Teignbridge District Council
Audit Committee
25th March 2026
Part i

Strategic and Corporate Risk Report

Purpose of Report

To provide Members with an overview of the current status of the Strategic and 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.

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.

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Legal Implications

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

Charlie Fisher
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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.

Neil Blaney
Director of Place
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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.

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Executive Member

Corporate Resources – Cllr John Parrott

Appendices/Background Papers

Appendix A – Risk summary report

Appendix B – Risk overview report – including full list of mitigations

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.

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 2 have a very high unmitigated risk score of 20 (5x4) 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.

Risk reviews are carried out by the risk Responsible Officer as follows:
- Very low <5 - annual review
- Low 5-9 - biannual review
- Medium 10-19 - quarterly review
- High 20+ - monthly review

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.

The risk matrix below shows how many risks have very high (20+), high (10+), medium (5+) or low (1+) mitigated risk score, which considers the effectiveness of actions (mitigations) to reduce the risk.

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Very High (20+)	High (10+)	Medium (5+)	Low (1+)

	Risk Likelihood	5 - Very High	No Risks	No Risks	No Risks	No Risks	No Risks
		4 - High	No Risks	No Risks	No Risks	No Risks	No Risks
		3 - Medium	1 Risk ST24	2 Risks CP07, CP12	7 Risks CP09, ST29, ST17, CP08, ST08, ST32, ST40	5 Risks ST02, ST11, ST20, ST45, ST46	No Risks
		2 - Low	No Risks	4 Risks ST14, CP05, ST06, ST41	6 Risks ST26, ST19, ST09, ST42, CP15, CP17	6 Risks CP01, CP11, CP16, ST37, ST44, ST43	No Risks
		1 - Very Low	1 Risk ST31	No Risks	3 Risks CP13, ST28, CP14	1 Risk ST25	No Risks
			1 - Very Low	2 - Low	3 - Medium	4 - High	5 - Very High
			Risk Impact				

RISK REPORTS

A report listing the Corporate & Strategic risks by mitigated status is provided as Appendix A

As agreed in the December meeting of the Audit Committee, a further report showing the unmitigated and mitigated status of each risk together with the full list of mitigations is provided as Appendix B

Details of those risks with an '**Action needed' mitigation status** or a **high mitigated status of 12**+, are provided below.

There are currently 5 risks with a high mitigated status of 12+:

Status	Code	Title	Risk Impact	Risk Likelihood	Review Note
High (12)	ST02	Failure to control and manage	4 - High	3 - Medium	The receipt of a three year settlement has provided more certainty over future years finances.

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Status	Code	Title	Risk Impact	Risk Likelihood	Review Note
		finance			We will continue to closely monitor budgets and ensure that savings targets are reduced for future years.
High (12)	ST11	Failure to Comply with Health & Safety Legislation	4 - High	3 - Medium	We are currently implementing a Health and Safety Management System which will improve the Councils awareness and delivery in relation to responsibilities and will increase oversight by SLT, SMT and Managers of the required mitigations.
High (12)	ST20	Poorly Managed Election	4 - High	3 - Medium	Teignbridge elections are well managed and a full risk assessment is done ahead of each event. However, elections can be called at short notice giving as few as 25 working days in which to organise a UK parliamentary election. An unexpected election subject to reliance on third party providers, i.e. print suppliers, venue hire, and the reality of polling staff dropping out at short notice, or not making it to their polling station, leaves us vulnerable. We can mitigate our risks, but there are a number of things relating to elections which are out of our immediate control.
High (12)	ST45	Flood risk resilience	4 - High	3 - Medium	Management of Flood Risk Resilience and its emergency response is continually reviewed jointly by the Drainage and Coastal team and the Emergency Planning Officer. Where appropriate resilience projects and funding opportunities are sought from various sources to proactively increase resilience in the district.
High (12)	ST46	Failure of ICT security measures leading to a cyber attack	4 - High	3 - Medium	Due the excellent results in the CAF (Cyber Assessment Framework) assessment, Strata and the three Councils have been listed as one of 13 exemplar UK authorities which has resulted in further funding from MCHLG. The PSN (Public Sector Network) tests were also passed.

There are currently 3 risks with a mitigation status of Action Needed:

<u>**Risk: CP01 - Attacks on Staff**</u>

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 any time 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: 27.01.26

Risk unmitigated status: 15 - high
Current mitigated status: 8 - medium

Table of mitigations with actions needed:

Mitigation Status	Mitigation	Info
Action needed	Annual Health & Safety Review	Annual Health & Safety Review (audit) undertaken with Managers by the Corporate Health & Safety Advisor NB: this may be by physical audit or self answer format
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:
We are currently implementing a Lone Worker Monitoring system provided by Vatix. The Lone Worker policy will be updated when Vatix is rolled out to the wider workforce. The lone worker monitoring system and provision of de-escalation training will enable staff to summon assistance should an incident occur but wouldn't prevent it. The ongoing training will help people read and respond to other people's behaviour.

<u>**Risk: CP11 – Breach of Code of Conduct by Members**</u>

Description: Breach of code of conduct by Members bringing the Council into disrepute.

Last reviewed: 13/02/2026

Risk unmitigated status: 12 - high
Current mitigated status: 8 - medium

Table of mitigations with actions needed:

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Mitigation Status	Mitigation	Info
Action needed	Members sign up to the code	The Council's Monitoring Officer has ensured all members have signed up to be bound by the code and issues advice to members

Review note: Whilst the impact of a breach is potentially high for the Council and Individual Member, the likelihood of a breach of the code of conduct is nominally low.

Code of Conduct and Standards Training was provided in November 2025 for Elected Members and Independent Persons. 20 Members attended the sessions and provided positive feedback on the content and delivery of the session.

The Government have announced proposed reforms to the Standards Regime in England and intend to lay legislation in due course to enact the reforms.

Risk: ST46 - Failure of ICT security measures leading to a cyber attack

Description: Failure to identify, assess and put in place ICT security measures that protect from cyber attack the network and information systems that support essential service delivery. This could lead to financial loss, service delivery failure, disruption, damage/corruption of data a loss in public confidence and reputation

Last reviewed: 17.02.26

Risk unmitigated status: 20 – Very High
Current mitigated status: 12 – High

Table of mitigations with actions needed:

Mitigation Status	Mitigation	Info
Action needed	Strata monthly report	An overview of threats and incidents and KPIs for security management are included in the Stata monthly performance report.

Review note:
The Strata monthly security report is changing and we need to determine content of future reports to ensure we continue to receive ongoing cyber governance assurance.

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.

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The Transformation Board meets monthly to review major systems and the digital platform projects. This includes a review of the project risk registers. The Projects Assurance Board meets monthly to review projects in the capital programme including key risks and issues.

Strategy Theme	Project	Service	Responsible Officer	Risk Register
The Way We Work	Modern 25 Programme	Strategy & Partnerships	Amanda Pujol	Yes
Economy EC.4	Future High Street Fund project: Market Improvements	Assets	Tom Phillips	Yes
Economy EC.2	Newton Abbot Town Centre Masterplan	Strategy & Partnerships Assets	Michelle Luscombe Tom Phillips	In development
Homes H.10	Local Authority Housing Fund; Refugee Accommodation	Housing	Chris Trowell	Yes
Homes H.8	CentrePoint Youth Homelessness Project	Housing	Jon Lloyd-Owen	Yes
Homes H.1	Teignbridge 100: Social/Affordable housing - Sherborne House	Assets	Tom Phillips	Yes
Environment EN.3	Waste Transfer Station	Environmental	Chris Braines	Yes
Infrastructure IN.8	Leisure Centre Upgrades	Leisure	James Teed	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.

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Risk status report for AS
Annual report for 2025/26 and 2025
No headings
Filtered by Prefix: Include Risk Prefix: ST, CP

Key to Performance Status:

Risks:	Review overdue (0+)	Very High (20+)	High (10+)	Medium (5+)	Low (1+)

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Risks

Status	Code	Title	Risk Impact	Risk Likelihood	Executive Member	Risk Responsible Officer
High (12)	ST02	**Failure to control and manage finance**	4 - High	3 - Medium	Corporate Strategy, Partnerships & Governance	Gwydion Batten, Gordon Bryant
High (12)	ST11	**Failure to Comply with Health & Safety Legislation**	4 - High	3 - Medium	Corporate Strategy, Partnerships & Governance	Paul Nicholls, Charles Perryman
High (12)	ST20	**Poorly Managed Election**	4 - High	3 - Medium	Corporate Strategy, Partnerships & Governance	Cathy Ruelens
High (12)	ST45	**Flood risk resilience**	4 - High	3 - Medium	Environmental Services	Michelle Luscombe, Richard Rainbow
High (12)	ST46	**Failure of ICT security measures leading to a cyber attack**	4 - High	3 - Medium	Corporate Strategy, Partnerships & Governance	Sue Heath, Amanda Pujol
Medium (9)	CP09	**Staff health and wellbeing (was Staff Absence/Stress/Morale)**	3 - Medium	3 - Medium	Corporate Strategy,	Tim Slater

					Partnerships & Governance	
Medium (9)	ST29	**Failure to maintain sufficient management capacity & capability**	3 - Medium	3 - Medium	LGR & Devolution	Tim Slater
Medium (9)	ST17	**Inability to Recruit and Retain Staff**	3 - Medium	3 - Medium	Corporate Strategy, Partnerships & Governance	Tim Slater
Medium (9)	CP08	**Future proofing the workforce (was Failure to Improve Staff Capability and Capacity)**	3 - Medium	3 - Medium	Corporate Strategy, Partnerships & Governance	Tim Slater
Medium (9)	ST08	**Economic Uncertainty**	3 - Medium	3 - Medium	Economy, Estates & Major Projects	Gwydion Batten, Neil Blaney, Gordon Bryant, Martin Flitcroft
Medium (9)	ST32	**Non Compliance with Section 106 Agreements and CIL notices**	3 - Medium	3 - Medium	Planning & Building Control	Neil Blaney, Alex Lessware
Medium (9)	ST40	**Local Plan - Infrastructure Delivery Delay**	3 - Medium	3 - Medium	Planning & Building Control	Alex Lessware
Medium (8)	CP01	**Attacks on Staff**	4 - High	2 - Low	Corporate Strategy, Partnerships & Governance	Paul Nicholls, Charles Perryman
Medium (8)	CP11	**Breach of Code of Conduct by Members**	4 - High	2 - Low	Corporate Strategy, Partnerships & Governance	Charlie Fisher
Medium (8)	CP16	**Lack of Effective Risk Management**	4 - High	2 - Low	Corporate Strategy, Partnerships & Governance	Sarah Knight
Medium (8)	ST37	**Failure of ICT infrastructure and**	4 - High	2 - Low	Corporate Strategy,	Colin Sutherland

		systems not meeting business needs or not being fit for purpose			Partnerships & Governance	
Medium (8)	ST44	**Flood risk management**	4 - High	2 - Low	Environmental Services	Neil Blaney, Richard Rainbow
Medium (8)	ST43	**Failure to adopt Teignbridge Local Plan**	4 - High	2 - Low	Planning & Building Control	Neil Blaney, Rebecca Hewitt, Michelle Luscombe
Medium (6)	CP07	**Failure to Collect or Loss of Income**	2 - Low	3 - Medium	Corporate Strategy, Partnerships & Governance	Sue Heath
Medium (6)	CP12	**Breach of Code of Conduct by Staff**	2 - Low	3 - Medium	Corporate Strategy, Partnerships & Governance	Tim Slater
Medium (6)	ST26	**Poor Public Relations Management**	3 - Medium	2 - Low	Economy, Estates & Major Projects	Julia Hulland
Medium (6)	ST19	**Poor or Ineffective Business Continuity Management**	3 - Medium	2 - Low	Corporate Strategy, Partnerships & Governance	Sarah Knight
Medium (6)	ST09	**Inadequately prepared to manage the impacts of a major emergency in the District**	3 - Medium	2 - Low	Environmental Services	Rebecca Hewitt
Medium (6)	ST42	**Failure to deliver the Council Strategy**	3 - Medium	2 - Low	LGR & Devolution	Michelle Luscombe, Philip Shears
Medium (6)	CP15	**Project management**	3 - Medium	2 - Low	Corporate Strategy, Partnerships & Governance	Sarah Knight
Medium (6)	CP17	**Health and Safety Compliance for Housing Stock**	3 - Medium	2 - Low	Housing & Homelessness	Chris Trowell

Low (4)	ST14	**Fraud and Corruption**	2 - Low	2 - Low	Corporate Strategy, Partnerships & Governance	Sue Heath
Low (4)	CP05	**Contractor Poor Performance/Failure**	2 - Low	2 - Low	Corporate Strategy, Partnerships & Governance	Rosie Wilson
Low (4)	ST25	**High Levels of Customer Dissatisfaction**	4 - High	1 - Very Low	Corporate Strategy, Partnerships & Governance	Tracey Hooper, Emma Ingle, Amanda Pujol
Low (4)	ST06	**Statutory Requirements Not Met**	2 - Low	2 - Low	Corporate Strategy, Partnerships & Governance	Sue Heath
Low (4)	ST41	**Local Plan - Planned Development Delayed or Not Happening**	2 - Low	2 - Low	Planning & Building Control	Alex Lessware, Helen Williams
Low (3)	CP13	**Safeguarding**	3 - Medium	1 - Very Low	Corporate Strategy, Partnerships & Governance	Rebecca Hewitt
Low (3)	ST24	**Finance - Breach of Financial Instructions & Contract Rules**	1 - Very Low	3 - Medium	Corporate Strategy, Partnerships & Governance	Gwydion Batten, Gordon Bryant, Martin Flitcroft, Philip Shears
Low (3)	ST28	**Major damage to our physical premises and/or working environment**	3 - Medium	1 - Very Low	Corporate Strategy, Partnerships & Governance	Sarah Knight, Michelle Luscombe
Low (3)	CP14	**Non-compliance with Data Protection Legislation**	3 - Medium	1 - Very Low	Corporate Strategy, Partnerships & Governance	Sue Heath

Low (1)	ST31	**Climate Change - the impact of not reducing our energy use and contribution to CO2 emissions**	1 - Very Low	1 - Very Low	Environmental Services	William Elliott, Richard Rainbow

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Risk Overview Report
Report for 2025/26
Filtered by Prefix: Include Risk Prefix: ST, CP

Key to Performance Status:

Mitigation:	Action needed	Action ongoing	Action completed	No status set

Risks:	Review overdue (0+)	Very High (20+)	High (10+)	Medium (5+)	Low (1+)

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Risk Code and Status	Description	Current Position, Action being taken, and Risk Responsible Officer
Risk Code: CP01 Unmitigated Status: High (15) Mitigated Status: Medium (8) Last Review Date: 27/01/2026	**Attacks on Staff** 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	Risk Responsible Officer: Paul Nicholls, Charles Perryman Mitigation: Action needed — Annual Health & Safety Review Action ongoing — Employee Protection Register Action completed — Health & Safety Manager in place Action ongoing — Health & Safety Policy in place (current) Action ongoing — Health and Safety Committee Action ongoing — Implementation of the Health & Safety Policy Action needed — Local procedures (Teams or Services)

		Action ongoing	Lone working procedure
		Action ongoing	Staff training
Risk Code: CP05 Unmitigated Status: Medium (6) Mitigated Status: Low (4) Last Review Date: 10/02/2026	**Contractor Poor Performance/Failure** Contractor poor performance/failure resulting in the Council being put under unecessary risk of failing to deliver public services and not achieving efficiency or value for money.	Risk Responsible Officer: Rosie Wilson Mitigation:	
		Action ongoing	Actively promote the ten year Council Strategy when talking to suppliers/contractors
		Action ongoing	All new procurements have a standardised approach with standardised tendering practises
		Action ongoing	Contract Procedure Rules are in place and are reviewed annually
		Action ongoing	Contracts are awarded to suppliers demonstrating the right mix of quality and value for money
		Action ongoing	Factors that are proportionate to the nature of the contract will be evaluated at the tender stage
		Action ongoing	Put relevant accreditation checks in place
		Action ongoing	Seek quality assurance from contractors/suppliers
		Action ongoing	The Corporate Procurement Officer (CPO) supports all procurements over the value of £50,000
		Action ongoing	Training is provided, which emphasises the importance of value for money in procurement
Risk Code: CP07	**Failure to Collect or Loss of Income**	Risk Responsible Officer: Sue Heath Mitigation:	

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Unmitigated Status: High (12) **Mitigated Status: Medium (6)** Last Review Date: 17/02/2026	Failure to collect income due to poor internal control or loss of income due to fraud.	**Action ongoing** Anti Fraud Theft and Corruption Strategy
		Action ongoing Bank Reconciliation / Waybill Reconciliation / Budget & SD Arrears Monitoring
		Action ongoing Cashless Council
		Action ongoing Code of Conduct
		Action ongoing Employee References
		Action ongoing Financial Instructions
		Action ongoing Income Handling Procedures
		Action ongoing Internal Audit Function
		Action ongoing PCIDSS
		Action ongoing Property / Estates Income
		Action ongoing Prosecution of Offenders
		Action ongoing Secure Collection
		Action ongoing Staff Training
		Action ongoing Whistleblowing Policy
Risk Code: CP08 **Unmitigated Status: Medium (9)**	**Future proofing the workforce (was Failure to Improve Staff Capability and Capacity)** A lack of suitable staff with the relevant competencies, including senior managers, to meet future Council service provision needs	Risk Responsible Officer: Tim Slater Mitigation: **Action ongoing** Annual Learning and Development Needs Survey

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Mitigated Status: Medium (9)		Action ongoing — CPD & personal development support
Last Review Date: 10/02/2026		Action ongoing — Monitoring of salary levels
		Action ongoing — Staff performance Reviews
		Action ongoing — Succession planning
Risk Code: CP09 Unmitigated Status: High (12) Mitigated Status: Medium (9) Last Review Date: 10/02/2026	**Staff health and wellbeing (was Staff Absence/Stress/Morale)** Poor workforce wellbeing leading to low morale, stress and absence and increased pressure on other staff which may result in reduced work productivity and loss of reputation as a good employer.	Risk Responsible Officer: Tim Slater Mitigation: Action ongoing — Benchmarking with other LA's Action ongoing — Monitoring of staff absence rates & reporting to SLT / CMT Action ongoing — Promotion of health & wellbeing Action ongoing — Regular meetings with trade unions and staff forum Action ongoing — Staff engagement Action ongoing — Supporting managers to support staff Action ongoing — Systems & procedures for short & long term absences
Risk Code: CP11 Unmitigated Status: High (12) Mitigated Status: Medium (8) Last Review Date: 13/02/2026	**Breach of Code of Conduct by Members** Breach of code of conduct by Members bringing the Council into disrepute.	Risk Responsible Officer: Charlie Fisher Mitigation: Action ongoing — A database is kept of members interests Action ongoing — Members' induction training Action needed — Members sign up to the code

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		Action ongoing	Ongoing Guidance to Members
		Action ongoing	Regular Reminders to Members
		Action ongoing	Standards Committee appointment
Risk Code: CP12 Unmitigated Status: Medium (9) Mitigated Status: Medium (6) Last Review Date: 10/02/2026	**Breach of Code of Conduct by Staff** Breach of code of conduct by staff leading to possible fraud, dishonesty, loss of reputation, poor performance.	Risk Responsible Officer: Tim Slater Mitigation:	
		Action ongoing	Benchmarking with other LA's
		Action ongoing	Code of Conduct review & guidance issue
		Action ongoing	Continuous monitoring and improvement
		Action ongoing	Induction for new staff and managers
		Action ongoing	Investigations undertaken
Risk Code: CP13 Unmitigated Status: Medium (8) Mitigated Status: Low (3) Last Review Date: 09/02/2026	**Safeguarding** All children, young people and adults have the right to be safe, happy and healthy and deserve protection from abuse. The council is committed to safeguarding from harm all children, young people and adults with care and support needs using any council services and involved in any of their activities, and to treat them with respect during their dealings with the council, our partners and contractors.	Risk Responsible Officer: Rebecca Hewitt Mitigation:	
		Action ongoing	Communication of safeguarding
		Action ongoing	Compliance with the Safeguarding Policy
		Action ongoing	DBS checks
		Action ongoing	Existing staff with frequent contact with vulnerable people will recieve Safeguarding Training .
		Action ongoing	Joint Working
		Action ongoing	Raise awareness of Safeguarding Policy with all existing staff

		Action ongoing	Safeguarding Policy Review
		Action ongoing	Safeguarding protection policy in place
		Action ongoing	Safeguarding training
Risk Code: CP14 Unmitigated Status: Medium (9) Mitigated Status: Low (3) Last Review Date: 17/11/2025	**Non-compliance with Data Protection Legislation** The Council has a duty to comply with the GDPR, DPA and DWP memorandum of understanding, which includes processing data lawfully and securely, informing individuals how their data will be processed and rights for individuals to access their data and request correction or in some cases deletion of their data. These cover all personal data including name, address, date of birth, telephone number, bank details, location data, Internet Protocol (IP) addresses and cookie IDs, plus sensitive personal data such as race, ethnicity, political opinions, physical or mental health conditions, religious or philosophical beliefs, trade union membership, sexual life/sexual orientation, genetic and biometric data.	Risk Responsible Officer: Sue Heath Mitigation:	
		Action ongoing	A dedicated Data Protection Officer to help promote GDPR compliance.
		Action ongoing	Advice and process for third party use of our data, not under contract
		Action ongoing	Data Protection clauses in our contracts
		Action ongoing	Data Protection Impact Assessment (DPIA)
		Action ongoing	Data protection training
		Action ongoing	Information Asset register
		Action ongoing	Personal data consent management
		Action ongoing	Personal data processing
		Action ongoing	Process or procedure in place to report, respond to and review a data breach.
		Action ongoing	Promotion of data protection awareness and GDPR
		Action ongoing	Records retention schedule
		Action ongoing	Service Data Guardians

		Action ongoing	Technical measures to ensure data security

Risk Code: CP15 Unmitigated Status: High (12) Mitigated Status: Medium (6) Last Review Date: 09/02/2026	**Project management** 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.	Risk Responsible Officer: Sarah Knight Mitigation:	
		Action ongoing	Corporate project management method
		Action ongoing	Effective monitoring and reporting of project risks
		Action ongoing	Key council projects risk management list
		Action ongoing	Project assurance
		Action ongoing	Project lessons learned
		Action ongoing	Project management expertise
		Action ongoing	Project risk management by services
		Action ongoing	Project risk reporting to SLT and Audit Scrutiny
		Action ongoing	Risk information provided for all key decisions
Risk Code: CP16 Unmitigated Status: High (12) Mitigated Status: Medium (8) Last Review Date: 09/02/2026	**Lack of Effective Risk Management** The Council fails to manage its risks properly which impacts on its ability to achieve its goals.	Risk Responsible Officer: Sarah Knight Mitigation:	
		Action ongoing	Audit of Risk Management Arrangements
		Action ongoing	Review of Strategic and Corporate Risks and new emerging risks and opportunities
		Action ongoing	Risk Management is Embedded
		Action ongoing	Risk Management Strategy

		Action ongoing	Risk Management Training

Risk Code: CP17	**Health and Safety Compliance for Housing Stock**	Risk Responsible Officer: Chris Trowell Mitigation:
Unmitigated Status: High (12) **Mitigated Status: Medium (6)** Last Review Date: 09/02/2026	Non Compliance of Health and Safety Regulations in respect of Teignbridge District Council Housing Stock	

		Action ongoing	All compliance reports on SaM system
		Action ongoing	Annual inspections for Albany House & Luscombe Terrace
		Action ongoing	KPIs reported quarterly to SLT
		Action ongoing	Management and maintenance montracts monitored quarterly

Risk Code: ST02	**Failure to control and manage finance**	Risk Responsible Officer: Gwydion Batten, Gordon Bryant Mitigation:
Unmitigated Status: High (15) **Mitigated Status: High (12)** Last Review Date: 10/02/2026	Budget restraints/lack of finances, due to local & national changes in service demand that effect levels of spend or income leading to a budget imbalance	

		Action ongoing	Budget Preparation
		Action ongoing	Budget Report
		Action ongoing	Budget Review
		Action ongoing	Budget Risk Analysis
		Action ongoing	General Reserves Monitoring
		Action ongoing	Service Reviews

Risk Code: ST06	**Statutory Requirements Not Met**	Risk Responsible Officer: Sue Heath Mitigation:
Unmitigated Status: Medium (9) **Mitigated Status: Low (4)**	Government requirements not being met	

		Action ongoing	Commit adequate resources to achieving government requirements and reporting schedules

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Last Review Date: 21/11/2025		Action ongoing	Council's planned programme of Audit inspections
		Action ongoing	Ensure a current up to date set of Financial Procedure Rules are maintained
		Action ongoing	Ensure appointment of appropriate professional and technical Officers
		Action ongoing	Ensure that the Council's Constitution is fit for purpose
		Action ongoing	Formal reports to Executive/Council/Committee to be reviewed by Legal & Finance
		Action ongoing	Provision of in-house legal training
Risk Code: ST08 Unmitigated Status: High (16) Mitigated Status: Medium (9) Last Review Date: 06/02/2026	**Economic Uncertainty** Changes to the macro-economic situation will impact upon our ability to deliver our Council Strategy and may lead to increased unemployment, a collapse of the housing market and an increased demand on Council services e.g. housing benefits.	Risk Responsible Officer: Gwydion Batten, Neil Blaney, Gordon Bryant, Martin Flitcroft Mitigation:	
		Action ongoing	Annual Review of the Council Strategy
		Action ongoing	Assessing the Disposal/Acquisition of Assets
		Action ongoing	Budget Set
		Action ongoing	Council Reserves
		Action ongoing	Financial Management
		Action ongoing	Monitor the Economic Situation
		Action ongoing	Responding to redundancies

Risk Code: ST09	Inadequately prepared to manage the impacts of a major emergency in the District	Risk Responsible Officer: Rebecca Hewitt
Unmitigated Status: Very High (20) **Mitigated Status: Medium (6)** Last Review Date: 09/02/2026	Inadequately prepared to manage the impacts of an emergency affecting the public, business environment and/or organisation. An inadequate or inappropriate response to a major or environmental emergency affecting the civil community or the Council itself.	**Mitigation:**

Action ongoing	Appointment of Emergency Planning Officer
Action ongoing	Devon Emergency Planning Services
Action ongoing	Multi agency working and intelligence sharing
Action ongoing	Publication and regular review of the Corporate Emergency Plan & Business Continuity Plan
Action ongoing	Publication of the Corporate Emergency Plan
Action completed	Reciprocal support agreement with other Devon LA's
Action ongoing	Research and Consultation on Emergency Response Procedures
Action ongoing	Training of Council staff

Risk Code: ST11	Failure to Comply with Health & Safety Legislation	Risk Responsible Officer: Paul Nicholls, Charles Perryman
Unmitigated Status: Very High (20) **Mitigated Status: High (12)** Last Review Date: 27/02/2026	Failure to comply with Health and Safety Legislation leading to damage of property or equipment, loss, injury or death of staff or public, risk of corporate manslaughter, prosecution, loss of reputation and high insurance costs.	**Mitigation:**

Action ongoing	Adequate Health and Safety resources available
Action ongoing	Approved Policies and procedures in place
Action ongoing	Health and Safety communication
Action ongoing	Health and Safety Manager provided

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		Action ongoing	Health and Safety training
		Action ongoing	Overview of compliance
		Action ongoing	Risk assessments in place
		Action ongoing	Safety audits
		Action ongoing	Systems to report, record, monitor accident and near miss reports
Risk Code: ST14 Unmitigated Status: High (12) Mitigated Status: Low (4) Last Review Date: 17/02/2026	**Fraud and Corruption** Risk of fraud and leading to loss and / or reputational damage to the Council.	Risk Responsible Officer: Sue Heath Mitigation:	
		Action ongoing	Anti Fraud and Theft Strategy and Whistleblowing Policy
		Action ongoing	Anti Fraud, Theft and Corruption Strategy
		Action ongoing	Bank Reconciliations
		Action ongoing	Financial Instructions and Contract Procedure Rules
		Action ongoing	Fraud Risk Analysis
		Action ongoing	Internal Audit
		Action ongoing	Raising awareness of the Council's position of non-tolerance to fraud & corruption
		Action ongoing	References are obtained for new employees
		Action ongoing	Report a Fraud web form
		Action ongoing	Staff and Member Codes of Conduct

		Action ongoing	Suppliers Notified of Whistleblowing Policy
Risk Code: ST17 Unmitigated Status: High (12) Mitigated Status: Medium (9) Last Review Date: 10/02/2026	**Inability to Recruit and Retain Staff** Getting the right people in the right job at the right time' so that any loss of staff does not have a significant or prolonged impact on service delivery and continuity.	Risk Responsible Officer: Tim Slater Mitigation:	
		Action ongoing	Benchmarking with other LA's
		Action ongoing	Consistent management to create 'Team Teignbridge'
		Action ongoing	Council operates a pay agreement
		Action ongoing	Enhancing recruitment practices
		Action ongoing	Salary levels are monitored to ensure Council remains competitive.
		Action ongoing	Screening of potential new employees
		Action ongoing	Staff performance reviews
		Action ongoing	Voluntary Redundancy Programme
		Action ongoing	Work Force planning
Risk Code: ST19 Unmitigated Status: High (12) Mitigated Status: Medium (6) Last Review Date: 09/01/2026	**Poor or Ineffective Business Continuity Management** Inability to provide Council services	Risk Responsible Officer: Sarah Knight Mitigation:	
		Action ongoing	Business Continuity Planning
		Action ongoing	Management of service business continuity
		Action ongoing	Regular business continuity health checks
Risk Code: ST20	**Poorly Managed Election** Poorly managed election leading to embarrassment, loss of	Risk Responsible Officer: Cathy Ruelens Mitigation:	

Unmitigated Status: High (15) Mitigated Status: High (12) Last Review Date: 13/01/2026	reputation and High Court challenge.	**Action ongoing** Elections project plan
		Action ongoing Electoral guidance followed
		Action ongoing Electoral law & systems training
		Action ongoing External Performance Plan
		Action ongoing Key staff elections training
		Action ongoing Planning meetings
		Action completed Qualified Council Election's Co-ordinator
		Action ongoing Refresher/Awareness Training
		Action ongoing Risk Management workshop
Risk Code: ST24 Unmitigated Status: Medium (9) Mitigated Status: Low (3) Last Review Date: 10/02/2026	**Finance - Breach of Financial Instructions & Contract Rules** Finance - non adherance to Financial Instructions & Contract Rules due to a lack of understanding of financial procedures leading to qualification on accounts, poor inspection reports, fraud, loss of income, poor VfM and poor budgetary control.	Risk Responsible Officer: Gwydion Batten, Gordon Bryant, Martin Flitcroft, Philip Shears Mitigation:
		Action ongoing Automated controls included in corporate systems
		Action ongoing Bank and Waybill Reconciliations undertaken by Financial Services
		Action ongoing Finance System Training
		Action ongoing Financial Instructions Awareness and Contract Procedure Rules training
		Action ongoing Financial Instructions Format
		Action ongoing Financial Instructions Monitoring

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		Action ongoing	Internal Audit / Procurement Officer Advice / Waiver Requests
		Action ongoing	Monthly Management Accounts
		Action ongoing	Procurement Officer
		Action ongoing	Trained professional staff responsible for compiling annual accounts
Risk Code: ST25 **Unmitigated Status: High (12)** **Mitigated Status: Low (4)** Last Review Date: 22/12/2025	**High Levels of Customer Dissatisfaction** Inadequate customer contact standards and poor customer service leading to increased complaints and loss of reputation.	Risk Responsible Officer: Tracey Hooper, Emma Ingle, Amanda Pujol Mitigation:	
		Action completed	Annual Business Plans
		Action completed	Complaints Review Board
		Action completed	Customer Comments and Complaints system (Firmstep)
		Action ongoing	Customer Journey Mapping
		Action completed	Customer Management
		Action ongoing	Customer Service Standards
		Action ongoing	Customer Services training for reception staff to NVQ lvl 3 or similar
		Action completed	Customer Standards & Principles
		Action ongoing	Introduction of new Customer Feedback and Complaints Policy
		Action completed	Introduction of quality assessments

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		Action completed	Staff induction training and staff handbook
		Action completed	Technical Training
Risk Code: ST26 Unmitigated Status: High (12) Mitigated Status: Medium (6) Last Review Date: 09/02/2026	**Poor Public Relations Management** Impact on reputation due to negative media coverage or social media posts	Risk Responsible Officer: Julia Hulland Mitigation:	
		Action ongoing	Advising and supporting Members & other service areas on marketing, comms and PR
		Action ongoing	Comms Catch-ups
		Action ongoing	Development of Communications Strategy to support strategic objectives.
		Action ongoing	Devon Communications Group
		Action ongoing	Raising awareness of good communications and reputation management
		Action completed	Social Media Policy
		Action ongoing	Using insights and data on social media, media, website and e-newsletter engagement
Risk Code: ST28 Unmitigated Status: Medium (8) Mitigated Status: Low (3) Last Review Date: 09/01/2026	**Major damage to our physical premises and/or working environment** Major damage to our physical premises and/or working environment.	Risk Responsible Officer: Sarah Knight, Michelle Luscombe Mitigation:	
		Action ongoing	Business Continuity Plan
		Action ongoing	Identification of alternative premises
		Action ongoing	Risk Analysis of Councils premises and infrastructure

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		Action completed	Salvage Plan
Risk Code: ST29 Unmitigated Status: High (12) Mitigated Status: Medium (9) Last Review Date: 10/02/2026	**Failure to maintain sufficient management capacity & capability** Failure to maintain sufficient management capacity & capability to deliver business as usual & implement change New income generation opportunities and a greater commercial focus leading to increased financial and reputational risk. Changes to services leading to poor service delivery	Risk Responsible Officer: Tim Slater Mitigation:	
		Action ongoing	Annual business efficiency and service transition reviews
		Action ongoing	Continuing review of staffing
		Action ongoing	Due diligence
		Action ongoing	External Officer networking and using the learning from others
		Action ongoing	Internal and external auditing
		Action ongoing	Leadership training programmes for managers and supervisors
		Action ongoing	Meetings with Exec Member /Leader that identify strengths, weaknesses, opportunities & threats
		Action ongoing	Regular individual, team & service performance monitoring by Managers
		Action ongoing	Rescheduling of work due to high levels of demand from new & changing priorities
		Action ongoing	Staff have the necessary skills for future new models of service delivery
		Action ongoing	Systems & procedures & policies to deal with underperformance/lack of capability

Risk Code: ST31 Unmitigated Status: Medium (9) Mitigated Status: Low (1) Last Review Date: 13/02/2026	**Climate Change - the impact of not reducing our energy use and contribution to CO2 emissions** The impact of not reducing our energy use and contribution to the levels of CO2. If unchecked, the Council's energy use will continue to rise unabated and will create:- • unnecessary financial pressure • loss of reputation as a community leader • loss or reduction of the Zero Heroes T10 Council Strategy programme	Risk Responsible Officer: William Elliott, Richard Rainbow Mitigation:
		Action completed — Deliver energy reduction projects to reduce our carbon footprint
		Action ongoing — Green travel options for staff
		Action ongoing — Increase reliance on renewable energy resources
		Action ongoing — Monitor all utilities consumption (electricity, gas, water)
		Action ongoing — Promote and encourage behaviour that reduce our environmental impact
		Action ongoing — Using technology to reduce miles travelled by the workforce to deliver services
Risk Code: ST32 Unmitigated Status: High (12) Mitigated Status: Medium (9) Last Review Date: 18/12/2025	**Non Compliance with Section 106 Agreements and CIL notices** Non Compliance with Section 106 Agreements and CIL notices	Risk Responsible Officer: Neil Blaney, Alex Lessware Mitigation:
		Action ongoing — Legal Follow up of non-payment
		Action ongoing — Meetings with departments
		Action ongoing — Monitor issue of relevant CIL notices and receipt of CIL monies
		Action ongoing — Monitor monies received from time constrained S106 agreements and not yet spent
Risk Code: ST37 Unmitigated Status: High (12)	**Failure of ICT infrastructure and systems not meeting business needs or not being fit for purpose**	Risk Responsible Officer: Colin Sutherland Mitigation:

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Mitigated Status: Medium (8) Last Review Date: 10/02/2026	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.	Action ongoing	Annual auditing
		Action ongoing	Good communication
		Action ongoing	ICT Requirements Board review meetings
		Action ongoing	Monitoring and review of performance
		Action ongoing	Robust governance
		Action ongoing	Strata and Teignbridge DC Business Continuity Plans
		Action ongoing	Strata Business plan approved annually
Risk Code: ST40 Unmitigated Status: High (12) Mitigated Status: Medium (9) Last Review Date: 18/12/2025	**Local Plan - Infrastructure Delivery Delay** Infrastructure delay; risk of not delivering infrastructure as per the Infrastructure Delivery Plan required for the successful delivery of the commitments in the Local Plan	Risk Responsible Officer: Alex Lessware Mitigation:	
		Action ongoing	Direct Involvement
		Action ongoing	Funding Streams
		Action ongoing	Ongoing Review of Infrastructure Delivery Plan
		Action ongoing	Planning Application Process
		Action ongoing	S.106 and Planning Conditions
		Action ongoing	Work with Stakeholders
Risk Code: ST41 Unmitigated Status: Medium (6) Mitigated Status: Low (4)	**Local Plan - Planned Development Delayed or Not Happening** Planned development is delayed or does not happen due to an economic downturn, infrastructure provision delay, unexpected delivery costs, landowners sitting	Risk Responsible Officer: Alex Lessware, Helen Williams Mitigation:	
		Action completed	Achievable Allocations

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Last Review Date: 09/02/2026	on land and developers having different priorities. This could lead to a loss of infrastructure funding, shortage of employment and housing development, failure on the Housing Delivery Test or 5 Year Housing land supply, leading to a possible loss of appeals.	Action ongoing Infrastructure Investment Action completed Viablity Evidence Action ongoing Work with Developers, Landowners, Councillors and other Stakeholders
Risk Code: ST42 Unmitigated Status: High (12) Mitigated Status: Medium (6) Last Review Date: 13/01/2026	**Failure to deliver the Council Strategy** 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.	Risk Responsible Officer: Michelle Luscombe, Philip Shears Mitigation: Action ongoing Budget planning Action ongoing Clear links to other Council and partner strategies and plans Action ongoing Communication planning Action ongoing Ensure adequate staff resources Action ongoing Overall project and programme oversight Action ongoing Partnership relationship management Action ongoing Programme Managers/Business Managers meetings with Portfolio Holders Action ongoing Project planning Action ongoing Regular progress monitoring
Risk Code: ST43 Unmitigated Status: High (16)	**Failure to adopt Teignbridge Local Plan** Councillors do not agree to the plan's contents or the Inspectors Main Modifications. or The Local Plan Inspector finds the local plan unsound or legally flawed and	Risk Responsible Officer: Neil Blaney, Rebecca Hewitt, Michelle Luscombe Mitigation: Action completed Appropriate SEA and HRA

Mitigated Status: Medium (8) Last Review Date: 06/02/2026	cannot recommend its adoption or Plan making is delayed by changes to national policy / regulations, or local issues arising from matters such as Duty to Cooperate.	Action completed	Conformity with GESP
		Action completed	Consultation
		Action completed	Critical review of plans and policies
		Action completed	Duty to cooperate agreements
		Action completed	Duty to cooperate processes
		Action completed	Evidence
		Action completed	National Planning Policy
		Action completed	Political support
		Action completed	Qualified staff
		Action completed	Review other plans
		Action completed	Training
Risk Code: ST44 Unmitigated Status: High (12) Mitigated Status: Medium (8) Last Review Date: 09/02/2026	**Flood risk management** A lack of appropriate flood risk management of Council land and/or property. A lack of management of flood risk associated with new development through increased surface water runoff or development in flood risk areas through the lack of planning guidance. A lack of working with partners such as the Environment Agency, Devon County Council and other Risk Management Authorities.	Risk Responsible Officer: Neil Blaney, Richard Rainbow Mitigation:	
		Action ongoing	- Local Flood Risk Management Strategy
		Action ongoing	Coastal flood and Erosion works
		Action ongoing	Flood risk management schemes
		Action ongoing	Planning guidance and application review

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		Action ongoing	Regular meetings with key partners
Risk Code: ST45 Unmitigated Status: High (12) Mitigated Status: High (12) Last Review Date: 09/02/2026	**Flood risk resilience** A lack of flood risk management plans including supporting of Community Plans and Emergency Flood Response plans. A lack of flood risk resilience associated with new development through increased surface water runoff or inappropriate development in flood risk areas through the lack of planning guidance. A lack of working with partners such as the Environment Agency, Devon County Council and other Risk Management Authority.	Risk Responsible Officer: Michelle Luscombe, Richard Rainbow Mitigation:	
		Action ongoing	Local Flood Risk Management Strategy
		Action ongoing	Local Resilience Forum
		Action ongoing	Planning Guidance and Review
		Action ongoing	Promotion of Flood Resilience schemes
Risk Code: ST46 Unmitigated Status: Very High (20) Mitigated Status: High (12) Last Review Date: 17/02/2026	**Failure of ICT security measures leading to a cyber attack** Failure to identify, assess and put in place ICT security measures that protect from cyber attack the network and information systems that support essential service delivery. This could lead to financial loss, service delivery failure, disruption, damage/corruption of data a loss in public confidence and reputation	Risk Responsible Officer: Sue Heath, Amanda Pujol Mitigation:	
		Action ongoing	Acceptable Use Policy
		Action ongoing	Business Continuity Plan
		Action ongoing	Cyber security awareness training
		Action ongoing	Cyber security risk management regime
		Action ongoing	ICT cyber security lead
		Action ongoing	Incident response policy
		Action ongoing	Internal audit review
		Action needed	Strata Monthly Report
		Action ongoing	User awareness