Teignbridge District Council
Audit Scrutiny Committee
17th December 2025
Part i

Strategic and Corporate Risk Report

Purpose of Report

To provide Members with an overview of the current status of the Strategic & Corporate risks.

Recommendation(s)

The Committee RESOLVES to:

(1) Note the actions being taken to reduce risks to the achievement of the council's objectives.
(2) Note the recommendation to amend the risk scoring approach to a more granular scale of 1 (very low) to 5 (very high)

Financial Implications

As this is an advisory report there are no direct financial implications, however, the following strategic financial risks are included: ST02 Failure to control and manage finance and other risks including ST14 Fraud & corruption and ST24 Breach of finance and contract rules.

Gordon Bryant
Head of Financial Services and Audit
Email: Gordon.bryant@teignbridge.gov.uk

Legal Implications

No direct implications beyond effective risk management are key to meeting Council's legal duties.

Charlie Fisher
Acting Monitoring Officer
Email: Charlie.fisher@teignbridge.gov.uk

Risk Assessment

Effective risk management will aid decision making, focus and make better use of resources, provide a duty of care, comply with legislation, reduce costs, provide a continuity of service and reduce the risk of not meeting the council's objectives.

Amanda Pujol
Director of Customer Services and Transformation
Email:Amanda.Pujol@teignbridge.gov.uk

Environmental/ Climate Change Implications

There are no direct environmental and climate change implications due to this being an advisory report only, however, the following risks relating to Environment and Climate Change are included for monitoring:
ST31 – the impact of not reducing our energy use and contribution to CO2. ST42 – Failure to deliver the council strategy. ST44 – Flood risk resilience. ST45 – Flood risk management.

William Elliot
Climate Change Officer
Email: william.elliott@teignbridge.gov.uk

Report Author

Tom Pearce
Email: thomas.pearce@teignbridge.gov.uk

Executive Member

Corporate Resources – Cllr John Parrott

Appendices/Background Papers

Appendix A – Risk report

PURPOSE

To provide Members with an overview of the current status of the Council's corporate and strategic risks.

BACKGROUND

There are 3 types of risk to manage, and these are:

Strategic Risks – these are the big issues that impact heavily on our service delivery or are fundamental changes in the district or something that may cause a lot of bad publicity. These risks are managed by Business Leads and Business or Service Managers.

Corporate Risks – also called 'common risks' because they apply to many sections of the Council, and we have corporate processes in place to deal with them e.g. Attacks on staff. These risks are also managed by Business or Service Managers.

Service Risks - These are risks and opportunities that apply primarily to a service and that generally won't have too many consequences on the rest of the Council. These are managed by Business or Service Managers and Team Leaders.

In addition, reports to decision makers (both Members and the Strategic Leadership Team) for major projects or service changes, should include an analysis of risks so these are considered when important decisions are made. These risks may be referred for inclusion in the Corporate or Strategic Risk Registers if they are likely to be significant issues.

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RISK OVERVIEW

There are currently 24 risks in the Strategic Risk register which are the risks we consider could impact heavily on our ability to deliver essential services and meet important objectives. In addition, there are 12 corporate risks, 'common risks', which apply to many sections of the council, and we have corporate processes in place to deal with them.

Of these 36 risks 3 have a very high unmitigated risk score 9 (3x3) i.e. the risk if we took no action to reduce the risk. The risk Responsible Officers have actions (mitigations) in place to reduce the risk scores.

The risk matrix below shows how many risks have very high (9), high (6), medium (3-4) or low (1-2) mitigated risk score, which considers the effectiveness of actions (mitigations) to reduce the risk.

- 0 risks have a high impact and high likelihood score of 9 (3x3)
- 3 risks have a medium impact and high likelihood score of 6 (2x3)
- 6 risks have a high impact and medium likelihood score of 6 (3x2)

Risk Likelihood	Corporate & Strategic Risk Matrix **– Mitigated Risks**		
3 - High	No Risks	No Risks	No Risks
2 - Medium	2 Risks ST26, ST24	12 Risks CP01, CP09, ST29, ST17, ST08, ST11, ST19, ST06, ST32, ST40, ST42, ST46,	3 Risks ST02, ST20, ST45,
1 - Low	1 Risk CP05	10 Risks ST14, CP13, CP07, CP11, CP08, ST31, ST09, ST28, ST41, CP14,	8 Risks CP12, ST25, CP16, ST37, ST44, ST43, CP15, CP17,
	1 – Low	**2 – Medium**	**3 - High**
	Risk - Impact		

Risk reviews

These are carried out by the risk Responsible Officer monthly for very high (9) risks, quarterly for high (6) twice a year for medium risk (3-4) risks and once a

year for low (2) risks. This includes a review of each risk, its mitigations and risk impact and likelihood scores.

In addition to the regular reviews, meetings with the Risk Responsible officer and those managing the risk are held to review the scope of the risk, causes and impact, and mitigations in more depth.

Changes to risk scoring from January 2026

To provide more granular risk likelihood and impact reporting and to align with widely accepted best practice we will be moving from a 1-3 scoring to a 1-5 scoring scale from January 2026.
A 5-point scale provides detailed differentiation between risk levels, avoiding oversimplification. This will allow for more detailed evaluation and for changes to risk profile following amendments to legislation or emerging challenges. Precise risk scoring aids informed mitigation, resource allocation and long-term planning.
The current and proposed scales are mapped below:

Current Scale	New Scale
1 – Low	1 – Very low
	2 – Low
3 – Medium	3 - Medium
	4 – High
5 - High	5 – Very high

Reporting to members will change from the next Audit Scrutiny Committee, with risks with a mitigated status score of 20 or 25, and risk mitigations with a status of 'Action needed' highlighted in detail.

RISK REPORTS

A report listing the Corporate & Strategic risks is provided as Appendix A
Details of those risks with 'Action needed' mitigations statuses are provided below. There are currently no risks with a mitigated status score of '9'.
The 'Action needed' statuses are colour coded to match the risk matrix above.

Risk: CP01 - Attacks on Staff

Description: Attacks on staff in relation to Teignbridge District Council core business matters.

Risk of injury or death due caused by physical attacks and the risk of verbal and intuitive threats to staff while involved in any Council work or activity. This could be at anytime during the Council's hours of operation, at any location and either with others or alone, lone working and working from/at home

Last reviewed: 31/10/25

Risk unmitigated status: 6 – high
Current mitigated status: 4 – medium

Table of mitigations with actions needed:

Mitigation Status	Mitigation	Info
Action needed	Lone working procedure	Lone working procedure in place that includes the provision of mobile phones, personal attack alarms and lone worker record updating
Action needed	Local procedures (Teams or Services)	To be developed and implemented by teams/services as they will have differing ways of implementing control measures they formulate resulting from risk assessment.

Review note:
The procurement of a Lone Worker monitoring tool is being procured by STRATA. When rolled out it will require regular review to ensure it is being used and the adaptation of any existing procedures.

Another de-escalation training session has recently been delivered, and a holding list is being maintained.

Training has Training needs & Competency assessments should be implemented by managers and team leaders to ensure "regular" H&S training is provided and is effective to protect and develop staff knowledge and understanding. This is likely to improve when the new Training co-ordinator starts in HR.

The Health and Safety Committee has been redesigned and will be re-launched in November, initially chaired by Neil Blaney.

Risk: CP15 – Project management

Description: Poor project planning and management lead to failure of the project. Either failure of the whole project or part of it and the outcomes and efficiencies expected are not achieved.

Opportunities to improve efficiency, use of our assets, increase income, provide 24/7 online services, improve the customer experience.

Last reviewed: 19/09/25

Risk unmitigated status: 6 – high
Current mitigated status: 3 – medium

Table of mitigations with actions needed:

Mitigation Status	Mitigation	Info
Action needed	Project lessons learned	Ensure lessons learned from running major projects are captured and reported to CMT

Review note:
Work is underway to develop and implement a more structured approach to initiating and monitoring project performance. This will improve visibility and reporting processes and subsequently risk management.

Risk: ST32 – Non Compliance with Section 106 Agreements and CIL notices

Description: Non Compliance with Section 106 Agreements and CIL notices

Last reviewed: 20/10/25

Risk unmitigated status: 4 – medium
Current mitigated status: 4 – medium

Table of mitigations with actions needed:

Mitigation Status	Mitigation	Info
Action needed	Meetings with departments	Ongoing meetings with departments regarding spending of money

Review note:
TDC Heads of Service required to spend S106 on projects in good time.

Improved use of Exacom Software package to track CIL and S106.

Increased officer capacity to monitor CIL / S106, including restructure of monitoring fees.

Use of CIL stop notices and legal powers to enforce S106 used where necessary in very small number of cases.

Risk: ST37 – Failure of ICT infrastructure and systems not meeting business needs or not being fit for purpose notices

Description: The key outcomes of the projects are:

• Reduce cost...through economies of scale and reduced duplication of effort
• Reduce risk...by having a larger ICT team with less reliance on key individuals and more time to manage new complex technologies
• Improve capability for change...through creating capacity within the ICT team for transformation effort rather than just "business as usual"
The risks arising following the formation of a new company, Strata Service Solutions Ltd, wholly owned by Teignbridge DC, Exeter CC and East Devon DC to deliver and manage ICT services for all 3 Councils.
Failure of the shared service and failure by Strata to provide the ICT service required.

Last reviewed: 21/11/25

Risk unmitigated status: 6 – high
Current mitigated status: 3 – medium

Table of mitigations with actions needed:

Mitigation Status	Mitigation	Info
Action needed	Strata Business plan approved annually	The Strata Business Plan sets out the intended projects and identifies funding

Review note:
There are now robust governance and project management processes in place to ensure that business requirements for any new systems are robustly captured and included as part of any procurement exercise and the Architecture Board is in place to scrutinise the impact of any new systems/change to systems in relation to infrastructure/security etc. This mitigates the risk of systems not meeting business needs. The Strata Programme Board scrutinises key PIs monthly including the no of incidents with systems. The no of incidents have dropped as a result of the end user computing programme from 862 in Jan 25 across all 3 Councils to 558 in October 25.Deep dives are undertaken where there are repeated incidents with a particular application or system to identify the route cause and action taken to prevent recurrence .

Risk: ST42 – Failure to deliver the Council Strategy

Description: Failure to deliver the key objectives and outcomes of the Council Strategy due to: no money to deliver, no capacity to deliver, a loss of political willingness, change of political direction – local and national, a change of view and priorities by our partners, loss of key staff and local intelligence, unreliable data leading to poor decisions & direction, a lack of engagement of staff, unforeseen issues outside of our control, too broad a spread of actions, poor leadership, poor planning, governance and monitoring of performance leading to: missed opportunities, moving out of scope of the project, duplication, lost

opportunities due to sole focus on the strategy objectives, a loss of reputation, customer satisfaction and trust, unplanned changes, a lack of co-ordination and direction and the risk of over promising and under delivering.

Last reviewed: 20/10/25

Risk unmitigated status: 6 – high
Current mitigated status: 4 – medium

Table of mitigations with actions needed:

Mitigation Status	Mitigation	Info
Action needed	Budget planning	Financial monitoring of each T10 and inclusion in the annual budget planning cycle to set a balanced budget and clear funding for priority areas / projects
Action needed	Ensure adequate staff resources	Adequate staff to be maintained to deliver the key objectives of the strategy
Action needed	Project planning	Project management by the Business Transformation team. Systems & procedures in place to ensure effective forward planning, evidence gathering, monitoring of outcomes etc

Review note:
The new One Teignbridge Council Strategy was adopted in January 2025 and sets out new priority areas for the organisation. There are groups either already established, or in the process of being established to help secure partnership delivery of the One Teignbridge strategy. The Action Plan which is a live document sitting underneath the strategy is recommended for approval to Full Council on 23 October 2025. Ongoing work is required to ensure that there are sufficient resources in place to review future iterations of the Strategy and ensure effective performance and risk monitoring. These are being addressed as part of the Phase 2 restructure.

Major projects/service changes

The current major council projects are listed in the table below, which provides assurance that project risks have been assessed, and registers or strategic risks are in place and being managed.

The One Teignbridge Transformation Board meets monthly to review major systems and the digital platform projects. This includes a review of the project

risk registers. The Capital Review Group meets every other month to review projects in the capital programme including key risks and issues.

T10	Project	Service	Responsible Officer	Current Risk Register
VVC	Modern 25 Programme	Business Transformation	Amanda Pujol	Yes
VVC	Modern 25 Strategic Portfolio	Business Transformation	Sarah Knight	Yes
VVC	Financial Management System	Finance	Martin Flitcroft	Yes
CS	Fleet Decarbonization	Waste & Recycling	Chris Braines	Yes
IIP	UK Shared Prosperity Fund	Economy	Alex Lessware	No register, but comprehensive issues log is actively used for programme
AROOH	Local Authority Housing Fund: Refugee Accommodation	Housing	Chris Trowell	Yes
IIP	Ridgetop Countryside Park	Green Spaces & Active Leisure	Estelle Skinner	Yes
IIP	Future High Street Fund project: Market Improvements	Economy	Tom Phillips	Yes
IIP	Future High Street Fund project: Gateway to the Town Centre and Queen Street	Economy	Tom Phillips	Yes
AROOH	Teignbridge 100: Social/Affordable housing - Sherborne House	Housing	Graham Davey	Yes

ALTERNATIVE OPTIONS

None, risk management is a mandatory function of the Council.

CONCLUSION

Effective risk management will aid decision making, focus and make better use of resources, provide a duty of care, comply with legislation, reduce costs, provide a continuity of service and reduce the risk of not meeting the council's objectives.