

Strategic risk register (March 2019)

	Risk Description	Controls	Lead risk owner	Current risk level
S1	Financial Resilience Failure to develop sustainable financial plans leads to increased levels of external censure and reactive service reductions.	Robust Financial Strategy. Budget envelopes used as cornerstone of financial planning. Rigorous budget monitoring including delivery against plans. Intention to set budget without using reserves. Review of financial management across the organisation.	Executive Director of Finance	High
S2	Delivery of Savings Plans Failure to deliver savings plans lowers the council's financial resilience and leads to reactive service reductions.	Clarity over basis of savings plans. Detailed savings plans with clear accountabilities. Clear tracking of progress on savings plans. Joined up governance approach with council transformation.	Executive Director of Finance	High
S3	Brexit Brexit impacts significantly on the ability of the council and its partners to deliver services.	Brexit working group in place to review and monitor specific risks. Ongoing communication and engagement with key stakeholders.	Executive Director of Finance	High
S4	Transformation Failure to deliver the intended outcomes of the council's Transformation Programme due to insufficient buy in, understanding and engagement, leads to inability to generate service improvements.	Transformation Support Unit in place providing: <ul style="list-style-type: none"> - Project/programme management tools and training - Allocation of Accountable Executives and project/programme managers to each project/programme - Resource and funding to support additional capacity required and accelerate delivery of projects/programmes. <p>Effective Transformation Programme communications and engagement plan.</p> <p>Clear, consistent and timely communications to staff led by Interim Head of Communications.</p>	Executive Director – CDT	High
S5	Workforce Insufficient capability and competency to deliver and cope with the change needed leads to reduction in staff capacity and resilience.	Pastoral and wellbeing support for staff in place. Culture Change approach developed including: <ul style="list-style-type: none"> - Cultural shift toolkit for managers - Council values and working principles <p>People performance reshaped to focus on values and behaviours.</p>	Executive Director - CDT	High

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S6	Partnership Working Ineffective partnership working and lack of community resilience due to insufficient buy in, engagement or understanding leads to inability to generate planned outcomes.	Creating and maintaining the required capacity and competencies amongst staff Regular monitoring of progress and key risks. Continuous stakeholder engagement and focus on building and maintaining strong relationships. Clear leadership endorsement of partnership approaches across the council.	Executive Director – CDT	High
S7	Safeguarding Failure to transform the provision of children's services and related support for vulnerable children and their families through collaborative engagement and commitment of the wider stakeholder groups leads to children being left in harmful situations and damaged reputation	Cross partnership group in place to deliver the Children's Improvement Plan. Ofsted Priority Action Board (with independent Chair) to ensure improvements are delivered across all agencies. Close working with Department for Education and Ofsted to inform Children's improvement strategy. New Family Safeguarding model developed to strengthen relationships with vulnerable children and families. Surrey Children's Services Academy co-ordinating recruitment, learning and development across agencies. Tiers 1 and 2a restructure complete with tiers 2b and 3 expected to be finalised by the end of March 2019. Monitoring of change across Children's services to ensure performance of service delivery is maintained.	Executive Director – CFLC	High
S8	Provider Market Lack of availability of provider market leads to inability to maintain services.	The development of an effective commissioning strategy and market shaping plan with the support of the Social Care Institute for Excellence [SCIE] is underway. This will identify the priority areas for 2019/20. We will review our spot purchasing arrangements for nursing beds to provide greater assurance in respect of supply and affordability. Continued engagement with providers of care services at various forums to ensure issues of availability and sustainability are heard and addressed where possible. Working with providers of services for people with learning disabilities, services will be reviewed and re-shaped to reflect the Council's ambition for supporting independence.	Executive Director – Adult Social Care	High

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S9	<p>SEND Lack of transformation of Special Education Needs and Disability (SEND) services at scale and pace required leads to inability to control the council's budget.</p>	<p>A senior leader has been sourced to provide additional capacity to drive the transformation. Significant activities are underway to transform the strategic and operational delivery of SEN including:</p> <ul style="list-style-type: none"> - A new operating model of early help across the directorate with a full scale restructure. - Developing finance and business processes (e.g. a commissioning gateway to resources) - Additional capacity from Property, Human Resources and Finance being sought to accelerate change. <p>Strengthened governance arrangements to provide oversight and assurance via:</p> <ul style="list-style-type: none"> o SEND Partnership Board chaired by the Executive Director CFLC o SEND Transformation Programme Board (chaired at Director level). o Revised children and young people partnership o Weekly phone calls with Health partners to progress activities at pace o A new Cabinet Members task group has been proposed to provide additional scrutiny. <p>Developing robust programme communication.</p>	Executive Director – CFLC	High

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