

Strategic Risks - Historic Post Mitigation Rag Ratings													
Ref	Strategic Risks	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	25/26 Q1
5	Reconciling Policy, Performance & Resources	R	R	R	R	R	R	R	R	R	R	R	R
12	Cyber Attack	R	R	R	R	R	R	R	R	R	R	R	R
22	Delivery of Oracle Implementation										R	R	R
15	Climate	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	R
19	Schools and iSEND	R	R	R	R	R	R	R	R	R	R	R	R
1	Roads	A	R	R	A	A	R	R	R	R	R	R	R
4	Health	A	A	A	A	A	A	A	A	A	A	R	R
23	Local Government Reorganisation and Reform											A	A
9	Workforce	R	R	R	R	R	R	R	R	A	A	A	A
18	Data Breach	A	A	A	A	A	A	A	A	A	A	A	A
6	Local Economic Growth	G	G	G	G	G	A	A	A	A	A	A	A
21	Care Act Reviews and DoLS Assessments									A	A	A	A
17	Safeguarding of Children and Young People*	R	R										
8	Capital Programme**	A	A	A	A	A	A	A	A	A			
14	Post European Union (EU) Transition	G											

* 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)

** 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)

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

Strategic Risk Register – Q1 2025/26

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. On 10 June 2025, the Lead member for Resources and Climate Change approved the commissioning of CIPFA to undertake a resilience and governance review in relation to the financial challenge faced by the Council. Officers will consider the recommendations in the report and take forward actions accordingly. 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. 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.	R	↔

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. Ransomware remains the most significant cyberthreat to the UK, primarily driven by financially motivated organised crime groups. The UK's Strategic Defence Review acknowledges daily cyber-attacks as a persistent threat and emphasises a shift towards digital warfare capabilities. Amid a rise of state aligned groups, whilst the UK is not disproportionately targeted, there is 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 or impersonation of Service Desk support). These are becoming harder to identify and filter and rely on user security vigilance in tandem with technical controls. 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 unlicensed 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	↔	Phases 1 and 2 of the implementation, covering Enterprise Performance Management, Finance, Procurement, Oracle Helpdesk and Recruitment, are now live and have successfully exited the period of 'hypercare' (effectively the warranty period for the build quality of the system). These areas of Oracle functionality are now in BAU and the operational risks are therefore being managed on a day-to-day basis through the functional areas and through the Oracle system support team, with the support from the Oracle programme where required. This includes keeping documentation and training materials up to date, managing the Oracle quarterly updates and resolving any queries or issues that may arise, as for any other BAU type activity. Phase 3 (payroll, and employee and manager self-service) is currently in its planning stage. An earliest realistically achievable go-live date for this phase is currently being considered, the delivery of which will include appropriate governance (including risk identification and mitigation, as well as audit), technical implementation, organisational readiness and plans for post go-live support. To complete the phase 3 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 and other key stakeholders therefore have regular conversations with Infosys senior staff and escalate 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	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating	Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating
Strat-15	CLIMATE Mitigation: the Council needs to play its part in meeting both the international agreement to keep the average global temperature increase under 1.5°C above pre-industrialisation levels, as well as the legally binding national target to reach 'net zero' by 2050. Adaptation: the Council needs to adapt relevant services to the predicted impacts of climate change in East Sussex, including more frequent and intense flooding, drought, episodes of extreme heat, and accelerated coastal erosion. If services are not sufficiently adapted to climate change this will lead to an increase in heat related deaths (particularly amongst the elderly), damage to essential infrastructure, property damage from flooding, and disruption to supply chains.	R ↔	Climate change mitigation: the Council's 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 contributed 79% of carbon emissions in 2020/21, though funding constraints mean that the target is extremely challenging to meet. The target for 2025/26 is for the delivery of a further 10 capital schemes, as part of business-as-usual asset management work. In Q1 a total of 5 schemes were completed. A pipeline of additional projects is being developed. The estimated outturn is for 10 capital schemes to be completed this year. Climate change adaptation: the Council is working to ensure that all relevant Council service areas will integrate adaptation into their service planning by 2030 (within the constraint of the resources available). In addition, the Council has some direct responsibilities for county-wide climate change adaptation, for example as the Lead Local Flood Authority. The target for 2025/26 is to develop service-based guidance and tools on integrating climate adaptation and trial with 3 services. The 3 service areas are currently being identified. The corporate Climate Emergency Board oversees progress for both mitigation and adaptation. Ultimately there is not sufficient funding available for the Council to be able to keep pace with the science-based target to half 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 including working with its supply chain on Scope 3 emissions.	R ↔

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 door Delivery of early help services, implementation of Family Hub programme throughout 2023-24, and Level 2 Family Keyworkers Implementation, monitoring and evaluation of Edge of Care 'Connected Families', The Family Hubs programme has been implemented across East 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 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.	R	↔

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 continued deterioration over the next 10 years. The highway's maintenance budget for 2025/26 only includes government grant. In previous years we have increased spend through borrowing. We no longer have the flexibility to borrow because of the broader revenue pressure on Council services. This means the level of funding available is below the £25 million needed each year to keep our roads in a steady condition. This funding shortfall, alongside rising costs, presents a considerable challenge in maintaining current standards across the whole network. As a result, we are now taking a more targeted approach to managing network condition—prioritising routes of highest importance to ensure we maintain a safe and resilient core network. This means making difficult decisions about where limited resources can have the greatest impact. In East Sussex, we are focusing on A and B roads and key non-principal routes* that form part of our resilient network, because they are vital for emergency services, public transport, and the local economy. 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. * Due to poor delivery planning by the appointed contractor, the routine Coarse Visual Inspection (CVI) survey of the U-road network, used to produce data for maintenance planning, is recommended to Cabinet to have a 'zero return' for 2024. This area will be re-surveyed, by a new highway condition survey contractor, in 2026 to re-establish a reliable condition baseline for that area. See Appendix 6 for full details.	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 (NCTR) in an acute hospital bed. 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 capacity has been provided through 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 Q1 2025/26. 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 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). Notwithstanding 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 MCA, NHS Sussex will 'cluster' with NHS Surrey Heartlands and NHS Frimley from Q3 2025/26 prior to the creation of a combined NHS Surrey and Sussex ICB from Q1 2026/27. Discussions are ongoing to	R	↔

Ref	Strategic Risks	Pre Mitigation RAG rating		Risk Control / Response and Post Mitigation RAG score	Post Mitigation RAG rating	
				secure appropriate (East Sussex) Place based decision making, resource allocation and local authority representation within the new NHS organisation.		

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 in key services and roles 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 have been put in place to support our recruitment and retention aims. Work being undertaken includes: - ongoing use of apprenticeships, traineeships, intern arrangements and more flexible work arrangements etc as a way of bringing in new talent to the Council. - the launch of a new recruitment website 'East Sussex County Council Careers' which contains a range of engaging content about working for the Council as well as step by step guidance on applying for our jobs. - the delivery of mentoring to young people in care by Adecco (the Councils Agency supplier) as part of their social value offer. - 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 to highlight any issues, and to attract candidates from a younger demographic to the Council. - continued delivery of inclusive recruitment training to managers. - ongoing promotion of guidance to managers on making reasonable adjustments for disabled candidates. - guidance on the use of volunteers as a route into the workplace is 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. - a review of the current leadership development offer following the delivery of our two leadership development programmes: 'Ladder to Leadership' and 'Head of Service Masterclasses'.	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 devolution of powers, responsibilities, functions and funding through a Mayoral Combined County Authority (MCCA) for Sussex will lead to significant changes, impacts and opportunities for East Sussex County Council (ESCC) in enabling and supporting the local economic growth for our residents, businesses and visitors. Possible consequences if the devolution is not managed successfully include: • Ineffective structures and mechanisms to position and make the case for local economic growth in East Sussex • The county unable to access future investment opportunities if East Sussex does not influence strategy development and adoption to determine strategic priorities at MCCA level • Lack of development of a credible pipeline of investments that will seek to maximise the levels of funding • Lack of funding secured from MCCA for major programmes, which then limits our ability to raise GVA and productivity in the area; • Loss of an effective 'business voice' through the current local economic growth board (Team East Sussex) and its various subgroups able to provide intelligence and set the strategic direction for the county.	R	↔	In July 2025 the Government approved the Sussex and Brighton MCCA, to cover East Sussex, West Sussex and Brighton and Hove, to be established from May 2026. At this stage the details are unclear as to how the devolved functions will operate between the new MCCA and existing upper tier authorities (and then subsequently the unitary authorities, as a result of Local Government Reorganisation from May 2027). Our risk control/response will be adjusted as information becomes available to consider the wider impact / opportunity this will have on the local economy through the development at a Sussex wide level of jointly agreed strategies and the resulting funded and commissioned programmes. As part of our initial response to mitigate these risks we are undertaking the following: • new Local Transport Plan 4 to 2050 is in place and we are developing a series of accompanying transport modal strategies, alongside investment plans to support the implementation of the devolved MCCA transport powers. • We and strategic partners are developing an investment plan in 2025 to accompany the 'East Sussex Prosperity to 2050' economic growth strategy to articulate our investment propositions and asks to the new devolved MCCA and Government, whilst also addressing the Governments emerging Industrial Strategy and Sector Plans. • We run the East Sussex Growth Hub services and Government have confirmed funding 2025/26 and in future years will provide a multi-year funding settlement for 2026-28. • We 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. The Council is in a good position to mitigate risks on employment support and skills as it will be contributing to the development of the Get Sussex Working Plan by September 2025 and the Local Skills Improvement Plan by March 2026, alongside delivering major Government funded programmes for Connect to Work, Skills Bootcamps and Careers hub to name a few.	A	↔

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	↔