



Strategic Risk Register - Q1 2022/23						
Ref	Strategic Risks	Pre-mitigation RAG Rating		Risk Control / Response and Post Mitigation RAG score	Post-mitigation RAG Rating	
Strat-12	<p><b>CYBER ATTACK</b> The National Cyber Security Centre (NCSC) has highlighted the substantial risk to British web infrastructure, with elevated levels of Cyber Crime being reported against all areas of government, particularly in light of the current Ukrainian situation.</p> <p>Cyber attacks are growing more frequent, sophisticated, and damaging when they succeed. The COVID-19 pandemic has increased the need to carry out many additional functions virtually and remotely. Changes in working practice give rise to more requests to relax security controls, with services more likely to take risks on the technology they procure and how they use it. Controls have been enhanced to manage these requests.</p>	R	↑	<p>Most attacks leverage software flaws and gaps in boundary defences. IT&amp;D use modern security tools to assure our security posture: Monitoring network activity and identifying security threats; Keeping software up to date with regular patching regimes; Continually monitoring evolving threats and re-evaluating the ability of our toolset to provide adequate defence against them; Ongoing communication with the Security industry to find the most suitable tools and systems to secure our infrastructure. IT&amp;D continues to invest in new tools, which use pre-emptive technology to identify threats and patterns of abnormal behaviour.</p> <p>Enhancing user awareness: Expanding E-Learning and policy delivery mechanisms to cover Cyber threat; educating staff around the techniques and methods used by active threats; and providing General Data Protection Regulation (GDPR) training and workshops to cascade vital skills and increase awareness of responsibilities under GDPR legislation. Business Continuity Scenario testing is currently being cascaded through Departmental Management Teams.</p> <p>Services hosted in ISO 27001 accredited Orbis Data Centres.</p>	R	↑

<b>Strat-5</b>	<p><b>RECONCILING POLICY, PERFORMANCE &amp; RESOURCES</b></p> <p>There is ongoing uncertainty in relation to future funding levels, the longer-term local government funding regime and the impact of national reforms, particularly to Adult Social Care. Rising inflation and cost of living are likely to lead to higher demand for Council services and increase the direct cost of providing services. Together these create a risk of insufficient resources being available to sustain service delivery at the agreed Core Offer level to meet the changing needs of the local community.</p>	<b>R</b>	↔	<p>We employ a robust Reconciling Policy, Performance and Resources (RPPR) process for business planning, which ensures a strategic corporate response to resource reductions, demographic change and regional and national economic challenges; and directs resources to priority areas. We take a commissioning approach to evaluating need and we consider all methods of service delivery. We work with partner organisations to deliver services and manage demand, making best use of our collective resources. We take a 'One Council' approach to delivering our priorities and set out our targets and objectives in the Council Plan. We monitor our progress and report it quarterly.</p> <p>Our plans take account of known risks and pressures, including social, economic, policy and demographic changes and financial risks. The Coronavirus pandemic has had, and will continue to have for a long time, profound impacts on our communities and services. However, we continue to operate in changing and uncertain contexts. Current and forecast economic conditions continue to shape a very challenging financial outlook both for the Council itself and many of the county's residents and businesses. Alongside this we continue to face fresh challenges as a result of the conflict in Ukraine, and national service reforms. We will continue to use the latest information available on these challenges to inform our business planning. We will also continually review our performance targets, priorities, service offers and financial plans, and will update these as required.</p> <p>We lobby, individually and in conjunction with our networks and partners, for a sustainable funding regime for local government in general and adult social care specifically to meet the needs of the residents of East Sussex.</p>	<b>R</b>	↔
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<b>Strat-4</b>	<p><b>HEALTH</b>  Failure to secure maximum value from partnership working with the National Health Service (NHS). If not achieved, there will be impact on social care, public health and health outcomes and increased social care operational and cost pressures. This would add pressures on the Council's budget and/or risks to other Council objectives, as well as shared system objectives in the context of our Integrated Care System across workforce and patients who are medically ready for discharge (MRD) from hospital or community beds.</p>	<b>R</b>	↔	<p>Planning has taken place for future arrangements to support discharge from hospital, after government hospital discharge programme funding ends. Quarter 1 and 2 are funded at a significantly reduced level. This impacts the flow of patients through hospital and onto onward pathways such as Discharge to Assess (D2A) beds, where patients no longer needing acute hospital care are moved to a temporary placement for further care and assessment of their long-term needs; and the Home First pathways, which better enables patients into appropriate onward care after an episode in hospital. The NHS proposes to maintain the reduced level of funding for Quarter 3 and Quarter 4 but has not confirmed this, meaning the risk of reduced flow remains. If the funding is not confirmed, this would significantly increase the impact on ASC resources and our ability to facilitate strategic decision-making and commissioning for D2A to support local people.</p> <p>More broadly, the inaugural meeting of the NHS Sussex Integrated Care Board took place on 6th July. The Health and Wellbeing Board (HWB) terms of reference have been updated to ensure appropriate NHS representation under the new statutory arrangements. A draft refreshed HWB Strategy 'Healthy Lives, Healthy People' has been prepared to provide a strong overarching and up to date narrative about the shared priorities to improve health, reduce inequalities and offer joined up care in East Sussex, and the contribution of all HWB members at place level within the Integrated Care System (ICS). This incorporates the developments that have been accelerated by the pandemic, and areas where it is felt we can have the most impact in supporting restoration and recovery of our system in a sustainable way. It will feed into the work to develop the statutory Sussex-wide Integrated Care Strategy.</p>	<b>R</b>	↔
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<p style="text-align: center;"><b>Strat-9</b></p>	<p><b>WORKFORCE</b>  An inability to attract and retain the high calibre staff needed in the most competitive job market for 50 years could lead to a reduction in the expertise and capacity required to deliver services to our residents at the required level and standards</p>	<b>R</b>	↔	<p>The Council has put in place a number of strategies to respond to the current recruitment and retention pressures:</p> <ul style="list-style-type: none"> <li>-work is underway to update our recruitment branding, promoting the Council as an excellent place to work and ‘employer of choice’. In support of this we are attending events like careers fairs and shows to maximise our presence with job seekers</li> <li>-use of apprenticeships, traineeships, intern arrangements and more flexible work arrangements etc as a way of bringing in new talent to the Council</li> <li>-linking in with organisations that support people back into employment such as People Matters etc</li> <li>-the recent launch of a refreshed ‘financial wellbeing’ resource to support our staff, particularly given the rising cost of living pressures</li> <li>-ensuring our workforce policies and approaches support individuals to remain in work, e.g. Wellbeing offer, occupational health and absence management services</li> <li>-implementation of mental health first aiders in the workplace – we now have a network of over 100 trained individuals</li> <li>-development of a corporate equality action plan which includes a number of workforce specific actions to support having a diverse workforce with equality confidence, knowledge and skills</li> <li>-continued delivery of our two new leadership development programmes to support our talent management strategies: the ‘Ladder to Leadership’ programme and ‘Head of Service Masterclasses’</li> <li>-joint work with departmental recruitment and retention groups to support specific, departmental focussed activities</li> </ul>	<b>R</b>	↔
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<p style="text-align: center;"><b>Strat-15</b></p>	<p><b>CLIMATE</b> Failure to limit global warming to below 1.5°C above pre-industrialisation levels, which requires global net human-caused emissions of carbon dioxide (CO<sub>2</sub>) to be reduced by about 45 percent from 2010 levels by 2030, reaching 'net zero' by 2050 at the latest. The predicted impacts of climate change in East Sussex include more frequent and intense flooding, drought and episodes of extreme heat, as well as impacts from the effects of climate change overseas, such as on food supply. This will lead to an increase in heat-related deaths, particularly amongst the elderly, damage to essential infrastructure, increased cost of food, disruption to supply chains and service provision, and greater coastal erosion.</p>	<p><b>R</b></p>	<p>↔</p>	<p><b>Climate change adaptation:</b> we are following national adaptation advice, including working with partners on flood risk management plans, a heatwave plan and drought plans. <b>Climate change mitigation:</b> we must reduce our own operation carbon footprint by an average of 13% per year to stay within our carbon budget; and to achieve net zero carbon emissions from the County Council's own activities as soon as possible, and by 2050 at the latest. Our Climate Emergency Officer continues to work with teams across the Council to deliver the corporate climate emergency plan covering 2020-22. The focus is on buildings, which made up 79% of carbon emissions in 2020/21. Internal oversight of progress is via the corporate Climate Emergency Board. In Quarter 1:1. <b>Carbon Reduction Target:</b> Data validation has started and is expected to confirm that we missed the annual carbon reduction target of 13% for Scope 1 &amp; 2 emissions in 2021/22. Actual outturn figures are due in July. This was due to increased energy use, as buildings began to resume normal operations with increased COVID-19 ventilation requirements and colder than usual weather in Spring 2021. Provisional data indicates that building electricity and heating kWh consumption for quarters 1-4 2021/22 were up 3.2% on the same period last year, although down 5% on the baseline year 2019/20. Streetlighting kWh consumption is down 16% on last year, reflecting the LED lighting programme rollout. 2. All <b>six solar PV grant funded projects</b>, which started in 2021-22, have now completed installation and are generating low carbon electricity. 3. Performance against project targets for 2022-23: <b>•Delivery of two Decarbonisation of Heat Projects:</b> Ninfield Primary School is 75% complete. The Herstmonceux Primary contract was awarded in May and project delivery has commenced. Both projects are part funded by Government grants. <b>•Delivery of ten LED lighting projects:</b> a pipeline of twelve projects is being considered for delivery during 2022-23. <b>•Delivery of ten Solar PV projects:</b> five solar PV sites have gained approval to proceed by the Asset Carbon Reduction Group and further sites for feasibility are being identified. We note that projects continue to be impacted by significant supply chain and cost challenges. 4. <b>Modelling of decarbonisation pathways</b> work has almost completed, with findings presented to the Climate Emergency Board for feedback and final amendments. This grant funded work will inform the updated climate emergency plan, which will go</p>	<p><b>R</b></p>	<p>↔</p>
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			<p>to full Council in December, and enable the Council to continue to develop a pipeline of carbon reduction projects. 5. <b>Climate Awareness Training</b> has been rolled out to 79 staff, with 45 staff booked to attend workshops in June and further dates available for the rest of 2022-23. Climate Awareness workshops were delivered in April &amp; May to 50% of Members. Work is well underway on the production of a Climate Awareness e-learning module.6. <b>Electric vehicle (EV) charge points:</b> £100k was approved by the Capital Board for the installation of up to 8 EV charge points at County Hall during 2022-23 and a bid will be made for Government funding to pay for part of the cost.</p>		
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<p style="text-align: center;"><b>Strat-17</b></p>	<p><b>SAFEGUARDING OF CHILDREN AND YOUNG PEOPLE</b></p> <p>Failure to recruit and retain an effective children’s social care workforce. This leads to poor quality safeguarding practice, failing to prevent harm to children and young people, impacting on the Council’s strategic objective of keeping vulnerable people safe.</p>	<p><b>R</b></p>	<p><b>↔</b></p>	<p>Recruitment and Retention Strategy in place  Market Supplement implemented 2020, and will be reviewed annually  Recruitment Manager and Comms officer posts agreed (start date Sept 2022)  High quality and regular managerial support and supervision of practitioners  Delivery of high quality workforce development programme  Senior management oversight of caseloads, mitigating actions undertaken to address high caseloads  Wellbeing strategy  Updated advertising and recruitment materials  Development of career pathways / recruitment pipeline</p>	<p><b>R</b></p>	<p><b>↔</b></p>
<p style="text-align: center;"><b>NEW</b></p>	<p><b>SCHOOLS AND ISEND</b></p> <p><b>NEW RISK</b> For Children with Special Educational Needs. Inability to secure statutory provision.</p>	<p><b>R</b></p>		<p><b>R</b></p>		

<b>Strat-18</b>	<p><b>DATA BREACH</b></p> <p>A breach of security/confidentiality leading to destruction, loss, alteration, unauthorised disclosure of, or access to, personal data. This includes breaches that are the result of both accidental and deliberate causes. A personal data breach is a security incident that has affected the confidentiality, integrity or availability of personal data regardless of whether information has been accessed, altered or disclosed via electronic or manual means.</p> <p>Risks to individuals, reputational damage, fines from the Information Commissioner's Officer (ICO), compensation claims.</p>	<b>R</b>	↔	<p>Policy and guidance procedures in place to support practice.</p> <p>Data Protection Officer (DPO), Caldicott Guardians and Information Governance Officers monitor breach reporting and put in place mechanisms to minimise recurrence.</p> <p>Staff training to develop awareness.</p> <p>Technical security measures operated by Information Technology and Digital (IT&amp;D), including access control.</p>	<b>A</b>	↔
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<p style="text-align: center;"><b>Strat-8</b></p>	<p><b>CAPITAL PROGRAMME</b>Against a background of diminishing resources, the capital programme has been produced to support basic need only and because of this there is no resource for other investment that may benefit the County e.g., that may generate economic growth. Additionally, there is a risk, due to the complexity of formulas and factors that impact upon them, or changes in these, that the estimated Government Grants, which fund part of the programme, are significantly reduced. There are a number of risks and uncertainties regarding the capital programme over the current Medium Term Financial Plan period and beyond. The impact of Covid-19 and currently increased uncertainties that exist within the construction industry in terms supply chain issues and volatile cost inflation could impact on project deliverability and affordability. This has been exacerbated by the invasion of Ukraine by Russia and the resultant global sanctions imposed on Russia, which may have long-term impact on prices as well as availability and security of supply on materials. There is also a risk that increased burdens of planning reform and the move from S106 contributions to Community Infrastructure Levy will mean that the Council has reduced funding from this source as bids have to be made to Districts and Boroughs. The Council's set target of achieving carbon neutrality from</p>	<p><b>R</b></p>	<p>↔</p>	<p>The Council maintains a 20-year Capital Strategy and 10-year capital programme to provide rigour and support strategic direction. The development and delivery of the capital programme is overseen by a Capital Strategic Asset Board (CSAB), a cross departmental group consisting of officers from each service department, finance, property and procurement. Governance arrangements continue to be reviewed and developed in support of robust programme delivery of the basic need programme. The Schools and Assets Sub Board, which in part focuses on future need for schools' places, continues to inform the CSAB of key risks and issues within the Basic Need Programme. Regular scrutiny by the CSAB of programme and project profiles (both in year and across the life of the programme) occurs on a quarterly basis. The capital programme includes an element of 'normal' level of inflation for ongoing target-based core programmes (as opposed to programmes that have cash limited envelopes). Additionally, as part of the Reconciling Policy, Performance and Resources (RPPR) process in February 2022, an ongoing capital risk provision of £7.5m was approved, providing the flexibility to react to emerging risks such as the impact of supply chain issues and inflationary pressures. It represents the ability to borrow for these risks and is managed through ensuring there is Treasury Management capacity, rather than representing funds that are within the Council's accounts. Its utilisation, subject to CSAB approval and adherence to financial regulations, would therefore require additional borrowing and be reported through the RPPR and quarterly monitoring process. Reviews are undertaken on the extent of risk exposure on contracts and actions taken to mitigate the risks on material supply and security. The CSAB also proactively supports the seeking and management of all sources of capital funding, including grants; capital receipts; S106; Community Infrastructure Levy (CIL); and Local Growth Fund monies. A cross department sub board oversees the process for bidding for CIL and the use of S106 funds, and work continues with Districts and Boroughs to maximise the Council's receipt of these limited resources. Additionally, following review, CIL and S106 targets have been reduced and will continue to be reviewed regularly and opportunities sought to reduce the target further if considered appropriate. Officers will proactively monitor funding announcements, including central government capital grants following the Spending Review</p>	<p><b>A</b></p>	<p>↔</p>
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its activities as soon as possible and in any event by 2050 will partly depend on availability of capital resources to support identified actions. Diminishing resources and availability of external funding may impact on the deliverability and timing of actions and targets. Slippage continues to occur within the programme, which has an impact on the effective use of limited resources.

2021, and seek to minimise the impact on delivery of the capital programme, ensuring that there is sufficient liquidity to meet funding requirements. The Capital Strategy was updated in February 2021 to reflect the Council's climate targets and set out how this can be supported through the capital programme and the RPPR process. It was agreed at State of the County 2021 that Climate Change would be included as basic need and this has been reflected through the RPPR process. Investment of £3.0m per annum over the life of the Medium Term Financial Plan has then been included in the capital programme approved in February 2022 to support the Council's climate targets. CSAB continue to look to manage down the historical levels of programme slippage. Following a review of the programme's annual ambition (against historical deliverability and project risk) by services and CSAB, a risk factor has been applied in 2022/23 to help mitigate slippage.

<b>Strat-1</b>	<p><b>ROADS</b> 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>COVID-19 could lead to an increase in the level of staff sickness, as well as the need for staff to self-isolate/distance. It will lead to a change in our working approach and arrangements, even beyond the length of any Government imposed lockdown.</p>	<b>R</b>	↔	<p>While additional funding over the last few years has helped maintain road condition the latest condition and funding modelling shows renewed deterioration over the next 10 years if further investment is not introduced into road maintenance. This reflects the changing climate with wetter, cool but prolonged winters and the increasing frequency of heavy downpour events during the summer months, which deteriorate roads faster. Further investment was approved by Cabinet in November 2021 and through the Reconciling Policy, Performance &amp; Resources (RPPR) process on 8/2/2022 to maintain condition at current levels and to help mitigate these factors over the next 10 years. An additional one-off investment of £5.8million to be spent in 2022/23 was also agreed.</p> <p>Our contractor has adapted the service to ensure the workforce can work in a safe environment and has continued to successfully deliver the service on the ground or from home, with a full reactive service and capital programme delivered this year. Contract staff have implemented hybrid working arrangements successfully. Staff absence due to COVID related illness or self-isolation has remained very low and has had no significant impact on the service but with cases still high currently, the risk remains.</p> <p>East Sussex County Council staff managing the Highways contract have successfully worked from home with no impact and will start to implement hybrid working in line with the corporate approach and timescales.</p>	<b>A</b>	↔
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<b>Strat-14</b>	<p><b>Post European Union (EU) Transition</b>  The United Kingdom has left the EU with a negotiated outcome. However, there are likely to be areas of disruption when paperwork checks on imports begin on 1st January 2022 and physical checks on imported goods begin on 1st July 2022.</p> <p>Key areas at risk of disruption are:</p> <ul style="list-style-type: none"> <li>•At Newhaven Port and on the surrounding road network due to new port checks.</li> <li>•In business and economic activity, due to import/export administrative complexities for Small and Medium-sized Enterprises, supply chain disruption, impact of trade tariffs on consumer purchasing power, and workforce supply.</li> <li>•The COVID-19 pandemic response and local outbreak management. E.G., through disrupting international supply chains for Personal Protective Equipment, and</li> <li>•Delivery of Council Services.</li> </ul>	<b>R</b>	↔	<p>Government has further delayed implementation dates for specific import checks from July 2022 until the end of 2023. This particularly relates to inspections by Port Health Authorities (Lewes &amp; Eastbourne Councils at Newhaven) of food products, which are not required. The new Border Control Post facilities will now not be need until 2023. However, the Office for Product Safety &amp; Standards are still anticipating the starting of intelligence-based inspections by Trading Standards for product safety and metrology. HGV traffic remains stable at Newhaven and East Sussex County Council continues to monitor the situation at Newhaven and is ready to react, should disruption look likely.</p> <p>Many of the key areas at risk of disruption are already on the Strategic risk register or departmental risk registers and are subject to business-as-usual risk and business continuity management.</p> <p>The Trading Standards team has worked with Environmental Health colleagues and UK Border Force (UKBF) to smooth the impact of Government border policy on the capacity required to support new border enforcement arrangements at Newhaven Port. Provision of facilities at the port has been secured and joint working with UKBF has begun. Pilot work in relation to pet importation and feed importation was conducted in Quarter 4 2021/22, although inspections are not yet required in line with the Government’s delay to import controls on food. An updated Border Delivery Model is expected from Government in respect of this area of work. Final planning will also be informed by the Government Protocol and Border Group, of which the Director of Communities, Economy and Transport is a member.</p> <p>Close working continues with the Sussex Chamber of Commerce to ensure clear advice is provided to Small and Medium Size enterprises engaged in import/export activity. Impacts on the local economy are monitored through Business East Sussex.</p> <p>The Sussex Resilience Forum has run exercises to support multi-agency emergency planning for the implications of additional border controls.</p>	<b>G</b>	↔
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<p style="text-align: center;"><b>Strat-6</b></p>	<p><b>LOCAL ECONOMIC GROWTH</b> 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 style="text-align: center;"><b>A</b></p>	<p style="text-align: center;">↔</p>	<p>The Council and its partners have been successful in securing significant amounts of growth funding totalling £129m, via both the South East and Coast 2 Capital Local Enterprise Partnerships, to deliver a wide range of infrastructure projects in East Sussex. We have also secured outgoing European Funding (EU) for complementary economic development programmes supporting businesses to grow, including: South East Business Boost (SEBB); Low Carbon across the South East (LoCASE); TRANSFORM Apprenticeships; South East Creative, Cultural &amp; Digital Support Programme (SECCADS); and inward investment services for the county. We have continued to bid for further EU funding on the above projects and have secured over £4m of investments to be delivered from April 2020 for a further three years. Government issued a funding call in mid-June 2020 through the Getting Building Fund programme for pipeline projects to create jobs and deliver over the next 18 months, with East Sussex securing £11.2m on eight projects in late July. All eight projects were approved by SELEP in October/November, and we are now confirming their grant agreements, with several commencing delivery. Unfortunately, the Fast Track business solutions, Hastings and the Riding Sunbeams powering the railways with solar energy have had to return the monies allocated to SELEP. However, we have been able to have two further projects allocated to the pipeline amounting to £300k, with East Sussex now delivering on circa £6m on eight projects. We have been actively working with partners in developing projects and submitting proposals to a number of recent funds, including: the Green Homes Fund (secured a further £1m); Future High Streets (secured £5m); Stronger Towns Fund (Hastings awarded £24.3m and Lewes awarded £19.3m); Levelling Up Fund bids (awarded £40m see below); the SELEP COVID-19 Skills and Business Support Fund (secured £500k), the UK Community Renewal Fund pilot programme (secured £2.5m), the Local Skills Improvement Plan (LSIP) for Sussex and the Bus Service Improvement Plan (BSIP – indicatively awarded £41.4m). The COVID-19 outbreak in early March 2020 is seemingly changing the funding landscape, and alongside the impacts of leaving the European Union, is having an impact on major funding decisions from Government. We officially launched in September 2020 the East Sussex Economy Recovery Plan, called ‘East Sussex Reset’. The plan identifies</p>	<p style="text-align: center;"><b>G</b></p>	<p style="text-align: center;">↔</p>
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				<p>deliverable actions in the short term, alongside more aspirational asks, and has already aligned and secured new monies totalling £220m investment into East Sussex. It has and will continue to be an important bidding document to Government and into the SELEP, with the new SELEP Recovery and Renewal Strategy approved in March 2021. Both documents will look at ways to address the Government's policy and Budget announcements that have a clear focus on the green revolution (net zero carbon reduction); the allocation of the new £4bn Levelling Up Fund (LUF); and the delivery of the new £1.5bn UK Shared Prosperity Fund (UKSPF) programme. On the LUF, the County Council submitted a transport package for Exceat Bridge of £8m, while four of the local Borough and District Councils (except Hastings) submitted in June 2021 major capital funding bids under this first round for town centre/regeneration and cultural investment. Outcomes were announced on 27 October 2021, with the following awarded monies: Exceat Bridge (£8m), Eastbourne (£19.8m) and Lewes (£12.6m) all to be delivered by March 2024. The other Borough and Districts were unsuccessful and will apply under Round 2 by July 2022. Business cases now need to be worked on for the implementation of projects.</p>		
				<p>On the UKSPF this had the pre-launch guidance officially released in February 2022 following the same day launch of the long awaited Levelling Up White Paper. The UKSPF main prospectus was released mid-April 2022 with the award of allocations known to each Borough and District Authority, who are now the responsible accountable bodies for the delivery of the programme – with investment plans to be submitted to Government by 1 August 2022. The Council is making the case with regards to pan East</p>		

				<p>Sussex projects, which can continue to deliver against the main themes of the programmes and the Council's priorities. In addition, as part of the UKSPF, the Multiply programme was announced in late March to help adults to improve their numeracy skills up to Level 2. The responsibility for managing this programme from 2022-2025 has been awarded directly to the County Council with up to £2.5m available. We are currently preparing an investment plan proposal working with partners and will be submitting this by the deadline of 30 June 2022 to the Dept. for Education. We expect to hear the outcome by October.</p>		
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