Strategic Risks - Historic Post Mitigation Rag Ratings

Ref	Strategic Risks	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	24/25 Q1	24/25 Q2	24/25 Q3	24/25 Q4
1	Roads	A	A	R	R	A	A	R	R	R	R	R	R
4	Health	R	A	A	A	A	A	A	A	A	A	A	R
5	Reconciling Policy, Performance & Resources	R	R	R	R	R	R	R	R	R	R	R	R
6	Local Economic Growth	G	G	G	G	G	G	A	A	A	A	A	A
8	Capital Programme**	A	A	A	A	A	A	A	A	A	A	*	
9	Workforce	R	R	R	R	R	R	R	R	R	A	A	A
12	Cyber Attack	R	R	R	R	R	R	R	R	R	R	R	R
14	Post European Union (EU) Transition	G	G										
15	Climate	R	R	R	R	R	R	R	R	R	R	R	R
17	Safeguarding of Children and Young People	R	R	R	**								
18	Data Breach	A	A	A	A	A	A	A	A	A	A	A	A
19	Schools and iSEND	R	R	R	R	R	R	R	R	R	R	R	R
20	Placements for Children and Young people in our Care				R	R	R	R	R	R	R	R	R
21	Care Act Reviews and DoLS Assessments										A	A	A
22	Delivery of Oracle Implementation											R	R
23	Local Government Reorganisation and Reform												A

* Risk 8 (Capital Programme) was removed from the Strategic Risk Register as a stand-alone risk and incorporated into Risk 5 (Reconciling Policy, Performance & Resources)

** Risk 17 (Safeguarding of Children and Young People) was removed from the Strategic Risk Register as a stand-alone risk and incorporated into Risk 9 (Workforce)

Strategic Risks - Pre (■) and Post Mitigation (♦) RAG Ratings

Ref	Strategic Risks	High Risk → Low Risk								
1	Roads		■ ♦							
4	Health	■		♦						
5	Reconciling Policy, Performance & Resources	■ ♦								
6	Local Economic Growth		■			♦				
9	Workforce	■			♦					
12	Cyber Attack	■	♦							
15	Climate	■	♦							
18	Data Breach		■		♦					
19	Schools and iSEND	■	♦							
20	Placements for Children and Young people in our Care	■	♦							
21	Care Act Reviews and DoLS Assessments		■				♦			
22	Delivery of Oracle Implementation	■	♦							
23	Local Government Reorganisation and Reform	■			♦					

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-5	**RECONCILING POLICY, PERFORMANCE & RESOURCES** There is ongoing uncertainty in relation to future funding levels, the longer-term local government funding regime and the impact of national reforms, particularly across Children's Social Care and Adult Social Care. The impact of a period of high inflation/cost of living are leading to higher demand for Council services and have increased 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. Our revenue budget for 2024/25 includes a draw from the Financial Management Reserve to provide a balanced budget. In year pressures in 2024/25 are likely to require an additional draw on reserves. Our proposed budget for 2025/26 includes additional savings and further use of our limited reserves. We are reliant on the multi-year settlement in 2026/27, fair funding review and business rates review delivering sufficient funding to meet the needs of our residents. Additionally, there are risks and uncertainties regarding the capital programme over the current Medium Term Financial Plan period and beyond, which could impact on the ability to deliver the Council's priorities and set a balanced budget. Funding uncertainty (including capital grants, receipts and developer contributions), inflation, supply chain issues and high interest rates could all constrain our ability to implement our Capital Strategy and increase the pressure on the revenue budget via increased borrowing costs.	R	↔	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. The Council reviews and updates its 20-year Capital Strategy annually as part of the RPPR process, which sets the framework in which the capital programme is planned and allows the Council to prioritise investment to support its objectives. The development and delivery of the capital programme is overseen by a Capital Strategic Asset Board (CSAB), which is a cross departmental group, who also hear from Departmental Capital Board/Sub Boards who oversee priority areas. Our plans take account of known risks and pressures, including social, economic, policy and demographic changes and financial risks. 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 ongoing challenges as a result of the persistent legacy of Covid, the increased cost of living and other national and international factors. 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. As part of this we will continue to take action wherever we can to mitigate financial and service delivery pressures – making best use of new technology, investing in our workforce, seeking efficiencies, and checking that our services are effective and provide value for money.	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
				We lobby, individually and in conjunction with our networks and partners, for a sustainable funding regime for local government in general and for children's social care and adult social care specifically, to meet the needs of the residents of East Sussex. If the funding reforms do not lead to an increase in funding for our services, we will need to consider further options, including seeking Exceptional Financial Support.		

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-12	**CYBER ATTACK** The National Cyber Security Centre (NCSC) has highlighted the enduring and significant threat to UK infrastructure. From ransomware attacks to AI-enabled intrusion, malicious actors are looking to maximise their disruptive and destructive efforts in an increasingly connected world. Cyber attacks are growing more frequent, sophisticated, and damaging when they succeed. Amid a rise of state aligned groups, an increase in aggressive cyber activity and ongoing geopolitical challenges, there is an accelerated need to keep pace with the dynamic threat landscape. Furthermore, while AI presents huge opportunities, it is also transforming the threat landscape. Cyber criminals are adapting their business models to embrace this rapidly developing technology - using AI to increase the volume and impact of cyber attacks against citizens and organisations. Meanwhile the proliferation of advanced cyber intrusion tools is lowering the barrier for entry to criminals and states alike.	R	↔	Most attacks leverage software flaws, gaps in boundary defences or social engineering-based insertion methods (such as legitimate looking emails which trigger viral payloads). These are becoming harder to identify and filter. IT&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&D continues to invest in new tools, which use pre-emptive technology to identify threats and patterns of abnormal behaviour. Services hosted in ISO 27001 accredited Orbis Data Centres. As well as mitigations against attack, the following measures are currently in place to minimise the impact should there be a successful attack: • Behavioural analysis systems defend against hostile activity • Resilient systems enhanced with immutable backups enable quick recovery • Robust protocols for response escalation and communication	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-22	**DELIVERY OF ORACLE IMPLEMENTATION** There is a risk that the implementation of Oracle may not achieve the outcomes planned which results in:•higher delivery costs•longer timescales•a reduced quality of back office services from a substandard technical implementation•risk of not meeting statutory or contractual requirements such as payments of Pay as You Earn (PAYE) / National Insurance (NI), pensions, suppliers and employees•an inadequate control environment•lack of user buy-in and adoption due to a lack of organisational readiness impacting on core business processes•additional pressure on business as usual capacity from high resource demands during delivery•risk to employee wellbeing from high workloads and delivery timescaleFailure to implement would result in the use of an unsupported and unlicenced system (or subject to ransom charges on some level of support) as the SAP system passes its expiry date and would miss out on efficiencies that can be gained through the new system.	R	↔	Mitigations are in response to the four main elements of programme delivery:1. Effective governance and internal controlsThe Oracle Programme Board, Sponsors, Workstream Boards and the Audit Committee Sub Group meet regularly and CMT receive regular reports. Internal audit continues to undertake reviews across the programme. 2. Technical deliveryA phased 'Adopt not Adapt' approach is being taken as the most cost-effective and straightforward route to implementation. The Oracle solution, both functional and data, is tested to a pre-defined and approved set of quality standards. The solution is not released for organisational use unless it meets these standards and is approved by the Oracle Board and CMT. 3. Organisational readinessTo go-live successfully, it is necessary for the organisation to adopt the new system with the 'adopt not adapt' approach being the most cost-effective. There is therefore a substantial communication, engagement, change and training workstream in place to support the organisation to understand and adopt the necessary changes in working practices in areas such as hiring processes, budget processes, raising purchase orders or in using self-service for expenses, payslips, timesheet and absence. 4. Support modelTo ensure confidence in the system and ongoing effective use post go-live it is essential to have a support model in place to respond to inevitable issues and queries, and for users to understand what the user experience will be in advance of that.To increase resilience and the ability to flex depending on the level of support required, a blend of internal and external resource is being used. A variety of other support tools are also in place such as a Helpdesk, Oracle Guided Learning, floor walkers, bitesize briefings, and Advocates.For Phase 2 of the implementation (covering Finance, Procurement and Recruitment) all of the above elements were successfully delivered and rated green. This Phase therefore went live on 17 April 2025. Inevitable post go-live issues are being effectively dealt with. Work continues on Phase 3 (payroll, and employee and manager self-service) and an earliest realistically achievable go-live date for this phase is currently being considered. To deliver the implementation, it is necessary to ensure that sufficient programme resource is in place, and this is therefore kept under constant review. In addition, a positive ongoing working relationship with our implementation partner, Infosys, needs to be in place. The project lead therefore has regular conversations with	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
				Infosys senior staff and escalates issues where necessary.It is also necessary for the organisation to prioritise programme activity at key points in time and this is also therefore kept under constant review.		

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-15	**CLIMATE** Failure to limit global warming to below 1.5°C above pre-industrialisation levels, which requires global net human-caused emissions of carbon dioxide (CO2) 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.	R	↔	**Climate change mitigation:** the science-based target is to reduce scope 1 and 2 carbon emissions by 50% every 5 years (equating to 13% per year). The focus is on buildings, as they made up 79% of carbon emissions in 2020/21. Internal oversight of progress is by the corporate Climate Emergency Board. Climate change adaptation: we work with partners on some aspects of adaptation, such as flood risk management and health impacts. **A) Mitigation:** 1) Carbon Reduction Target: the target is a 13% carbon reduction in 2024/25 compared with 2023/24, which would achieve a cumulative reduction of 50% against the baseline year of 2019-20. Carbon data for Qs 1-3 show a 2% reduction compared with Qs 1-3 in 2023/24. If energy usage is similar in Q4 this year to Q4 last year then the annual carbon reduction in 2024/25 will be 1%, against the target of 13%. This will deliver a cumulative reduction of 36% against the baseline, against the 50% target. 2) Carbon Reduction Schemes: the target for 2024/25 is for the delivery of a further 23 capital schemes. A total of 20 schemes were delivered to date (5 solar PV, 4 LED lighting, 7 heat decarbonisation, 1 Building Closure, 3 Insulation schemes). This reflects cuts to both the Salix Recycling Fund and CET CC budget for directly funded carbon saving projects **B) Adaptation:** 1) Corporate Adaptation Plan: During Q1 a climate change vulnerability and risk assessment report was completed and published. In Q2 council plans and strategies were reviewed to identify where adaptation may need to be embedded, and progress was reported to Place Scrutiny Committee. In Q3 work began on developing adaptation tools and guidance for Council services. These tools and guidance will be completed in Q4 and begin to be applied in 2025/26. Ultimately there is not sufficient funding available for the Council to be able to keep pace with the science-based target to halve emissions every five years. Although grant funding will be sought to mitigate against this, it is unlikely to be sufficient. The council will continue to work on what it can to reduce emissions with the funding it has available	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
				including working with its supply chain on Scope 3 emissions.		

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-20	**PLACEMENTS FOR CHILDREN AND YOUNG PEOPLE IN OUR CARE**Inability to secure sufficient high quality placements for children in our care, suitable accommodation for care experienced young people and respite provision, leading to significant financial pressure and poorer outcomes for children/young people.The risk of the failure of one or more key providers in the independent sector is an increasing concern, set against necessary regulatory tightening of profit which might further impact the market.	R	↔	Effective demand management, robust management of front doorDelivery of early help services, implementation of Family Hub programme throughout 2023-24, and Level 2 Family KeyworkersImplementation, monitoring and evaluation of Edge of Care 'Connected Families', The Family Hubs programme has been implemented across E.Sussex delivering early intervention and support within communities, Connected Families (Connected Coaches and Intensive Practitioners), Foundations, SWIFT are delivering intensive evidence based interventions alongside Social Workers to maximise the opportunity for children to be cared for within their own family. There has been a 14% reduction in the number of children subject to child protection plans since February 2024, this is as a direct result of the launch of the Connected Families Intensive Practitioners (CFIP service).Further delivery of kinship/Special Guardianship Order placements.Capital bid for Sorrel Drive.In 2023/24 Children's Services worked with IMPOWER to enhance our approach to using data to shape placement sufficiency. We have developed trajectory planning, implemented the 'Valuing Care' approach to ensure children receiving the right care for their needs and value for money achieved, and improved support for in house foster carers, including an investment in allowances. An analysis of the children becoming Looked After during Q1 2024-2025, indicates that a high proportion (81%) are entering into foster care or kinship care provision rather than residential care. Fostering Recruitment & Retention Strategy completed. East Sussex County Council is part of the South East Sector Led Improvement Programme, Regional Fostering Strategy and piloting Mockingbird hub.Uplift to fostering allowance (for in house carers, Special Guardianship Orders, Kinship carers) approved by the Chief Management Team to help secure sufficient supply of in house foster carers as an alternative to more expensive care packages.The valuing care tools have been embedded into the business as usual with a strong focus on reunification. In Q4 A strategic group was set up to drive forward the valuing care agenda which will report into the Transformation Board chaired by the Director of Children's Services.Fostering allowance uplift has been made part of the recruitment drive. Both elements are attempting to mitigate the increased costs due to the lack of placements for Looked After Children.Q1 has seen a significant rise in foster carer applications in this period. The new Duty and Commissioning team have	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
				added capacity to the service and we are already seeing impact with placements and prices.Q2 has continued the trajectory above with tighter discussions and process, however the market continues to present a challenge.		

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-19	**SCHOOLS AND INCLUSION, SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (ISEND)** For Children with Special Educational Needs. Inability to secure statutory provision due to lack of availability of specialist placement within the county and increasing demand for placements in this sector. This would put the Council at risk of judicial review and/or negative Local Government Ombudsman judgements for failing to meet our duties within the Children and Families Act 2014, with associated financial penalties and reputational damage.	R	↔	Effective use of forecasting data to pre-empt issues. Work with statutory partners to develop contingency plans. Work with the market to increase provision where needed. Expanding internal interim offer for children.	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-1	**ROADS** Extreme weather events over recent years, including the last winter, have 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.	R	↔	The changing climate is now influencing the rate of road deterioration, with more extreme events such as warmer wetter winters; and drier summers punctuated by unseasonal heavy downpours (drying and shrinking the substructure of roads). Additional funding over the last few years has helped maintain road condition, however, the latest condition and funding modelling showed the potential for deterioration over the next 10 years. Works from additional investment made in 2023 on patching, footway, signing and lining have provided greater network reliance. However, deterioration in road surfaces in 2025 has continued. Recognising this, Cabinet have approved a further £1m in July 2024 for a programme of targeted patching works to address the worst areas of road damage. Mitigations include encouraging road users to report potholes so we can intervene as soon as possible in accordance with our policies; closely managing the operational performance of the highway contractor; and lobbying Government for additional investment as, without it, it will be increasingly difficult to manage the risks of further decline. In conjunction with this, new technologies and materials are being trialled to introduce improvements to practices and ensure works are as efficient as possible. This includes introducing a new Asset Management system with enhanced capabilities for data management and funding modelling, and introducing smart street lighting systems that allow greater control over levels of lighting, reducing energy consumption.	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-4	**HEALTH**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, as well as shared Integrated Care System objectives for jointly managing patient flow through our System.An increase in activity and complexity in the presentation of patients through our acute hospital sites, has resulted in an increase in the NCTR (No Criteria to Reside) numbers and presents a system risk in respect of adequate patient flow. Integrated Care Board (ICB) operating costs and programme funding will need to reduce by 50% by Q3 2025/26 as per a national mandate. For NHS Sussex this means a reduction of 53% which presents a risk to the way ESCC works with the NHS to jointly commission services locally and get the best value out of the collective resources available for our population, and could have implications for the Sussex Integrated Care System (ICS) which would impact on alignment with the Sussex Combined Mayoral Authority Devolution plans.	R	↔	East Sussex was allocated £5,088m, as part of the national Government Discharge Fund Grant for 2024/25, to support local authorities to build additional adult social care and community-based reablement capacity to reduce hospital discharge delays by delivering sustainable improvements to services for individuals - focussed on improving discharge to home, alongside increased therapy and assessment provision and associated plans to reduce the use of bedded discharge pathways. Collaborative work continues with ICB and NHS colleagues on our Hospital Discharge Transformation work and how as a system we can support and expedite discharges from both local and out of county hospitals, to address the increase in the number of patients who no longer meet the Criteria to Reside (NTCR) in an acute hospital bed. National data provided by NHSE places East Sussex the third highest in the country in regard to high numbers of NCTRs compared to local population. In light of this, two Hospital Social Work Teams currently support discharge either through established routes via SPOT purchase or Discharge To Assess beds in the community. Additional support has been provided over Winter via £1million additional joint ESCC and ICB investment. This was utilised through a temporary increase of D2RA ('discharge to recover and assess') and spot-purchased beds in the community to the end of March 25. An additional scheme to expedite discharges of self-funding patients from acute sites was commissioned with Xyla. This supports 15 placements a month and oversight of this is through place-based Operational Executive (OPEX). System funding allocations have been agreed for Q1 2025/26 for Hospital Discharge Schemes, the use of which is being monitored at Place. Building on our ICT development work in 2024/25, we have now established the shadow leadership infrastructure for our 5 Integrated Community Teams (ICTs) in East Sussex across primary, community and social care, linking with mental health, VCSE and housing. This will enable the development of joint local action plans based on population needs and challenges and aligned to the strategic objectives of our health and care system, building on relevant tests of change and other pilot activity to support integrated care through closer working at the neighbourhood level. Over time this is expected to reduce the need for urgent and unplanned attendance and admission to hospital, through moving to a model of better coordinated and proactive multi-disciplinary care for people	R	↑

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
				with complex health and care needs, for example due to multiple long term conditions and frailty.In March 2025 it was nationally mandated that Integrated Care Board (ICB) operating and programme funding costs will need to reduce by 50% by Q3 2025/26, with running costs of £18.76 per head of weighted population set as a national target for ICBs, excluding certain services. This target means each ICB, or the regions they are a part of, must reduce their overall spend per head of weighted population to this level. For NHS Sussex this equates to a reduction of 53%, and comes on top of already having recently restructured significantly to deliver a 30% running costs reduction in 24/25. This presents a risk to the way ESCC works with the NHS to jointly commission services locally and get the best value out of the collective resources available for our population. This could also have implications for the Sussex Integrated Care System (ICS) more broadly, for example if the ICS footprint changes to a larger scale to accommodate the reduction, which would impact on alignment with the Sussex Combined Mayoral Authority Devolution plans. A national ICB model blueprint has recently been produced which describes the future strategic role of ICBs, and signals potential transfers of current Continuing Healthcare, SEND and safeguarding functions, all of which would need primary legislation to enact (and would therefore be post cost reductions). More detail is expected. Feedback about the lack of engagement with Local Government (LG) as a key partner, and the importance of coterminous footprints with the NHS for a future Sussex CMA and Devolution has been given to the Minister for Local Government and English Devolution, and via the LGA. Locally all three Local Authority partner members on the Sussex ICB are in collective agreement about the need for a continuing Sussex ICB footprint and this is being fed into the local planning discussions both formally and informally. The ICB's decision will be made public in June 25.		

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-23	**LOCAL GOVERNMENT REORGANISATION AND DEVOLUTION** Both the proposed creation of a new Mayoral County Combined Authority for Sussex and the proposed transition from a two tier local authority arrangement to a unitary government model for East Sussex will have a significant effect on our workforce. These are likely to lead to additional workloads for staff over the next few years. The timescales for implementation are challenging and will place considerable additional pressures on teams. This could have result in resources being diverted from the ongoing delivery of services and a consequential deterioration in service delivery	R	↔	Through our RPPR process we will continue to review the resources required to support Devolution and Local Government Reorganisation and will lobby Government for additional funding to help support the significant additional workload this will place on the Council. We will also continue our work on supporting staff through change and will ensure all staff are aware of the full range of support available to them. Additional mitigations will be implemented as the potential impact on both the Council and our local area becomes clearer.	A	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-9	**WORKFORCE**An inability to attract and retain the high calibre staff needed could lead to a reduction in the expertise and capacity required to deliver statutory services to our residents, including to prevent harm to children, young people and vulnerable adults at the required level and standards, impacting on the achievement of the Council's strategic objectives.	R	↔	A number of strategies responding to the current significant recruitment and retention challenges have been put in place. Highlights include:- On-going attendance at events such as careers fairs to maximise our presence with job seekers.- Continued use of apprenticeships, traineeships, intern arrangements and more flexible work arrangements etc as a way of bringing in new talent to the Council.- Continued delivery of our two leadership development programmes to support our talent management strategies: the 'Ladder to Leadership' programme and 'Head of Service Masterclasses'.- Provision of 1-1 advice and guidance sessions to prospective candidates who require support around making an application, undertaking interviews etc- Engagement with employees at ESCC, who are under 25, to get feedback on what attracted them to the Council as an employer; and to begin establishing a forum for young people in the new year to highlight any issues, and to attract candidates from a younger demographic to the Council.Additional work undertaken in Q4 includes:- continued delivery of inclusive recruitment training to managers- guidance on making reasonable adjustments for disabled candidates has now been published and promoted to recruiting managers- the Council's suite of recruitment policies is currently being reviewed to embed inclusive practice- guidance on the use of volunteers as a route into the workplace is currently being developed. The intention is for such opportunities to support people who are out of work to come back into the workplace through gaining confidence and experience of work- the 'study smarter' (recruitment platform) monthly views increased from 2,534 in January 24 to 6,251 in December 24- the Council's Apprenticeship team has been invited by the DWP to be part of a mentorship programme for jobseekers aged 18-24, which aims to work in tandem with the Government 'Youth Job Guarantee'	A	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-18	**DATA BREACH** 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. Risks to individuals, reputational damage, fines from the Information Commissioner's Officer (ICO), compensation claims.	R	↔	Policy and guidance procedures in place to support practice. Data Protection Officer (DPO), Caldicott Guardians and Information Governance Officers monitor breach reporting and put in place mechanisms to minimise recurrence. Staff training to develop awareness. E-learning and policy delivery mechanism expanded to enhance skills and increase awareness of responsibilities under General Data Protection Regulation legislation. Technical security measures operated by Information Technology and Digital (IT&D), including access control and segregation of duties.	A	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-6	**LOCAL ECONOMIC GROWTH** The transfer of South East Local Enterprise Partnership (SELEP) responsibilities and functions to East Sussex County Council (ESCC) does not successfully integrate the development of economic strategic planning, business support, and management of capital funded programmes, into Council operations as required by Government policy. Possible consequences if the transfer is not managed successfully include: •Management, monitoring, and evaluation of the current capital programmes do not meet Government requirements, leading to potential clawback of £m funds; or an inability for ESCC to demonstrate it can manage funds successfully, affecting future allocations of growth funds. •Third parties with existing contracts may raise concerns if new / variation funding agreements are not put in place early from April 2024. •Loss of an effective 'business voice' through the current local economic growth board (Team East Sussex) and its various subgroups. •An inability to produce an agreed local economic strategy, which sets the ambitions, objectives, and key outcomes for East Sussex.	R	↔	East Sussex County Council, working with partners, has successfully secured significant amounts of local growth funding totalling £127m since 2012 via the South East and Coast 2 Capital Local Enterprise Partnerships (LEPs), to deliver a wide range of infrastructure projects in East Sussex. In August 2023, Government formally announced that direct funding for LEPs will be removed from April 2024. Upper tier local authorities (UTLA's) will then be required to take on the current non-statutory LEP powers, responsibilities, and functions. These include strategy development, business support and oversight/management of capital programmes. We submitted our proposal to Government in November 2023 to become an UTLA as per the guidance issued. East Sussex has now been confirmed by Government as a 'functional economic area' to take on LEP responsibilities. A recent Government consultation was run in Feb 2025 as Government were minded 'to withdraw' financial support to authorities carrying out the transferred LEP functions. Government has since confirmed in March 2025 that it will remove the funding but expects the authorities to continue to perform the above stated functions. The South East Local Enterprise Partnership (SELEP) and East Sussex County Council have produced integration plans to mitigate the transfer risks on current and future capital programmes; and the financial, legal, and reputational risks. SELEP and our own Corporate Management Team endorsed the integration plans in quarter 3 2023/24, and the plans were taken to Lead Member in January 2024 and approved by Cabinet in March 2024. Further Government guidance and a Local Economic Development Fund - Assurance Framework were finally issued in October 2024 setting out the transition arrangement requirements. Essex County Council (ECC) as the Accountable body for SELEP, have issued on 30 August 2024 a Transition Agreement between all six of the upper tier local authorities (incl. ESCC) to hand over local accountable body responsibilities for the legacy capital programmes to UTLA's. A response has been provided by ESCC and whilst there have been delays from Essex CC in finalising the agreement it is now expected to be signed in early Q1 2025. In the absence of this agreement, East Sussex has established clear governance, reporting and transparency	A	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
				arrangements to address the Government's responsibilities since April 2024 in overseeing the management of current LEP funded programmes/projects.		

arrangements to address the Government's responsibilities since April 2024 in overseeing the management of current LEP funded programmes/projects.

Looking ahead, the lack of large-scale funding programmes to support economic growth across the county presents a significant risk to achieving growth ambitions. Recent funds have been awarded directly to local Borough and District authorities (e.g., UK Shared Prosperity Fund, Levelling Up Funds and and Plan for Neighbourhoods) or funding has come from time-limited specific sources.

We now have a new growth strategy – East Sussex Prosperity - and will be developing in the accompanying investment plan in 2025 with strategic partners to articulate our investment propositions and asks to Government and also respond to the Governments emerging Industrial Strategy and Sector Plans.

The Council is already in a good position to mitigate the risks on business support and ensuring business has a voice. We directly run the Business East Sussex Growth Hub services and Government have confirmed funding 2025/26 and we await to receive the grant terms and conditions for signing in Qtr 1. We will also ensure the business voice continues to be heard through Team East Sussex, our local strategic advisory economic growth board for the county, which continues to meet on a quarterly basis.

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
Strat-21	**CARE ACT REVIEWS AND DEPRIVATION OF LIBERTY SAFEGUARDING (DOLS) ASSESSMENTS**Demand exceeding capacity for annual Care Act reviews and Deprivation of Liberty Safeguarding (DoLS) assessments	R	↔	• These are known issues for virtually all local authorities with social care responsibilities as this activity falls within our duties under the Care Act 2014 and Mental Capacity Act 2005.• We have measures for Care Act reviews and DoLS assessments included in the Council Plan for scrutiny from Members and the public. As of Q4 2024/25, we are meeting our target for adult Care Act reviews (outturn is 6 days against a target of 6 days) and carer Care Act reviews (outturn is -1 day against a target of 6 days, meaning reviews started on average 1 day before their proposed start date). We are also meeting our target for the number of people with a DoLS episode awaiting allocation of a Best Interest Assessor (429 people against a target of 650). • We use regular benchmarking. For example, we have the 3rd lowest number of reviews overdue by more than 12 months out of 18 local authorities in the South East (comparing March 2025 data to August 2023 South East data, which is the latest available). Mitigations and actions:• We are continuing to increase the number of reviews completed year-on-year to help meet increasing demand, and to prioritise reviews according to people's needs. The number of adult Care Act reviews completed increased by 10% in 2024/25 compared to 2023/24, and the number of carer reviews increased by almost 9%.• A project to reduce Care Act waiting times began in April 2024. Since then, the median wait time for adult and carer reviews (combined) has reduced from 7 days to 3 days. As of March 2025, there were no carer reviews overdue by more than 12 months. • We have oversight of performance at all levels of the Council to ensure visibility, accountability and grip. Weekly and monthly reporting is sent to Operational Managers at all levels, and then scrutinised by the Waiting Times Steering Group and the Improvement and Assurance Board on a regular basis. • Since October, we have piloted the delegation portal with our strategic partner Care for the Carers, making it easier and quicker for them to process carer reviews. • Young carers reviews are undertaken by Imago Community, ensuring a timely assessment and review for this cohort.	A	↔