

Strategic Risk Register - Q1 2016/17			
Ref	Strategic Risks	Risk Control / Response	RAG
4	<p>HEALTH</p> <p>Failure to secure maximum value from partnership working with the NHS. If not achieved, there will be impact on social care, public health and health outcomes and increased social care cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives.</p>	<p>Implementation of East Sussex Better Together Programme by ESCC and Hastings and Rother CCG and Eastbourne, Hailsham and Seaford CCGs to transform health and social care in the county and deliver the Better Care Fund plan to improve outcomes for East Sussex residents, with robust governance arrangements reporting to County Council and Health and Wellbeing Board. Programme will develop the plan for a clinically and financially sustainable health and social care system in East Sussex. There will also be targeted use of the Better Care Fund to better integrate health and social care and contribute to whole system transformation.</p> <p>In High Weald Lewes Havens the Connecting 4 You Programme has now been established to improve health and social care outcomes for residents. The Programme will have implications for management capacity and for the Medium Term Financial Plan. The RPPR process will be used to manage this risk and associated implications.</p> <p>The Sustainability and Transformation Plan for Sussex and East Surrey (STP) was submitted in June. Work to develop and deliver the plan is ongoing. Nine working groups have been formed covering: Acute provision (including mental health); workforce; primary and community care provision; digital improvement, estates; provider productivity improvement, communication and engagement and governance. The next submission is due mid-September.</p>	R
7	<p>SCHOOLS</p> <p>The implications of the Government's White Paper "Educational Excellence Everywhere", the introduction of the National Funding Formula for schools in 2017 and changes set out in the Schools Causing Concern Guidance could, potentially, increase the risk of underperformance in schools due to the local authority having fewer powers of intervention. This could impact negatively on the Council's reputation as Ofsted holds the local authority to account for the performance of all schools.</p>	<ul style="list-style-type: none"> •Develop and implement a transition plan so the Standards and Learning Effectiveness Service and schools are prepared for the changes to the LA role in education that will take place should the White Paper pass into law and the likely impact on LA funding once the National Funding formula is implemented. This plan includes: <ul style="list-style-type: none"> -Continue to build relationships with academies and sponsors, including the Diocese of Chichester, to ensure a dialogue about school performance, including data sharing. •Continue to work with academies and maintained schools through the Education Improvement Partnerships to develop system leadership, school to school support and to broker partnerships. •Continue to offer direct support to academies to address any performance concerns and investigate the feasibility of full cost recovery for some LA school improvement services. •Where academies do not appear to be accessing appropriate support, bring this to the attention of the Regional Schools Commissioner (RSC), who may exercise his intervention powers. •Continue to build a relationship with the RSC to ensure the work of the RSC and the LA do not duplicate and that schools have the support they need. 	R
8	<p>CAPITAL PROGRAMME</p> <p>Failure to deliver capital programme outcomes on-time and on-budget, impacting on the Council's ability to support local economic growth.</p>	<p>The Council has a five year capital programme in place which reflects Council priorities. This is updated annually and monitored as part of the Reconciling Policy, Performance and Resources (RPPR) process.</p> <p>In April 2015, a high level Capital Programme Management Review was commissioned with a recognition that we need to not only set firm targets for the next year of the programme, but set indicative targets for the following years and start to focus on shaping the 2018-2023 capital programme. The brief set out that there needs to be shift of focus from capital programme 'monitoring' to capital programme 'management' in order to improve forecasting and scheme scheduling and planning.</p>	R
1	<p>ROADS</p> <p>Wet winter weather, over recent years has caused significant damage to many of the county's roads, adding to the backlog of maintenance in the County Council's Asset Plan, and increasing the risk to the Council's ability to stem the rate of deterioration and maintain road condition.</p>	<p>The additional capital maintenance funding approved by Cabinet in 2013 was approved on the basis that additional investment was required to stem the rate of deterioration in road condition and maintain the current condition. Since then an additional £10m has been invested in rural roads, and road conditions remain in line with modelling predictions.</p> <p>The County Council's asset management approach to highway maintenance is maintaining the overall condition of roads, despite recent winter weather. The preventative approach to the maintenance of the counties highway network is being further rolled out across all highway asset types, including highway drainage. The new highways contract commenced on 1st May 2016 placing asset management and customer service at its core to maintain the current condition of the public highway.</p>	A

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5	<p>RECONCILING POLICY, PERFORMANCE & RESOURCE</p> <p>Failure to plan and implement a strategic corporate response to resource reductions, demographic change, and regional economic challenges in order to ensure continued delivery of services to the local community.</p>	<p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning. We have adopted a commissioning approach which means evaluating need and considering all methods of service delivery, which includes working with partner organisations to deliver services. The Council Plan sets out targets for a 'One Council' approach to deliver our priorities and is monitored quarterly. The plans take account of known risks and pressures, including demographic changes, to design mechanisms to deliver the Council's priorities. The result of the EU referendum has introduced greater uncertainty in the Government's policy direction, legislative process and spending plans. The RPPR process will be used to monitor the situation and keep members informed of any changes which affect the plans in order that mitigating action can be taken.</p>	A
9	<p>WORKFORCE</p> <p>Stress and mental health are currently the top two reasons for sickness absence across the Council, potentially leading to reduced staff wellbeing, reduced service resilience, inability to deliver efficient service and / or reputational issues.</p>	<p>A range of initiatives and interventions to support managers and staff in this area are being taken forward. In particular, we have confirmed our commitment to the mental health 'Time for Change' pledge as well as launching our '5 weeks to wellbeing' campaign.</p> <p>In considering stress absences, new arrangements have been implemented whereby an OH nurse makes direct contact with employees who are off sick with stress to offer support. In addition, a manager who has an employee off sick with stress receives targeted advice and guidance on how to support and manage the absence. More generally, the Lead clinical OH Physician has been commissioned to deliver a session for managers on supporting staff with mental health and stress issues. In addition, a new course 'Resilience through Mindfulness' is now available as part of the corporate training programme to support staff increase their resilience.</p>	A
NEW	<p>RECRUITMENT</p> <p>Inability to attract high calibre candidates, leading to limited recruitment choices therefore lack of the expertise, capacity, leadership and/or innovation required to deliver services and service transformation.</p>	<p>Work with departments is underway to understand key areas of recruitment difficulty. Strategies to address this will include refreshing and publicising more clearly the benefits of working in the public sector and ESCC in particular, as well as understanding the different markets we are competing in. To support this, different talent attraction approaches will be developed ranging from apprentices and interns through to highly experienced individuals.</p>	A
6	<p>LOCAL ECONOMIC GROWTH</p> <p>Failure to deliver local economic growth, and failure to maximise opportunities afforded by Government proposal to allocate Local Growth Funding to South East Local Enterprise Partnership, creating adverse reputational and financial impacts.</p>	<p>Having secured over £20m of Growing Places Funding and £70m of Local Growth Funding (LGF) through Local Enterprise Partnerships (LEP) to deliver infrastructure projects in East Sussex, work has continued to develop a pipeline of projects to capitalise on further funding rounds. Government issued a call to LEPs in March to prepare bids for the 3rd round of LGF, and projects will be submitted at the end of July 2016. Team East Sussex has considered a number of new projects, with a cumulative value of over £30m and they will look to be included in the respective LEP single prioritised submissions. It is anticipated that we will know the outcome of the bids later in the year via the Chancellor's Autumn Statement.</p> <p>Whilst the outcome of the EU referendum clearly signals that in the longer term, we will not be able to secure European funding, it has also placed some uncertainty around availability of funding in the current EU programme period with a pause on the release of EU funding from Government departments on new project submissions until further clarification. This places significant risk on our ability to secure European Social Fund (ESF) skills funding in particular, although it is too early to say precisely what the impact will be. Work will continue on developing partner bids across the SE LEP, currently with European Regional Development Funding (ERDF) for example to support a range of enhanced and extended business support services through the current Business East Sussex (BES) Growth Hub via the project termed South East Business Boost (SEBB); and we look to augment inward investment services with the project termed South East Invest; and also develop specific business support services to the creative sector (project termed South East Creative Cultural and Digital Sector).</p>	A

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2	<p>ORDINARY RESIDENCE Risk from other areas placing clients in receipt of social care services in East Sussex, and transferring to ESCC the commissioning, care management and funding responsibility for the individual as a result of a successful Ordinary Residence claim.</p>	<p>Dedicated Ordinary Residence Panel set up. The Panel discusses and agrees strategic and legal responses to Ordinary Residence claims from and to other Local Authorities, and directs reporting content. Panel members contact other Local Authorities directly where appropriate, and instruct Legal Services representation (including Counsel, and applications for Secretary of State determination) on behalf of ESCC.</p> <p>Continued awareness raising for ASC operational staff (and particularly Social Care Direct) in line with published guidance on Ordinary Residence, resulting in earlier case referrals to Ordinary Residence team. Guidance for frontline staff was written and issued followed by panel members visiting all ASC Operational teams to deliver presentation and Q&A. OR Inbox established to provide advice to staff and monitor all known incoming/outgoing OR queries and claims.</p> <p>Regular information gathering and reporting to DMT on all Ordinary Residence case referrals and financial projections.</p>	A