

Risk Log

The purpose of this document is to summarize, analyse and assign a status to project risks.

Project Title	Crisis and Resilience Fund
Reference	
Sponsor	Mark Hendriks
Customer	Crisis and Resilience Reference Group
Author	East Sussex County Council
Date	06 May 2026
Version	V7

No .	Descriptor and date raised	Risk ¹	Impact ²	Risk assessment G = Low; 1 A= Medium 2 R= High 3 Impact x Likely = Result			Proposed or actual Countermeasure(s) ³	Revised Impact	Revised Likelihood	Result	owner
				Impact	Likely	Result					

1.	Scheme design	Requirement for data systems that can adequately support application processing, client journey/ impact tracking	Application processing 1. Unable to track decision making to support audit requirements and appeal requirements 2. Unable to meet 48-hour award target due to manual processes Client Journey/impact tracking 1. Limited ability to follow client journey 2. Limited ability to track long-term impact of interventions	3	2	6	Application processing 1. Track decision making through provider systems and standardise these across providers if multiple 2. Streamline data collection and retention – agree minimum datasets Client Journey/impact tracking 1. Explore options for client follow-ups with consent, to track journey and impact of sample cohorts 2. Anonymised case studies and qualitative reporting requirements to illustrate impact, alongside anonymous impact measures	3	1	3	MH
2.	Scheme design	Requirement for data systems that can adequately support reporting for DWP compliance	Reporting for DWP compliance Limited ability or inability to meet DWP reporting requirements	3	1	3	1. Reporting for DWP compliance Ensure data requirements for DWP monitoring are embedded in delivery partner agreements	3	1	3	MH
3.	Scheme design	Multiple schemes operating simultaneously via different organisations	Risk of duplicate applications/ awards being made, risk increased due to higher application rates anticipated	2	3	6	1. Explore options with delivery partners to enable cross-checking of payments awarded 2. Expectation that provider will mitigate potential duplicate applications through application questions	2	2	4	MH

4.	Scheme design	Multiple schemes operating simultaneously via different organisations	Inability to report on numbers of repeat applications within 12 months, as required by DWP monitoring guidance	2	3	6	1. Both VCSE scheme and CSD schemes will be able to track repeat applications. 2. DWP has advised ESCC has local discretion to minimise risk	2	2	4	MH
5.	Scheme design	Multiple schemes operating simultaneously via different organisations	Inconsistency in award process if eligibility criteria are unclear – potentially leading to higher numbers of appeals	2	2	4	1. Standardised data requirements and application processes across provider organisations 2. Develop standard appeals process	2	1	2	MH
6.	Scheme design	Multiple schemes operating simultaneously via different organisations	Higher administrative costs for multiple organisations to carry out separate processing, monitoring, treasury management and appeals functions	2	3	6	ESCC will seek to procure most cost-effective model of delivery	2	2	4	MH
7.	Scheme design	Lack of agreed localised referral pathways	Inability to implement DWP's goals of service consistency via 'no wrong door'	2	2	4	1. Engagement meetings scheduled with CSD and key delivery partners to discuss eligibility criteria and referral routes 2. Agree referral pathways with all delivery partners	2	1	2	MH

8.	Operational delivery	End of universal distribution of food vouchers to families eligible for Free School Meals	1. Political implications of decision, and possibility of negative media coverage 2. Local elections scheduled for May 2026 – Pre-Election Period likely to commence from 30 March	3	2	6	1. Clear explanations to elected members in reports 2. Seek guidance from democratic services and DMT regarding management of FSM voucher comms schedule 3. Plan communication before and after election period	3	1	3	MH/ CSD
9.	Operational delivery	End of universal distribution of food vouchers to families eligible for Free School Meals	Financial implications of decision for families previously eligible – likelihood of increased application volumes to crisis payment scheme	3	2	6	1. Agreement to extend universal distribution until May half term, to allow time for communication with families affected 2. Increased funding for Holiday and Food programme to increase provision in areas with highest levels of demand 3. Aiming for new crisis payment scheme to be open for applications from September 2026 4. Communications in plan to be put in place to ensure effective engagement with families and schools around this change	3	1	3	MH

10.	Operational delivery	Implementation timing – DWP require new schemes to operate from April 2026, where possible	1. Lead in time for commissioning and mobilisation of some new services mean not all CRF services will be operational until Autumn 2026 2. Risk to service and staff continuity within the VCSE sector	3	2	6	1. CSD Huggg vouchers available from April 2026. 2. Clear communication with residents on existing services available to support financial wellbeing 3. Put in place CRF Resilience funded services (advice) from Summer 2026 where possible	3	1	3	MH
11.	Operational delivery	Demand for crisis payments exceeds funding available – DWP requirement that crisis payment scheme operates throughout the year	1. Application volumes to crisis payment scheme are unknown due to ease of application (online), greater publicity and FSM vouchers ending – estimated minimum of 1000 applications p/month 2. DWP likely to put out own comms around scheme, potentially making it more difficult to control demand locally	3	2	6	1. Crisis payment scheme specification to contain specific SLAs pertaining to <u>minimum</u> application volumes to enable providers to plan to meet 48hr application processing timescales, and pre-agreed contingency arrangements if application volumes higher than expected 2. Specification to contain specific treasury management requirements, to allow monthly reporting and quarterly reviews of payment levels and flex of eligibility criteria as required	3	2	6	MH

12.	Future planning	CRF Housing Payment integration in Yr 3	1. Advance preparation required to ensure smooth integration across 5 D&Bs 2. New allocation methodology and admin costs integrated in CRF Housing element from April 2028 – adequate financial provision will need to be agreed in advance (estimated £250k)	2	2	4	1. Planning for CRF Housing Payment integration to be overseen by CRF Project Board and via the CRF Reference Group 2. Coordination of plan to be led by D&B Revs & Bens Management group 3. Obtain political support for planned integration at early stage	2	1	2	MH/ D&Bs
13.	Future planning	Local Government Reorganisation	Management of Yr 3 of CRF in context of wider changes to political and organisational contexts	3	2	6	Explore opportunities to better understand plans for LGR over next two years, and to plan accordingly	3	1	3	MH
14.	Delivery Plan Non-Compliance	Delivery plan incomplete, incorrect, missing required sign-off, or not on the official DWP template. CRF requires a compliant delivery plan with strict checks.	Plan rejected; delays in approval; reputational damage.	3	1	3	Robust QA process; use official template; ensure Section 151/CFO sign-off; early timelines for submission.	3	1	3	MH

15.	Inaccurate Reporting of Spend, Activities or Outcomes	Fragmented partner data leads to errors in required MI returns; CRF requires reporting actual spend, activities and measurable outcomes.	DWP challenges; potential funding delays; lower confidence in monitoring effectiveness.	3	2	6	Standardised reporting templates; monthly data validation; defined data dictionary; partner training.	3	1	3	MH
16.	Insufficient Capacity for CRF Delivery	Staff/partners lack capacity to scale crisis support and resilience services.	Failure to deliver measurable outcomes required by CRF and expected by DWP.	3	2	6	Capacity mapping with providers; flexible commissioning; strengthen VCSE partnerships.	3	1	3	MH
17.	Weak Governance & Oversight	Lack of coordinated oversight of spend, performance, risk and outcomes.	Reduced strategic control; missed issues; poor adaptability	3	1	3	Establish CRF Project Board and CRF Steering Group; quarterly reviews; escalation paths to DMTs	3	1	3	MH
18.	Accessibility Barriers for Residents	Inconsistent front doors; digital exclusion; complex referral processes.	Inequitable access; missed support for high-need groups.	3	1	3	Multi-channel access (phone, online, in-person); wide communication; VCSE outreach.	3	1	3	MH
19.	Codesign Co-commissioning	Conflict of interest	Risk of inequity if Conflict of Interest if VCSE Alliance representatives have an interest in bidding for future service	3	1	3	Clear demarcation of ending of co design stage for service specification to ensure parity Review of CRF Reference Group terms of reference	3	1	3	MH
20	Governance (13 April 2026)	Changing priorities of Elected Members, particularly after May elections	Requirement to shift funding arrangements or hold back on plans	2	2	4	Prepare Lead Member papers to agree DWP Delivery Plan based on proposals approved by Lead Members in March 2026	2	1	2	MH

21	Service sustainability	Food banks and community food organisations are unable to adapt to new requirements	Food banks have insufficient funding and reduce services or close, affecting resident wellbeing	2	2	4	Exercise discretion and flexibility in application of CRF guidance Work closely with areas most vulnerable to change (Lewes District) to support mitigations and transition arrangements	2	1	2	MH
----	-------------------------------	---	---	---	---	---	---	---	---	---	----

Guidance notes

¹ Risks are potential problems that have not yet occurred.

² Impact summarizes the degree to which the risk will affect the project.

³ Countermeasures might take the following forms: prevention – what can be done to stop it happening; reduction – what can be done to reduce the risk; transference – what can be done to change the risk; contingency – what will be done if it happens; acceptance – acknowledge and continue.