MIDDLESBROUGH COUNCIL

Report of:	Director of Legal and Governance Services (Monitoring Officer)

Submitted to:	Audit Committee

Date:	25 July 2024

Title:	Risk Management: Annual Assurance Report 2023/4

Report for:	Decision

Status:	Public

Council Plan priority:	Delivering Value for Money

Key decision:	Not applicable
Why:	Not applicable

Subject to call in?:	Not applicable
Why:	Not applicable

Proposed decision(s)
That the Audit Committee notes the position in respect of risk management as set out in the report and the arrangements in place to manage them and considers whether the information provided is sufficient to provide them with assurance that risk management arrangements that are in place are sufficient.

Executive summary
This report sets out the arrangements in place to ensure the Council meets its legal obligations in relation to Risk Management. The report sets out the Risk Management governance framework, actions delivered during 2023 and planned actions for 2024.

Purpose

1. The purpose of this report is to outline the Council's approach to risk management, summarises activity in the past year and planned activity for 2024, to provide the Committee with assurance that the Council has robust risk management arrangements in place.

Recommendations

2. That the Audit Committee notes the position in respect of risk management as set out in the report and the arrangements in place to manage them and considers whether the information provided is sufficient to provide them with assurance that risk management arrangements that are in place are sufficient.

Rationale for the recommended decision(s)

3. To support the Committee to discharge its responsibility to maintain an overview of arrangements in place to ensure good governance.

Background and relevant information

4. Risk management is a critical element of corporate governance and is a statutory requirement for public sector organisations. The council is required to provide for the health and safety of its elected members, employees, and those that it serves. It has a duty to ensure effective planning for civil emergencies and is required to protect its assets and to take steps to minimise losses and liabilities.

5. Risks must be reduced to an acceptable level, or if possible, eliminated. Robust risk management will enable the council to effectively discharge its responsibilities and deliver its various functions. The council is committed to maintaining a systematic and cost-effective approach to the identification and management of risk that is consistent with best practice and complies with statutory and audit requirements.

   The Council's approach

6. Risk Management is the collective responsibility of all elected Members and officers of the Council. The Council's approach to Risk Management is articulated by the Risk Management Framework which was reviewed by Executive in July 2023.

7. The Council uses risk registers to manage the various risks it identifies. The overarching risk register is called the strategic risk register. This register captures the

most significant risks the organisation is exposed to that could impact on its ability to deliver its strategic priorities which are outlined in the Council Plan.

8. This strategic risk register is underpinned by directorate level risk registers which are monitored by directors. Within project and programmes, risks are captured using standardised project documentation which includes risk registers. There are processes in place to ensure risks are considered either as they are managed during business-as-usual processes or throughout the life of a project and that they are escalated and de-escalated as appropriate.

9. In addition to annually reporting the Council's overall approach on Risk Management to this Committee, a summary of the Strategic Risk Register is monitored monthly in performance deck and reviewed every three months by the Leadership and Management Team.

10. A summary of the current Strategic Risk Register is appended to this report at Appendix 1.

Risk Management Framework

11. The risk element of the Risk Management Framework:

- defines what Risk Management means to the Council.
- outlines the objectives and benefits of effective Risk Management.
- sets out the different roles and responsibilities held by Members and Officers in relation to Risk Management.
- articulates the Council's risk appetite; and
- defines the cycle it uses to manage risk.

12. There are four levels of risk registers within the organisation for business-as-usual processes, which cover strategic level risks to Heads of Service risks and this information is held within the Risk Management software tool used by the organisation (Ideagen) with the appropriate level of ownership allocated to each risk. In addition to this risk management is embedded within the Council's Project Management Framework.

13. The Council's Risk and Opportunity Management policy sets out in detail how risks are captured, scored and managed. It uses the following risk appetite for scoring, which explains the scoring in the Strategic Risk Register which is attached to this report:

Likelihood (Probability)		1 Insignificant	2 Minor	3 Moderate	5 Major	7 Extreme
Almost Certain >80%	5	Low (5)	Medium (10)	High (15)	High (25)	High (35)
Likely 51% - 80%	4	Low (4)	Medium (8)	High (12)	High (20)	High (28)
Possible 21% - 50%	3	Low (3)	Medium (6)	Medium (9)	High (15)	High (21)
Unlikely 6- 20%	2	Low (2)	Low (4)	Medium (6)	Medium (10)	High (14)
Rare <6%	1	Low (1)	Low (2)	Low (3)	Low (5)	Medium (7)

Impact

Risk Management - Improvement Plan

14. A Risk Improvement Plan was developed in March 2023 for the Council to ensure that it is committed to ensuring its Risk Management practice continues to be effective. Actions were split into the following areas:

   ▪ Risk communication and training – Intranet updates – shared information.
   ▪ Strategic risk identification and monitoring – LMT 3 monthly reviews.
   ▪ Risk management processes - DMT monthly reviews.

Risk Communication and Training

15. During 2023, a risk management web page was re-developed with all documentation being made available via the intranet. There have been improvements made within the eLearning modules on Middlesbrough Learns. The Risk Management Group is fully established and meets on a quarterly basis to monitor and manage risk with internal audit also in attendance.

Risk Identification and Monitoring

16. Horizon scanning identifies significant emerging risks that the Council should be aware of and how they impact on the organisation. The information from this is considered by LMT and the outcome is reflected within risk registers as appropriate. This exercise is repeated every 6 months.

17. Statistical analysis of the Council's insurance claims was undertaken to identify any risk trends forming and this information was reviewed by the Risk Management Group.

Risk Management Processes

18. Linkages with Internal Audit have been further strengthened by enabling items to be placed on the Council's Risk Management Group agenda and receiving the minutes of the meetings. The Risk Business Partner now receives all final audit reports and

reviews them to ensure any actions from internal audits identified are put on to the risk management software (Ideagen) for monitoring and review. Auditors have access to the Ideagen to view risks to scope their audits and can contact the Strategic Risk and Health and Safety Manager or Risk Business Partner should they require any support with this.

19. Within the performance monthly report format there is a strategic risk section, risk performance section and audit section. Guidance is provided for completing risk profile requests, which service areas utilise to identify what risks they are mitigating within the Council's risk registers. The Risk Business Partner checks compliance on the risk section monthly and provides feedback where required.

Internal Audit of Risk Management

20. An Internal Audit of the Council's Risk Management arrangements is programmed to be completed in 2024, any recommendations received from the audit will be highlighted to all relevant members and officers when complete.

Risk Management Activities for 2024

21. During 2024/25, further work will be undertaken to build on progress made in 2023/24 part of the Council's commitment to continual improvement in risk management planning. Planned activity includes:

   ▪ The Communication and Engagement plan is to be reviewed to identify what work is being developed and rolled out within directorates to ensure a coordinated approach.
   ▪ Strategic Risk Register review by LMT incorporating any new risks, current controls, future mitigations, and scoring. Improving compliance with the requirement to record activity in the system. This is to be completed on a quarterly basis outside the scope of normal LMT meetings.
   ▪ Improvements in the build in Ideagen for Directorates, giving oversight to directorate leadership teams where there are multiple directors. The Risk Business Partner will also attend DMT's on a monthly cycle to improve the focus on risk and business continuity.
   ▪ Review of Risk Management Group membership to include an LMT lead.
   ▪ Increase risk reporting frequency to Audit Committee on risk governance and the content of the Strategic Risk Register.
   ▪ Review of the current risk management software to ensure that it fulfils the Councils requirements and is best value for money.

Rationale for the recommended decision

22. To support the Committee to discharge its responsibility to maintain an overview of corporate governance within the Council, which includes risk management.

Other potential decisions and why these have not been recommended

23. The Committee could determine that this report is insufficient to provide it with assurance. It is the officers view that this is not recommended because the report sets out in detail the governance arrangements that are in place to ensure good governance on this matter.

Impact(s) of recommended decision(s)

Financial *(including procurement and Social Value)*

24. There are no new direct financial considerations in relation to risk management as a result of this report. By having robust risk registers in place which are regularly reviewed at the correct levels ensures that the Council will be better placed to mitigate against the following:
    - financial implications.
    - reputational damage.

    Benefits arising from robust risk management are as follows:
    - health and wellbeing of members, officers, and members of the public.
    - informs business decisions.
    - enables a more effective use of resources.
    - enhances strategic and business planning; and
    - strengthens contingency planning.

Legal

25. Risk Management is a part of corporate governance, the proposed activity is consistent with and will promote the achievement of the Council's legal duty to achieve Best Value for Money.

Risk

26. Risk management positively impacts on all risks within the Council's risk registers, primarily the risk that the Council fails to achieve good governance.

Human Rights, Equality and Data Protection

27. There are no direct implications from this report on equality and diversity.

Climate Change / Environmental

28. Not applicable.

Children and Young People Cared for by the Authority and Care Leavers

29. Good risk management within Children's Services and Adult Social Care and Health Integration directorates will ensure that the correct level of support is given to Children, Young People and Care Leavers.

Data Protection

30. Risk management arrangements are a critical control in order to ensure compliance with data protection legislation in particular the availability of personal data to avoid personal data breaches.

Actions to be taken to implement the decision(s)

Action	Responsible Officer	Deadline
Implement the actions laid out in the plan for 2024/25	Gary Welch	31/03/2025

Appendices

Appendix 1 – Strategic Risk Register

Background papers

N/A

Contact: Gary Welch, Strategic Risk and Health and Safety Manager
Email: gary_welch@middlesbrough.gov.uk

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-01	Failure to Maintain a balanced budget and MTFP	**Failure to set a legal and balanced annual budget and to maintain a sustainable Medium Term Financial Plan (MTFP)** The Council is required to set a legally balanced revenue budget by 11 March in advance of each forthcoming financial year. Failure to achieve this objective will require the s151 Officer to issue a statutory s114 Notice to the Council. The Council has a best value duty to set and maintain a sustainable and balanced Medium Term Financial Plan including maintenance of its reserves position to demonstrate financial resilience to be able to respond to unforeseen and complex financial challenges presented by the wider economic environment.	35	35	21	Director of Finance

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
• Responsibility and Accountability for Financial Management reinforced by Accountability Agreements for all Directors	Development of balanced 2024/25 Budget and MTFP to 2026/27	Director of Finance ✅	Director of Finance	11-Mar-2024
• Monthly budget monitoring, forecasting, and tracking of savings delivery by Directors with accountability to the Interim CEO through LMT and development and delivery of financial recovery plans to control within approved budget	Refresh of the 2025-26 MTPS process	Andrew Humble ▶		28-Jul-2024
	Failure of the Recover, Reset, Deliver Transformation Portfolio	Chief Executive ▶		31-Mar-2025
• Monthly budget challenge sessions chaired by Director of Finance for all Directorates to enable development of insight, understanding and wider collaboration of colleagues in order to address significant financial risks.	Failure of the Recover, Reset, Deliver Transformation Portfolio to identify further savings	Chief Executive ▶		31-Mar-2025
• Timely briefing of Mayor and Executive Members on significant financial challenges with agreement for action.	Monthly budget monitoring to be put in place	Director of Children's Care; Director of Children's Services ✅		31-Mar-2024
• Quarterly budget challenge sessions chaired by the Executive Member for Finance & Governance to engage Executive Members.	Monthly budget monitoring to be put in place	Director of Adult Social Care and Health Integration ✅		31-Mar-2024
• Monthly monitoring of income budgets, council tax and business rates collection rates and debt levels.				

- Update MTFP ahead of Council Planning and budget setting process for 2024/25.
- Implementation of budget management Power BI dashboard over Business World financial management system in order to improve accessibility of financial information for Directors, Heads of Service and Budget Manager.
- Implementation and expansion of purchase to pay compliance dashboards for use by Directors, Heads of Service and Budget Managers to drive increase in compliant procurement in relation to retrospective ordering, on vs off contract spend and use of purchase cards

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-02	Volatility in the demand, complexity and cost of children's social care.	The risk that **demand and cost of and children's social care** continues to escalate on the scale experienced in 2022/23, is the single biggest risk to the Councils financial viability. More financially sustainable solutions for meeting social care needs of children need to be secured with urgency to ensure delivery within the approved budget for 2023/23.	35	28	21	Director of Children's Services

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
Children's input • Weekly activity data through Chat reports/ data • Moving to monthly financial monitoring • Development of demand model	Weekly placements panel to be put place for high cost placements	Director of Children's Care ✅	Director of Children's Care; Director of Children's Services; Director of Education and Partnerships	30-Jun-2023
	Review Placements Manager post	Claire Walker ✅		29-Feb-2024
	Monthly budget monitoring to be put in place	Director of Children's Care; Director of Children's Services ✅		31-Mar-2024
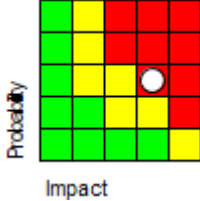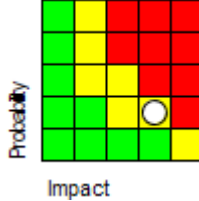
Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-03	Volatility in the demand and cost of adult's social care	The potential for underlying **demand and cost pressures to arise in adult social care** presents a significant risk to the Council's overall financial viability and measures must be put in place to manage within approved budget.	35	15	9	Director of Adult Social Care and Health Integration

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
Local Government settlement Budget Management process Contract management processes Savings programme in place Demand model in place Monthly demand reported to DMT - activity not just finance	Monthly budget monitoring to be put in place	Director of Adult Social Care and Health Integration ✅	Director of Adult Social Care and Health Integration	31-Mar-2024
	Develop a demand model, that monitors performance across activity demand and unit costing, to understand 'current state'.	Samantha Stuart ▶		30-Sep-2024
	Develop a forecast model, that uses the 'current state' model, to predict activity demand and financials across Adults Social Care in the next 1/2/5 years.	Samantha Stuart ▶		30-Nov-2024
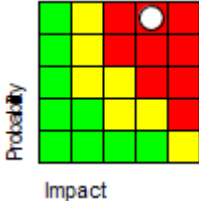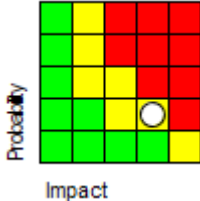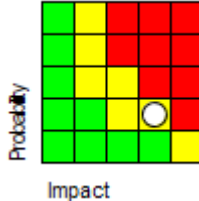
Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-04	Unlawful decision by the Council	If the Council took a decision that was unlawful then there is a risk of legal challenge or regulatory action that could damage its reputation and its financial position.	35	10	6	Director of Legal and Governance

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
Council constitution and supporting policy framework Corporate policies and procedures Compliance checks across key areas including HSE, Risk etc, covering the corporate governance framework Standard report formats Statutory officer posts to oversee governance Annual Governance Statement assessment process Internal and external audit processes Refreshed whistleblowing policy Legal and finance report clearance process	Refresh the committee report format	Ann-Marie Johnstone ✅	Director of Legal and Governance	31-Jul-2023
	Review the report development process	Ann-Marie Johnstone ✅		31-Jul-2023
	Complete delivery of the Corporate Governance Improvement Plan	Ann-Marie Johnstone ▶		31-Jul-2024
	Complete delivery of the Section 24 Action plan	Ann-Marie Johnstone ▶		30-Sep-2024
	Progress report on improvement against the Best Value Notice by the independent Board considered by Council	Ann-Marie Johnstone ✅		31-Mar-2024
	Progress report on improvement against BV notice considered by Executive	Ann-Marie Johnstone ▶		30-Sep-2024

Code	Risk Description	Original Score	Current Score	Target Score	Managed By
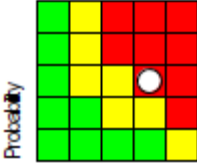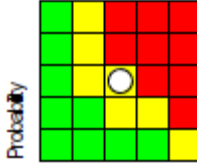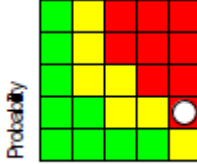
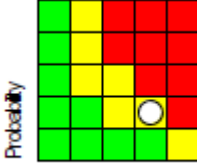| Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-05	Serious accident or death occurred as a result of failure to comply with Health and safety legislation and regulations	If a serious accident or death occurred as a result of failure to comply with Health and safety legislation and regulations then this could result in financial and reputational damage and individual prosecutions of staff.	35	15	10	Chief Executive

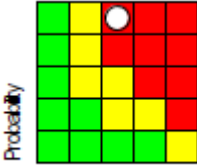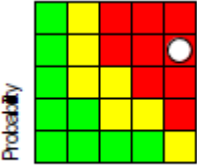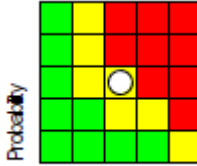| Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
Comprehensive suite of Health and Safety policies and procedures. Mandatory and complimentary Health and safety training for all Council staff. Dedicated HSE Advisor team Incident investigation system (My Compliance) to learn from incidents. HSE intranet page with important HSE information Audit schedule HSE steering group Fire Management System implemented across Council premises.	Fire Safety Management Policy Statement	Director of Regeneration; Gary Welch ✅	Chief Executive; Director of Legal and Governance; Director of Regeneration	31-Jul-2023
	CEO to produce H&S Statement of Intent for the Council.	Chief Executive; Gary Welch ✅		31-Jul-2023
	Risk from reinforced autoclaved aerated concrete (RAAC) collapsing in maintained schools or other Council assets	Director of Regeneration; Richard Horniman ▶		30-Aug-2024
	Implementation of service area audits by the health and safety unit to give further assurance of sound HSMS within directorates.	Gary Welch ▶		31-Mar-2025

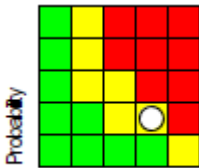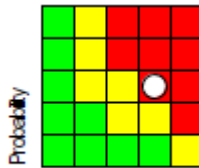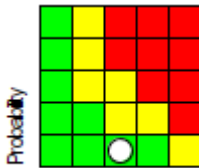| Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-06	Understand and implement the requirements of the social care reform	If the Council is unable to understand and implement the requirements of the social care reform, then it could be non-compliant with the law, incur unbudgeted financial pressures, have adverse inspection outcomes and as a result be exposed to reputational damage and budget pressures.	25	10	10	Director of Adult Social Care and Health Integration
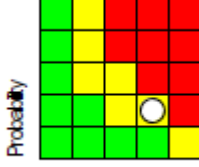
Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
• Project in place with two dedicated staff • Governance documentation in place etc			Director of Adult Social Care and Health Integration	

Code	Risk Description	Original Score	Current Score	Target Score	Managed By

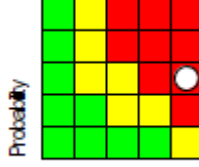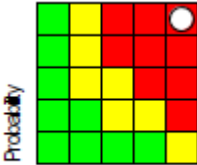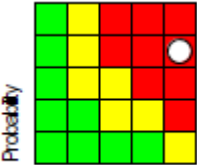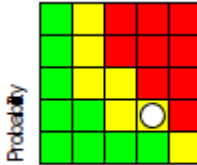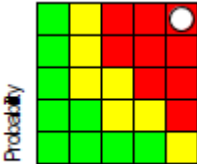| Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-07	Unable to recruit and retain key staff	If the Council is **unable to recruit and retain key staff in Leadership Positions**, then this could impact on their ability to provide effective leadership, deliver critical services which could cause harm to people and could result in government intervention.	15	9	3	Director of Legal and Governance

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
Benchmarking salaries against other local authorities and similar roles in other disciplines to remain competitive. Work/life balance system such as agile working, 9 day fortnight, collaboration areas etc.. Advertising roles on multiple platforms such as Linkedin and other social networking sites with the aim of reaching target audience.	Benchmark grades and salaries against NE local authorities	Kerry Rowe ✅	Director of Legal and Governance	31-Jul-2023
	Review recruitment process	Nicola Finnegan ✅		31-Oct-2023
	Create new people and cultural transformation strategy	Nicola Finnegan ✅		31-Oct-2023
	review the people strategy after the first year of implementation	Nicola Finnegan ▶️		31-Mar-2025
	Recruitment of Chief Executive and S151 Officer	Director of Legal and Governance ▶️		31-Mar-2025
	Track delivery of first quarterly report to LMT on delivery against improvement plan	Nicola Finnegan ▶️		31-Jul-2024

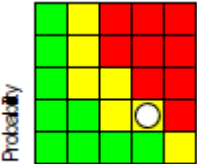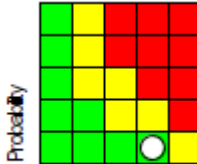| Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-08	Fail to ensure a sound approach to cyber security	If the Council **fails to ensure a sound approach to cyber security** (technology, processes and awareness), then this could result in a cyber-attack which disrupts service delivery, increases risks to service users and incurs significant financial costs to respond to and recover from an attack.	35	14	10	Director of Legal and Governance; Stephanie Bradley; Gemma Cooper; Ben Knudsen

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
* Annual ICT healthchecks (Internal and external penetration testing). * Compliance with PSN and PCI standards. * Internal scanning as new systems go live. * Robust defence systems including firewalls, content filtering and endpoint protection. * Robust 60 day patching and maintenance cycle. * Test complete and continue to test.	Review Cyber Security Training Strategy	Stephanie Bradley; Ben Knudsen 🛑	Director of Legal and Governance	30-Jun-2024
	Benchmark against Cyber Assessment Framework	Stephanie Bradley; Ben Knudsen ▶️		01-Dec-2024
	Complete LGA Test and Exercise	Stephanie Bradley; Gemma Cooper; Ben Knudsen ▶️		31-Aug-2024

* Healthcheck recommendations reviewed and implemented. * Membership of North East WARP and CiSP. * Use of Protective DNS. * Robust backup regime, including off-line tape backups to ensure recovery.					

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-09	Corporate Governance arrangement not fit for purpose	If the Council's **Corporate Governance arrangements are not fit for purpose and appropriate action is not taken to rectify this at pace**, this could result, censure from the Council's auditors within a public interest report that would damage the Council's reputation and/or in government formal intervention including removal of powers from officers and members and direction of council spend.	15	28	9	Director of Legal and Governance

Current Mitigation		Future Mitigation	Responsible Officer		Director	Target Date
External reports commissioned on Corporate governance and findings reflected within a Corporate Governance Improvement Plan Improvement Board in place Detailed improvement plan in place that has delivered a range of changes to corporate governance processes Annual Governance Statement process and supporting action plan. Draft AGSs in place for both 2021/22 and 2022/23 Regular reports to Audit Committee on aspects of corporate governance to provide assurance		Complete delivery of the Section 24 Action plan	Ann-Marie Johnstone	▶	Director of Legal and Governance	30-Sep-2024
		Refreshed approach to corporate governance agreed by council	Ann-Marie Johnstone	✓		31-Jul-2023
		Corporate peer review held to assess process	Ann-Marie Johnstone	▶		31-Jan-2025
		Develop the detailed delivery plan	Gemma Cooper	✓		30-Sep-2023
		Progress report from MIIAB to Council by end March 2024	Ann-Marie Johnstone	✓		31-Mar-2024
		Progress report from MIIAB to Executive by end July 2024	Ann-Marie Johnstone	▶		31-Jul-2024

Code	Risk Description		Original Score	Current Score	Target Score	Managed By

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-10	Negative Impact of Mayoral Development Corporation	If the Council's ambitions for town centre regeneration or the wider financial sustainability of the organisation are negatively impacted by the establishment of a Mayoral Development Corporation that would take over some of the Council's existing statutory roles. This could potentially result in a lack of investment in the town, reduction in the Council's business rates income, loss of commercial income and reduction in asset holdings affecting the Council's financial viability. Reputational damage is also possible through the incorrect discharge of responsibilities such as town planning or business rate relief.	10	15	3	Director of Regeneration

Current Mitigation	Future Mitigation	Responsible Officer		Director	Target Date
Council representation on the board of the MDC Pushing for no detriment clauses in the MDC constitution Engagement with TVCA on the development of future MDC projects	Heads of Terms agreed on individual asset transfers	Director of Regeneration	🛑	Director of Regeneration	30-Jun-2024
	Delivery of planning functions until robust alternative is in place	Director of Regeneration	✅		31-Dec-2023
	Agree robust business rates protocols	Sue Blakey; Janette Savage	▶		30-Aug-2024

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-11	Failed Partnerships	If the **Council and its partners do not have the collective capacity to deliver system wide change to key issues** such as public health, crime and safeguarding, then this could result in the population's health, wellbeing and safety declining.	35	21	10	Chief Executive

Current Mitigation	Future Mitigation	Responsible Officer		Director	Target Date
Partnership governance register in place. Partnership governance annual assurance report and supporting register in place to assess the health of key partnerships. **Children's Controls** All partnerships contain TOR - Partners contribute. External scrutiny of partnerships. New Mayor to chair Corporate Parenting Board.	Refresh of the Partnership Governance register	Ann-Marie Johnstone	✅	Chief Executive	31-Dec-2023
	Community Cohesion	Marion Walker	▶		19-Jul-2024

Formal reporting process in place - record of discussion and decision making. **Adults Controls** Victim support for those within ASC who require it. Additional resources as required,		

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-12	Fail to deliver quality practice within children's safeguarding services	If the Council **fail to deliver quality practice within children's safeguarding** services then this may result in further government intervention, serious harm to individuals and loss of financial control.	35	28	10	Director of Children's Services

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
Delivered Children's services improvement plan Improvement board in place External oversight of progress from DFE Monthly performance monitoring reports	Implementation of post ILACs improvement plan	Director of Children's Care ✅	Director of Children's Services	31-Jan-2024
	Creation and recruitment to the head of Quality Principal Social Work Learning and Review	Director of Children's Care ✅		30-Sep-2023
	Review progress in delivery of the ILACS improvement plan to assess progress and impact of actions	Director of Children's Care; Director of Children's Services ✅		30-Apr-2024
	Complete delivery of the ILACs improvement	Director of Children's Care; Director of Children's Services ▶️		31-Jan-2025

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-13	Failure to deliver transformation successfully	If the Council fails to transform its service delivery model to a model that can deliver outcomes for residents at a reduced cost base, then the Council's financial position will become untenable and may result in the issuing of a S114 Notice.	35	10	5	Gemma Cooper

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
- PPMF in place - Transformation governance arrangements and reporting cycle agreed - Funding of £4.827m agreed by Council to fund transformation work	Failure of the Recover, Reset, Deliver Transformation Portfolio	Chief Executive ▶️		31-Mar-2025
	Failure of the Recover, Reset, Deliver Transformation Portfolio to identify further savings	Chief Executive ▶️		31-Mar-2025

		Agree the content and approach of the transformation portfolio	Chief Executive ✅		30-Apr-2024
		First cycle of Transformation governance arrangements scheduled	Gemma Cooper ✅		30-Apr-2024
		Develop specification for transformation resourcing	Gemma Cooper ✅		30-Apr-2024

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-14	Failure to ensure effective governance of the Middlesbrough Development Corporation	If the Middlesbrough Development Corporation fails to reflect the relevant findings from the review of Teesworks governance in its structures, then there is a risk that it could fail to ensure value for money or good governance in its decision making, which will have an adverse impact on the economic vitality of the Town Centre.	35	10	10	Director of Regeneration

Current Mitigation	Future Mitigation	Responsible Officer	Director	Target Date
- Teesworks report and commitment from TVCA to reflect findings in the governance arrangements of the MDC - Council representatives on the MDC Board	Refresh the Local Plan	Paul Clarke ▶	Director of Regeneration	31-Mar-2025