

Strategic Risk Register – end of year 2014/15			
Ref	Strategic Risks	Risk Control / Response	RAG
1	<p>ROADS</p> <p>Severe winter weather, over recent years, caused significant damage to many of the county's roads including an unprecedented number of potholes. We know that this is likely to lead to a backlog in repairs, an increased number of potholes and an increased number of liability claims causing reputational damage and increasing financial risk to the Council.</p>	<p>The four year capital funding commitment made by Cabinet has been targeted at improvement of the condition of the unclassified (U) network. With the first year of the 4 year funding period now delivered, improvements in condition have already been achieved. The unclassified network has improved in line with the asset plan, building resilience into the local network whilst maintaining the good condition of Principal and Non-Principal roads achieved through previous programmes of investment.</p> <p>Longer term investment commitment and the implementation of an Asset Managed system of prioritisation for road maintenance ensure that the burden on revenue funding for reactive maintenance is minimised over the long term. The Asset Management plan has been effective in delivering maintenance reducing the length of roads requiring structural maintenance. Funding secured in 2014 from the DfT has been used to deliver long term solutions to problems occurring as a result of the extreme weather of 2013/14. The winter of 2014/15 has been less severe enabling the service to sustain performance gains arising from this additional investment.</p> <p>The highway claims process continues to be reviewed and developed to eliminate duplication and inefficiency and strengthen effective defence. Through improved coordination between internal highway and insurance teams and the use of new reporting tools, the time taken to undertake claims processing activity has been reduced, delivering improved response times to claimants.</p> <p>Improvements to contract rates and processes are also anticipated through the future highways maintenance contract which is expected to commence in May 2016.</p>	R
2	<p>ORDINARY RESIDENCE</p> <p>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>	R

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3	<p>CARE ACT</p> <p>Failure to implement the additional duties, demands and other direct implications for the whole social care system (including those relating to independent providers and health partners) arising from the Care Act, within existing and reducing resources, whilst continuing to meet current statutory duties, (including delivery of social care services, including Safeguarding; social care funding; contributions to meet the cost of care (Dilnot report); increased duties in respect of carers and the provision of information and advice and the introduction of the Better Care Fund across health and social care); which could lead to:</p> <p>Significant financial pressure on budgets Significant staffing pressure Increased exposure to legal challenge Increased reputational exposure</p>	<p>Care Act governance arrangements established with CMT oversight and workstreams identified for each aspect of the Act.</p> <p>Close working with ADASS to ensure, where possible, regional implementation solutions can be sought to minimise duplication and variation. Representation on ADASS workstreams and close working with the regional lead are being developed.</p> <p>Joint working with East Sussex Clinical Commissioning Groups to develop the Better Care Fund is in place and implementation is on schedule.</p> <p>Current programmes of work are cognisant of Care Act implications, where known, and are being planned and delivered accordingly. E.g. social care information system; review of internet content; care pathway business process redesign; Better Together - health and social care integration programme.</p>	R
4	<p>HEALTH</p> <p>Programme established to transform health and social care in East Sussex and deliver the Better Care Fund plan to improve outcomes for East Sussex residents. Failure to deliver programme will impact on social care, public health and health outcomes and increase social care cost pressures.</p>	<p>Implementation of East Sussex Better Together Programme by ESCC and all East Sussex Clinical Commissioning Groups, with robust governance arrangements reporting to County Council and Health and Wellbeing Board. Programme will include review of needs and available resources, wide engagement with stakeholders and residents and evidence of best practice, to develop a 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. Risks are being reassessed following the outcome of the General Election in May.</p>	A
5	<p>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. Over the coming year the outcome of the General Election may affect our plans.</p>	A

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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>Following the success in East Sussex in funding against local projects in Growth Deal Round 1 (£54.58m + £11.5m C2C to Newhaven), round 1 was extended with additional money on offer. Under this extension East Sussex was provisionally allocated £5.7m for 3 priority projects – Bexhill Enterprise Park (£2.6m), Swallow Business Park in Hailsham (£1.4m), and Sovereign Harbour in Eastbourne (£1.7m). A pan-LEP Coastal Communities project, led by Hastings BC, additionally gained part-funding of £2m. When this new funding is to be available from is still being finalised.</p> <p>Following the SE LEP area launch of the 2015/16 Skills capital fund of £11m, Sussex Downs College (Lewes) put in a bid for £160k to help deliver refurbished science facilities and was successful. There will be a 2nd round 15/16.</p> <p>The first limited round of EU funds was launched 23rd March; stakeholders have been made aware of the opportunity which in this round only relates to ERDF (business support) and EAFRD (rural business support). The main round (to include ESF) is expected to be in July 2015. Note that EU Funds do not come under the SE LEP Board but are allocated to the SE LEP area under the European Structural Investment Fund Sub Committee which works to the national Growth Board. Both SE LEP and ESCC have representatives on the Sub Committee, however it is advisory only.</p>	A
7	<p>SCHOOLS</p> <p>An increasingly diverse set of education providers could lead to fragmentation and increase the risk of underperformance. This would impact negatively on standards and which in turn will impact on the local economy, the cost of health and social care. There is potential reputational risk to the Council from the underperformance or failure of educational providers, such as academies.</p>	<p>The LA has a duty to champion educational excellence for all children:</p> <ul style="list-style-type: none"> •Relationships with academies continue to be built and we are working with sponsors, including the Diocese of Chichester, to find appropriate academy solutions for schools. •Academies are included in the Education Improvement Partnerships and alliances. •Academies are all party to data sharing agreements and are sharing targets and progress data with us. •Performance data continues to be analysed for all schools so that the LA maintains an overview of the performance of all pupils in the County. •The LA offers direct support to academies to address any performance concerns that become apparent through data analysis or other intelligence gathering; this includes support from consultant headteachers for secondary academies. •Where academies do not appear to be accessing appropriate support, LA brings this to the attention of the DfE who would exercise their intervention powers 	A
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. A further review to strengthen and improve the overall governance arrangement for the effective management and delivery of the programme is being established to ensure best practice is being followed. The Bexhill Hastings Link Road is a complex and significant project within the capital programme and there are risks of further increased costs and delivery risks.</p>	A

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9	<p>WORKFORCE</p> <p>Under-informed and under-motivated workforce results in adverse impact on service delivery / performance and ability to successfully deliver service transformation / corporate change programme.</p>	<p>We have worked effectively in partnership with Trade Unions throughout. Building on the feedback from the employee engagement sessions run in 2013/14 and subsequent manager engagement events, we have developed the People Strategy. The People Strategy will help achieve the people changes needed over the next 3-5 years in the context of future savings requirements and business improvements. The emphasis is on supporting and developing our managers and staff to enable them to respond positively to the changing environment. In addition, the Corporate Management Team web-chat provides a quarterly opportunity to engage with a broader cross section of the workforce and respond to staff queries and issues.</p>	A
10	<p>WELFARE REFORM</p> <p>Welfare reform leading to sub-optimal outcomes for East Sussex community. Impact on working age adults with the potential increased demand on services. Direct financial pressure on the County Council along with implications on spending within the wider local economy.</p>	<p>Work with the District and Borough Councils to understand the impact of changes to the Council Tax Benefit scheme for East Sussex. Any potential financial impact is reflected through the Reconciling Policy, Performance and Resources (RPPR) process. We are working in partnership through the Financial Inclusion Partnership and the Targeted Welfare Reform Project which provides information on the changes to partners and the public across East Sussex. Universal Credit will begin to be rolled out in the Rother and Hastings area on 20th April 2015 for single people. Funding from the Government for the Discretionary East Sussex Support Scheme, which helps people on benefits in crisis, has been secured for 2015/16 following the withdrawal of the Government's proposal to cease funding from April 2015. The money will be used to continue fund a reduced scheme for two years, which will help to protect those in most need, against a background of great uncertainty about future funding.</p>	A