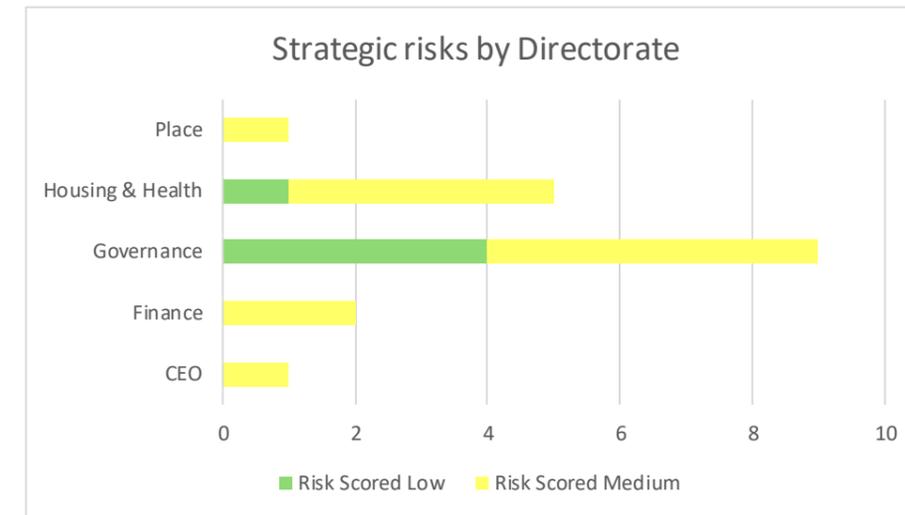
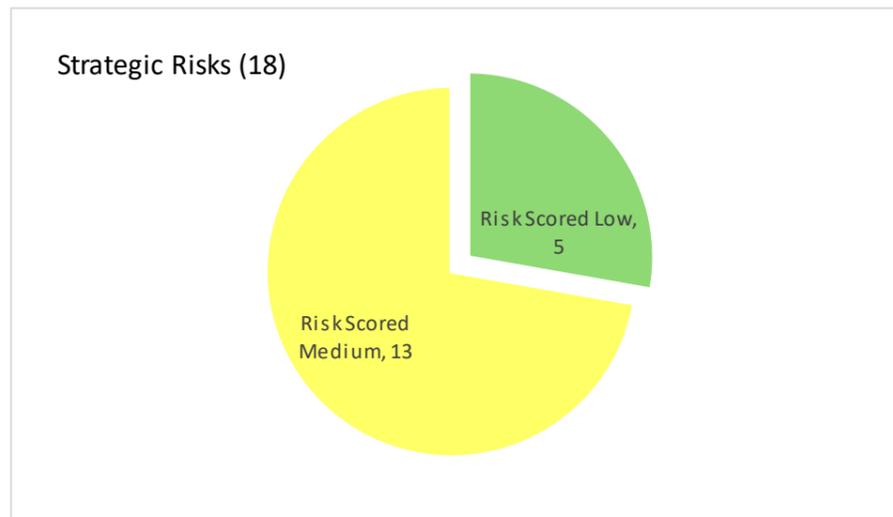


Appendix A – Strategic Risk report (as of 23/02/2026). There are no High Risk mitigated strategic risks to report.



ID Risk	Risk Type	Directorate	Risk Title	Description	Mitigating controls	Mitigating actions	Mitigated Risk Rating	Risk Owner	Risk Owner comments
Corp 16	Strategic	Governance	Risks in Partnership Working	There is a risk that partnership working could lead to challenges such as misaligned objectives, communication breakdowns, and differing organisational cultures. These issues may result in delays, increased costs, and reduced effectiveness of joint initiatives, ultimately impacting on our ability to deliver services and achieve strategic goals.	Updated partnership policy New partnership register in place		Low	Melanie Wellman	
Corp 17	Strategic	Governance	Maintaining positive relationships	Strong relationships between local authority staff and councillors are essential for effective governance, collaborative decision-making, and successful community planning. Failing to build and maintain good relationships can lead to a range of negative consequences that impact the functioning and reputation of the council.	Clear monitoring officer advice Robust code of conduct procedures	Review of member - officer protocol - By Oct 2025 Training on member - officer protocol - by Dec 2025 EDDC Cultural project - by Dec 2025	Low	Melanie Wellman	
Corp 18	Strategic	Governance	Poor data retention	Effective data retention is crucial to ensure compliance with legal requirements, maintain transparency, and support efficient operations. Poor data retention practices can lead to significant risks, including legal, financial, and reputational consequences.	Robust data retention policy and procedures. Identify those higher risk areas and prioritise accordingly Oversight by the Information Governance Board Clear responsibilities by data owners Training on data management for staff		Medium	Melanie Wellman	

Corp 1	Strategic	CEO	Devolution and Local Government Review	There is a risk that the district council may face significant challenges due to devolution and Local Government Review. This could lead to a redistribution of powers and resources, potentially resulting in the dissolution of the council. During this transition, the council might struggle to maintain essential services and infrastructure, impacting the community's well-being and local governance effectiveness.	<ul style="list-style-type: none"> • Work with Team Devon • Be clear in our response to proposals set out • Collaborate with other councils • Clear communications with our staff and residents about any changes 		Medium	Tracy Hendren	
Corp 2	Strategic	Finance	Adequacy of financial resource planning to deliver the Council's priorities	The implication of the Fairer Funding Review has reduced funding to the Council significantly. This can be met in part from reserves but depending on timing of LGR will depend on the actions the Council will be required to take to significantly reduce its net budget.	<ul style="list-style-type: none"> • Develop and maintain financial contingency plans to manage potential funding shortfalls and ensure the continuity of essential services. An updated MTFS will be presented to Council the end of July when more certainty to gained over LGR. 	The updated MTFS will contain recommended actions for the Council to consider in order to remain financially sustainable.	Medium	Simon Davey	This has been raised in the current MTFS and recent budget reports to Councillors.
Corp 3	Strategic	Housing & Health	Adequate emergency planning and business continuity	A failure to adequately plan for emergencies and insufficient business continuity measures may result in significant service disruptions, impacting on our ability to respond effectively to emergencies.	<p>Delivery action plan from the recent audit</p> <ul style="list-style-type: none"> • Effective local plan for emergencies • Effective liaison, contact, communication and training arrangements • Effective means of securing resources/equipment and implementing plan • Rehearsal and testing of the plan by various service areas • Regular review of Council Emergency and Business Continuity Plan • Clear accountability for cascading information and communicating to the staff and public • Use of Issues Logs and risk assessments • Business Continuity Plans • Recovery Plans • Representation on Tactical and Strategic Coordination Groups • Local Resilience Forum Community Risk Register 		Medium	Catrin Stark	Recent Audit acknowledged the process has moved forward but still assessed us as limited assurance.

Corp 4	Strategic	Governance	Business failure of a major contractor or significant partner	Failure of a major contractor to delivery key services in accordance with the specification /service level agreement or a significant partnership fails through a legal, financial, reputational, relationship or governance issue resulting in service failure.	Audit actions from recent - by 31/03/2026 Appoint a Procurement officer - By Nov Appoint a contract Lawyer - By Nov Review contract procedure rules - By Nov • Pre-tender selection procedure • Service lead to regularly monitor service delivery against performance targets on contracts • Service lead to consider at pre contractual stage a fall-back position • Service leads to keep the corporate contracts register up to date.		Medium	Melanie Wellman	
Corp 5	Strategic	Housing & Health	Climate Change targets not achieved	Failure to achieve climate change and carbon reduction commitments, including the Devon Climate Emergency Declaration.	• Climate Change Strategy and Action Plan • Climate Change Officer • Carbon footprint • Devon Carbon Plan • SMT+ attention	Recruitment of climate change manager - (ongoing) Moving the function into a corporate function - (completed January 2026) Implementation of a new strategy and action plan - April 2026	Medium	Catrin Stark	
Corp 6	Strategic	Governance	Cyber Security Risk	EDDC faces cyber risks related to the security and integrity of its digital systems and services. These risks can impact data confidentiality, availability, and overall operational resilience.	• Training for staff Regular reporting to the internal architecture board and the Information Governance Board • Working with Strata to ensure software is kept up to date • Ensure access controls are in place • Incident response • Information Security Management System policies		Medium	Melanie Wellman	
Corp 7	Strategic	Governance	Ensure robust decision making	Ensuring that we have sound decision making in place that are legally compliant.	• Actions from the Peer Review action plan • Training for manager • Review Constitution New committee report template - by Sept		Low	Melanie Wellman	
Corp 8	Strategic	Housing & Health	Failure to adequately protect staff health and safety at work	Failure to adequately protect staff health and safety at work could result in serious injuries and expose the Council to significant reputational, legal, and financial risks.	Weekly H&S reporting to ELT New H&S software being procured Health and Safety Policy • Corporate Health and Safety Advisors • Health and Safety training programme • Health and Safety culture • H&S Handbook • Staff safety • Lone Working arrangements • Risk Assessments	Audit being undertaken in Corporate Health and Safety - due July 2025	Medium	Catrin Stark	
Corp 9	Strategic	Place	Failure to ensure that our corporate property portfolio is fully compliant with legal requirements.	Failure to ensure that our corporate property portfolio is fully compliant with legal requirements. A failure to ensure our property portfolio is fully compliant with all health and safety and other legal requirements could lead to serious injury or litigation.	• Undertake condition surveys and planned maintenance of buildings • Up to date policies and monitoring delivery of policies • Building managers health and safety compliance training • Up to date Legionella Policy and monitoring • Comply with Discrimination Disability Act	Production of the Assets Management Plan is underway - Sept 2025	Medium	Andy Wood	

Corp 10	Strategic	Governance	Failure to ensure the delivery of the Council Plan	The failure to ensure that the Council is able to sustain its service provision in the long term and meet its priorities as set out in the Council Plan could lead to financial and reputation loss and impact on our communities.	<ul style="list-style-type: none"> • Ensuring a sustainable budget is in place • Governance Statement • Prioritising the priorities • Recruitment & Retention • Statutory duties and compliance • Monitoring of the outcomes of the council plan • Service planning supporting the council plan 		Low	Melanie Wellman	
Corp 11	Strategic	Housing & Health	HRA budget issues	The Council expenditure in the HRA for the second half of 2023/24 was exceptionally high and significantly above the original budget which required utilising all earmarked reserves. A revised budget was required to be approved for 2024/25 to meet requirements of compliance expenditure which utilises part of the HRA Balance and increases borrowing. To afford the borrowing and replenish the Balance savings will be required to be delivered from 2025/26 onwards. In addition a report is to be received in 2024/25 from external advisors around stock condition and options for the Council in meeting the required works costs. There is risk of continued overspends against budget and affordability of the HRA going forward.	<ul style="list-style-type: none"> • Budget monitoring, controls and reporting • Support from specialist advisors • Monitoring of the financial situation 	Asset management strategy, development and investment programme and long term business plan for HRA being developed.	Medium	Catrin Stark	2024/25 outturn position is favourable with good controls with budget monitoring and steps towards financial sustainability have been taken. 2025/26 position is favourable against budget and the 2026/27 budget has been approved with continuing build back of reserves and saving targets being achieved.
Corp 12	Strategic	Finance	Impact of the economic situation on our residents	Due to the impact of the current economic situation and the resulting cost of living issues there is a risk that we will be unable to meet the demands on our service from our residents for and for their ability to pay council tax and housing rents.	<ul style="list-style-type: none"> • Monitoring Council Tax collection and taking appropriate actions • Poverty Action Plan • Financial Resilience Team • Rent support • Council Tax support scheme • Implement financial support measures 		Medium	Simon Davey	Council Tax collection in 2024/25 saw a slight reduction on the previous year concerns that this may show an onward trend. This will impact on demand levels with resource implications.
Corp 13	Strategic	Housing & Health	Increasing homelessness	Failure to meet our statutory obligations for homelessness applications including securing suitable and cost effective temporary accommodation. Poor homelessness decisions risk legal challenge, reputational damage and disadvantage applicants.	<ul style="list-style-type: none"> • Financial planning for forth coming budget cuts from DCC. • Homelessness & Rough Sleeping Strategy • Supply of temporary accommodation • Affordable housing • Trained staff • Partnerships with voluntary / charity groups • Partnerships with statutory partners • Safeguarding • Everyone In campaign 		Low	Catrin Stark	

Corp 14	Strategic	Governance	Recruitment and Retention Issues	The current economic position is exacerbating growing recruitment challenges in occupationally specific known skills shortage areas but also more generally. This could lead to a loss in productivity and ability to meet statutory and other service responsibilities, as well as impacting upon the remaining workforce.	<ul style="list-style-type: none"> • Review of reward strategy • Review of recruitment and retention strategy • People data monitoring • Retention interventions 	Medium	Melanie Wellman
Corp 15	Strategic	Governance	Risk of significant data breach or significant non compliance with relevant legislation	Failure to meet the requirements of data protection legislation and good information governance practice or a significant data breach occurring resulting in a significant fine, loss of reputation and loss of access to government data (such as DWP data).	<ul style="list-style-type: none"> • Data Protection audit review • Qualified staff • Procedures and relevant policies to be put in place. • Information governance oversight • Trained SIRO • Training for staff and councillors • Information security policies 	Medium	Melanie Wellman