for engagement with communities, businesses and other partners, to co-create a vision.		
Notes: The Council has a themed alignment of strategic, policy and operational activity through the Climate Change Strategy 2024-2028. A Climate Action Plan (CAP) is being implemented to reduce emissions; the CAP is to be reviewed annually to reflect the pipeline of planned projects, budgets, etc. progress is reported regularly to PES PDG. The Strategy has also served as a starting point for better engagement with communities, businesses and other partners, seeking to co-create a vision and plans for community-led activity.			

CR5	Information Security	Current Severity: 4	Current Likelihood: 3	Current Risk Rating: 12
Risk Description: Inadequate data protection could lead to breaches of confidential information and ultimately enforcement action by the ICO.				
Risk Owner: Head of Digital Transformation & Customer Engagement		Latest Review: 28/10/2025		Risk Type: Data Protection/Information Security
Mitigating Actions			Responsible Officer	Current Effectiveness
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.	Head of Digital Transformation & Customer Engagement		Action Required
CR5.3	Supply Chain Management: Inadequate supply chain management decreases organisational resilience and information security. Manual review is slow and unresponsive. Procurement practice has been strengthened. Market testing and business case being pursued for software solution to manage supplier risk overview. This will be done via ITIG board during summer 2025. A risk review is also being initiated by the Head of Service on cyber risk in conjunction with Cyber Assessment Framework assurance findings.	Head of Digital Transformation & Customer Engagement		Satisfactory
Notes: Work still required on information tagging - near misses now recorded. New education software being procured and will be implemented in next few months. Supply chain risk management software now in place. ICT/ Information Management now building catalogue of supplier info and more robust security assessment/ Data Protection Information Assessments (DPIAs) being done through procurement/re-contracting exercises.				

CR7	Financial Sustainability	Current Severity: 5	Current Likelihood: 5	Current Risk Rating: 25
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: Head of Finance, Property & Climate Resilience		Latest Review: 27/10/2025	Risk Type: Economic/Financial	
Mitigating Actions			Responsible Officer	Current Effectiveness
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.		Head of Finance, Property & Climate Resilience	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.		Head of Finance, Property & Climate Resilience	Satisfactory
Notes: During the Government's current fair funding review we have been singled out with about 50 other Councils (Districts and London Boroughs) for the largest funding reductions, currently estimated at overall cuts of between 5-7%. In addition, there are the changes associated with the elimination of all Business Rates growth back to a baseline created in 2013/14. These 2 inter-related issues may result in the Council losing circa £2.5m in funding p.a. All set against a back drop of Local Government reorganisation making any medium term financial planning extremely challenging. CR7.2: Met with all service managers in August to discuss various savings targets and income maximisation potential. CR7.5: Senior finance officers are attending Ministry of Housing, Communities and Local Government and District Council Network meetings to understand what is currently being modelled and then assess the direct impact on the Council. Unfortunately, it remains likely that individual Council figures will not be available until November/ December which will make the 2026/27 budget setting process extremely difficult.				

CR8	Quality of Planning Committee Decisions	Current Severity: 3	Current Likelihood: 3	Current Risk Rating: 9
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: Director of Place & Economy		Latest Review: 16/10/2025		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.		DM Manager / Director of Place & Economy	Satisfactory
Notes: Training has been provided with respect to the new decision making environment. To date no significant applications likely to challenge councillor's approaches to decision making have been before committee.				

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: Group Manager for GED		Latest Review: 24/10/2025		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.	Group Manager for GED		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.	Group Manager for GED		Satisfactory
Notes: Works are progressing well with the delivery of the relief road, Enabling works including Meadow Lane minor works to start early 2026, with the main construction anticipated to start in summer 2026. Land assembly is going well. Works continue to relocate the sports clubs that are affected by the road. Risk is expected to reduce further as progress is made with 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. Other increases year on year such as water, Council Tax and utilities will also reduce the disposable income in households.				
Risk Owner: Head of Revenues, Benefits & Leisure		Latest Review: 15/10/2025	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.		Operations Manager - Revenues Benefits and Recovery	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.		Operations Manager - Revenues Benefits and Recovery	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.		Growth and Regeneration Officer	Fully Effective
Notes: Risk description updated in October 2025 (red text). Housing Support Fund 7 scheme is running until 31/03/2026 after which the Government wish Districts and first tier authorities to run a crisis and resilience fund for two years. Letter received states this will continue from 2028 when Local Government Reorganisation has happened.				

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: Head of Housing & Health		Latest Review: 28/10/2025	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		Head of Housing & Health	Full Effective
CR12.2	MDDC Homeless Prevention & Rough Sleeping Strategy 2020-2025: Focus on rough sleeping, prevention, accommodation options and client support		Head of Housing & Health	Satisfactory
CR12.3	Strategic lobbying on social housing funding, flexibilities and homelessness pressures: Continued membership of DLUHC LA Strategic Housing Advisory Group		Head of Housing & Health	Fully Effective
CR12.4	Devon Housing Forum: Regional engagement and collaboration on affordable housing delivery and supported housing – continued engagement		Head of Housing & Health	Satisfactory
CR12.5	Local Plan housing delivery: Market provision of affordable homes		Forward Planning Team Leader	Action Required
CR12.6	Mid Devon HRA Development Programme: 500 new homes 2022/23 – 2026/27		Head of Housing & Health	Satisfactory
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		Head of Housing & Health	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		Head of Housing & Health	Action Required
CR12.9	Long-term development voids: Effective use of long-term development voids in Mid Devon Housing stock as TA where safe		Head of Housing & Health	Fully Effective
CR12.15	Private Sector Homes for Ukraine: Team Devon Homes for Ukraine scheme Private Sector Housing transition support		Head of Housing & Health	Complete
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/)		Head of Revenues, Benefits & Leisure	Satisfactory

CR12.17	Housing Assistance Policy (Better Care Funding): living well at home/homeless prevention and Home Start grants/loans	Head of Housing & Health	Satisfactory
Notes: Ongoing successful bids into Homes England Affordable Homes Programme and Ministry of Housing, Communities and Local Government PBP with a number of new Housing Revenue Account (HRA) development projects live/ supported. Significant uplift in Quarter2 in terms of additions to HRA stock Former vets property for conversion to additional TA in Tiverton now legally acquired and planning application for conversion submitted following planning pre-application advice. CR12.15: Marked as complete in October 2025.			

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: Chief Executive		Latest Review: 16/10/2025		Risk Type: Physical, Reputational, Financial
Mitigating Actions			Responsible Officer	Current Effectiveness
CR15.2	Investment Programme: Ensure that funding has been allocated and is drawn down to implement fire safety improvements.		Contracts and Services Manager	Satisfactory
Notes: Funding is available for 2025/26 and a tender is being drawn up to go to the market for fire doors and passive fire protection. The expectation is to complete this work within 2025/26.				

CR17	Emergency Recovery	Current Severity: 4	Current Likelihood: 2	Current Risk Rating: 8
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. Currently there has been little training on Recovery and MDDC's Recovery Plan is out of date. In addition to this, low staff resources would make Recovery very difficult as it can be a very time consuming and costly endeavour with some Recovery groups sitting years after the initial incident.				
Risk Owner: Head of Housing & Health		Latest Review: 17/10/2025		Risk Type: Economic/Financial/Capacity/Reputation
Mitigating Actions			Responsible Officer	Current Effectiveness
CR17.1	CMT Capacity: There will be a member of CMT on rota specifically assigned to the recovery phase including the chairing/co-chairing LRF recovery group. This will be in addition to their day to day job requirements and will add additional stress and pressures. Due to this, the Resilience Officer or another Corporate Manager can be brought in to assist with the multi-agency duties as required.		Head of Housing & Health	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.		Resilience Officer	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.		Resilience Officer	Action Required
CR17.4	Out of Hours Capacity: Only Emergency Duty Officer, Housing, Homeless/Housing Options and Customer Service 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. Recovery is often completed within office hours however the services with an Out of Hours service will be trained to ensure that any initial assessments and actions can be completed to a sufficient level until which point a full Recovery co-ordination group can be stood up. This will be detailed within the renewed Recovery plan.		Resilience Officer	Action Required
CR17.9	Reputational damage: During the recovery phase of an emergency there will be a lot of differing priorities and expectations from our communities and Councillors at all levels. This can lead to potential conflicts, disputes and confusion. The Communications Team will work to give clear messaging which is in line with the		Head of Digital Transformation & Customer Engagement	Action Required

	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.		
CR17.10	Financial Availability: Due to the circumstances, vulnerable people may require additional financial assistance due to the damages caused by an incident. In addition there may be other additional costs incurred through the recovery stages and there is no central fund for the recovery phases of an emergency. The finance team will review other instances of Recovery within other districts to understand what potential funding streams there may be should MDDC be required to chair or assist in Recovery.	Head of Finance, Property & Climate Resilience	Action Required
CR17.11	Competency Training: To ensure staff that may be involved in the Recovery phase are competent, Recovery Training will be rolled out as detailed within the Devon Emergency Planning Partnership Competency Framework. This will be led as a joint project between MDDC and Devon County Council.	Resilience Officer	Action Required
CR17.12	Competency Exercises: Once training is completed, exercises will be developed to ensure that the processes and procedures are tested and fit for purpose.	Resilience Officer	Action Required
Notes:			

CR18	Housing Rent Error Correction	Current Severity: 4	Current Likelihood: 3	Current Risk Rating: 12
Risk Description: That the Council doesn't effectively manage the correction and repayment process associated with the recently identified housing rent error.				
Risk Owner: Head of Housing & Health		Latest Review: 28/10/2025		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	Head of Housing & Health and Head of Revenues, Benefits & Leisure	Satisfactory	
CR18.2	Key stakeholders: We also are communicating regularly with key local stakeholders: Churches Housing Action Team (CHAT); Citizens' Advice Bureau; Involve, etc.	Head of Housing & Health and Head of Revenues, Benefits & Leisure	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.	Deputy Chief Executive	Satisfactory
Notes: Risk Rating increased from 8 to 12 in October 2025. Regulatory decision published by Regulator of Social Housing (RSH) who are satisfied with actions taken to address historic error. Regular monitoring arrangements in place between RSH and Council on plan implementation - 13 November next scheduled meeting. Officer resources/team continue to be in place. All current/ live tenancy cases completed where either no benefit or Housing Benefit - c169k paid to tenants and £464k of Housing Benefit subsidy processed for Department for Work and Pensions (DWP). Universal Credit/ DWP refunds still await national policy decision by DWP via Treasury. Update from DWP (28 October) indicates a national communication will be going to all impacted landlords, but no timeline given. Work has progressed on the review of historic evictions and has commenced on wider former tenancy cases in lieu of a DWP update/ guidance. Regular tenant, Homes PDG, Cabinet and Scrutiny updates being provided (next will be Homes PDG update in November) Tenant communications ongoing including three scheduled drop in sessions in November and further letters to Universal Credit tenants and £0 refund tenants.			

CR19	Devolution and Local Government Reorganisation	Current Severity: 4	Current Likelihood: 5	Current Risk Rating: 20
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. 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.			
Risk Owner: Chief Executive		Latest Review: 23/10/2025	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	Chief Executive (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.	Chief Executive (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.	Chief Executive	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.	Chief Executive (and Council Leader)	Satisfactory
CR19.5	Community Engagement and Communication: To seek views on priorities to inform LGR proposals, and to ensure the public is kept updated alongside, and in addition to, council meetings covering LGR.	Chief Executive (and Communications & Engagement Manager)	Satisfactory
Notes: Resident consultation closed on the 31/08/2025. Update to Scrutiny Committee on 08/09/2025. CR19.5 Added in September 2025. State of the district debate on LGR and learning from town and parish experiences in the Somerset LGR process – 17/09/25			

CR20	Emergency Planning Response	Current Severity: 4	Current Likelihood: 2	Current Risk Rating: 8
Risk Description: Mid Devon District Council has a Statutory Duty as a Category 1 organisation to respond to Major Incidents. By their definition, Emergencies can happen at any time however much of Mid Devon District Council Services do not have Out of Hour functions and so some rely on best endeavours response and in some cases due to resourcing only have a small number of competently trained personnel that could respond. This then has the risk that certain services within MDDC will be unavailable out of hours even if requested by the Devon, Cornwall and the Isles of Scilly Local Resilience Form (DCIOS LRF) which may result in reputational damage of MDDC as aspects of Response may take longer. MDDC has the following services that contain 24/7 cover: Emergency Duty Officer; Housing (for MDDC Stock but could diversify if required); Housing Options/Homeless; Customer Service.				

Notable services without 24/7 cover which are on best endeavours which may be requested in a Major Incident: Communications; Building Options; Environmental Health; Strategic Emergency Duty Officer.			
In addition, MDDC's ability to staff a rest centre will be difficult due to large scale changes within the Rest Centre plan from DCC including its staffing requirement. Because of this, there is no up to date contact list of staff volunteers that could aid in the setting up of a rest centre in the unlikely case that we are asked to do so.			
Risk Owner: Head of Housing & Health		Latest Review: 17/10/2025	
		Risk Type: Economic/Financial/Capacity/Reputation	
Mitigating Actions		Responsible Officer	Current Effectiveness
CR20.1	Competency Training: To ensure that staff are capable, MDDC will be following the Devon Emergency Planning Partnership Competency Framework for training. This includes Tactical and Strategic training to ensure that MDDC is competent but also to identify and manage the risk of Out of Hours resource demand during a Major Incident.	Resilience Officer	Action Required
CR20.2	Competency Exercises: Once training is completed, exercises will be developed to ensure that the processes and procedures are tested and fit for purpose.	Resilience Officer	Action Required
CR20.3	Capability: To ensure that the DCIOS LRF is aware of the capability of MDDC, a document will be created that can be shared which clearly shows what services are available 24/7 and which are not to ensure that partners are aware of this capability and do not over promise or expect actions from MDDC that we are simply unable to complete until within hours.	Resilience Officer	Action Required
CR20.4	Communications: To ensure communications and warning and informing can be maintained in an emergency, a "Crisis" Communications plan has been developed. This includes some pre-approved messaging that can be sent out. We will increase these pre-approved messages and review who has access to communications channels which in turn increases the likelihood of communications being sent out, out of hours. This review can include potential of allowing on-duty staff access to share messages from other partner agencies.	Communications and Engagement Manager	Complete
CR20.5	Rest Centres: Once the DCC review of Rest Centres is complete, MDDC will quickly embed that plan and ensure that its staff are trained and ready to mobilize as per the plan.	Resilience Officer	Action Required
CR20.6	Out of Hours Capacity: Only Emergency Duty Officer, Housing, Homeless/Housing Options and Customer Service 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	Corporate Management Team	Satisfactory

	work during response and recovery. MDDC out of hour's capacity will be addressed within the emergency plan and capability review which will both undergo periodic reviews to ensure that the organisation is assessing the risk that our capacity limitations create, and that new mitigating actions are created if the risk is deemed too high.		
Notes: CR20.3 Capability: Not yet completed due to focus on the update of the Response Emergency Plan which had to first be completed before Training, Exercising and other documents could be created. CR20.5 Rest Centres: Awaiting review from Devon County Council on the Humanitarian Assistance Plan which includes Rest Centres and we are unable to progress until that is complete. CR20.4 marked as complete in October 2025.			