



## Committee report

Committee	<b>AUDIT COMMITTEE</b>
Date	<b>16 MARCH 2020</b>
Title	<b>THE COUNCIL'S RISK PROFILE</b>
Report of	<b>ASSISTANT CHIEF EXECUTIVE &amp; CHIEF STRATEGY OFFICER</b>

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### EXECUTIVE SUMMARY

1. The purpose of this report is to give the committee an opportunity to review the current position with regard to the council's strategic risks. The committee's terms of reference include the provision for consideration of "the effectiveness of the council's risk management arrangements".

### BACKGROUND

2. This is the fourth update of the Strategic Risk Register within the 2019/20 reporting period. The risks were included within the Isle of Wight Council's revised Corporate Plan that was approved by Full Council in July 2019 or have been added by the Corporate Management Team.
3. Strategic risks are also referred to within the Quarterly Performance Management Reports (QPMR) that are presented to Cabinet. The Quarter 3 QPMR was reviewed by Cabinet on 12 March 2020.

### RISK CHANGES

4. Corporate Management Team (CMT) have made the following amendments to risk scores between the last report to Audit Committee (2 December 2019) and this current report. The register was considered by CMT on 18 February 2020:
  - (a) Strategic risk 1 - Lack of financial resource and the ability to deliver the council's in-year budget strategy. Reduce from 8 AMBER to 7 AMBER
  - (b) Strategic risk 8 - Failure to identify and effectively manage situations where vulnerable adults are subject to abuse. Increase from 9 AMBER to 12 RED
  - (c) Strategic risk 11 - Brexit - Uncertainty during transition period, followed by potential legislative, funding and policy changes after the UK leaves the EU may adversely affect the council and its ability to provide services. Reduction from 14 RED to 12 RED.
  - (d) Strategic risk 14 - Insufficient regulatory compliance for buildings under the Council's ownership. Reduction from 14 RED to 10 AMBER.

- Strategic Risk 13 regarding Pandemic Flu has been expanded to include the risk surrounding the Covid-19 virus and reflect the measures being taken around this threat. It is anticipated that a separate Strategic Risk will now be required for this matter.

### Reporting methods

- Updates are requested from all mitigation owners at the beginning of each month. These updates are then added to the risk register and included in this report.
- All risk scoring is decided by Corporate Management Team which reviews the Strategic Risk Register each month
- Risk owners have been requested to provide timescales for the mitigating actions associated with each risk where it is possible and appropriate to do so.
- In order to see which information has been updated since the previous report in December 2019, any additional comments are shown in *italics*. Where mitigation has not been updated the date of the last update is shown.

### Strategic risks

- Each strategic risk and its mitigation are detailed below:

STRATEGIC RISK 1					
Lack of financial resource and the ability to deliver the council's in-year budget strategy			Assigned to: Director of Finance and Section 151 Officer		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>5 GREEN</b>	<b>7 AMBER</b>	<b>8 AMBER</b>	<b>8 AMBER</b>	<b>3 GREEN</b>
Mitigation					
<b>Close monitoring of revenue spend</b>		<p><i>Budget positions are reported quarterly to service management, CMT and Cabinet. At the end of Quarter 3 the council is forecasting a balanced budget with £0 variance.</i></p> <p><i>Further update will be provided in line with end of Quarter 4 reporting of finance to Cabinet (May 2020).</i></p>			
<b>Close monitoring of income realisation against target</b>		<p><i>Income realisation is monitored monthly and reported to cabinet quarterly. At the end of Quarter 3, the draft outturn indicated an under achievement of £359,000. This is mitigated by the overall budget position which is forecasting a balanced budget.</i></p> <p><i>Further update will be provided in line with end of Quarter 4 reporting of finance to Cabinet (May 2020).</i></p>			

<b>Close monitoring of achievement of savings plans</b>	<p><i>Achievement of savings are monitored monthly and reported to cabinet quarterly. At the end of Quarter 3 it is forecast that we will underachieve by £1.4m. Mitigating underspends have been identified resulting in a current forecast balanced budget for year end</i></p> <p><i>Further update will be provided in line with end of Quarter 4 reporting of finance to Cabinet (May 2020).</i></p>
<b>Close monitoring of capital spend</b>	<p><i>Budget positions are reported quarterly to service management, CMT and Cabinet. At the end of Quarter 3, the forecast outturn position for the capital programme indicated expenditure of £24 million against a budget of £28.7 million.</i></p> <p><i>Further update will be provided in line with end of Quarter 4 reporting of finance to Cabinet (May 2020).</i></p>

<b>STRATEGIC RISK 2</b>					
<b>Lack of financial resource and the ability to deliver the council's medium-term financial strategy</b>			<b>Assigned to:</b>  <b>Director of finance and section 151 officer</b>		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>9 AMBER</b>	<b>13 RED</b>	<b>13 RED</b>	<b>13 RED</b>	<b>13 RED</b>
<b>Mitigation</b>					
<b>Updated medium term financial strategy (MTFS)</b>	The MTFS is reviewed regularly by Financial Management as part of the budget setting process. A full revision of the budget and future forecast and resulting savings requirements is presented to Full Council each February.				
<b>2020/21 budget setting process</b>	<i>The budget for 2020/21 was agreed by Full Council in February 2020. The budget includes the identification of £4.5 million of savings, the delivery of which will be monitored throughout the year. A capital programme of £44.2 million was also agreed and will be subject to regular monitoring throughout the year.</i>				
<b>2021/22 budget setting process</b>	<i>The budget process for 2021/22 will commence in due course during the next financial year.</i>				

<b>STRATEGIC RISK 3</b>					
<b>Insufficient staffing capacity and skills</b>			<b>Assigned to:</b>  <b>Director of Corporate Services</b>		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>8 AMBER</b>	<b>6 GREEN</b>	<b>6 GREEN</b>	<b>7 AMBER</b>	<b>8 AMBER</b>
<b>Mitigation</b>					

<p><b>Delivery of recruitment and retention strategy and action plan</b></p>	<p><i>The overall aim to address known occupational staffing capacity issues is to secure:</i></p> <ul style="list-style-type: none"> <li>• <i>an improvement in the council being recognised as a good employer</i></li> <li>• <i>a reduction in the number of interims and agency staff required in critical occupational roles</i></li> <li>• <i>more timely recruitment through increased efficiency in recruitment processes</i></li> <li>• <i>the right people, in the right place, at the right time.</i></li> </ul> <p><i>The council's recruitment policy and practice guidelines have been refreshed to make sure that they are easily accessible and to navigate. On-line training resources are also being developed to support recruiting managers that can be accessed as and when it is required. This work is scheduled to be completed by 30 April 2020.</i></p> <p><i>A review of agency spend and the challenges faced in securing agency staff in specific and specialist occupational roles has been completed and the corporate management team has considered the options to assist with both a reduction in costs and in the effective management of agency contracts. A transformation fund bid is to be prepared as a means to provide additional short-term officer capacity to assist with the delivery of these agreed actions in which it is anticipated there will be an overall reduction in the level of spend year on year on agency staff. This work is scheduled to also be completed by 30 April 2020.</i></p> <p><i>Improvements to the council's front facing website pages for recruitment has given greater emphasis to the employment offer and the benefits of working for the local authority and living on the Isle of Wight. It is still early days to be able to provide any evidence that this is having a positive impact on recruitment success. In the absence of sufficient capital resources being available for the period 2020/21, the bid for the procurement of a new e-recruitment system was unsuccessful. Consideration is now being given to the potential additional improvements that could be made by current automated systems and business processes as an alternative. This will be work that will be scheduled into workplans for completion by 31 March 2021. There have been positive reports received from recruiting managers following the introduction of dedicated HR support in the management of recruitment campaigns and processes required for authorisation and new starters.</i></p> <p><i>The work undertaken to review the current benefits package for staff has been completed and is due for re-launch by 31 March 2020. It is anticipated that this will highlight to potential applicants, in a much more user-friendly format, what the employment offer is. It will also serve as a useful reminder to existing staff.</i></p>
<p><b>Regular monitoring, analysis and review of organisational health indicators</b></p>	<p><i>Organisational Health indicators are reviewed by Cabinet every six months. The last update having been provided to their meeting in December 2019.</i></p> <p><i>While there has been a continued downward trend in sickness absence, this is now showing signs of increase, particularly in relation to absences that are over 28 days in length. This has led to a review of the current absence management strategy with a view to considering the options for improvement which will be presented to the corporate management team in March 2020.</i></p>

	<p><i>The corporate management team now receive a monthly sickness absence report to provide strategic oversight and monitoring of required actions to secure improvements. Directors also receive monthly reports for their directorate service areas, and which are required to be reviewed and follow up actions instigated with managers. This will continue throughout the year to ensure that proactive management action is taken to address any issues of concern.</i></p> <p><i>The mental health working group that oversee the delivery of the agreed action plan that underpins the council's commitment to the mental health pledge continues to provide a range of information, guidance and signposting to sources of professional help. There are trained mental health first aiders in most service areas, who provide a valuable contact point for staff in need of help. The focus of the work of the group will now be to develop resources that help to promote wellbeing and personal resilience, and these will be developed over the next twelve months.</i></p> <p><i>The annual staff survey results have now been discussed by the corporate management team and a revised BIG action plan will be developed in response. Each director has received a directorate report which they will be required to share and engage with staff to identify specific actions to address any concerns of staff in service areas to complement the corporate BIG action plan.</i></p>
<b>Workforce planning</b>	<p><i>The council's quarterly pulse survey and staff survey results show that there have been significant improvements secured as a result of the revised performance review process that was introduced in 2019 and in completion rates. However, this new process needs to be embedded and continued effort to ensure that every member of staff has an annual BIG conversation to agree work objectives and to identify the support required in delivering them as well as identification of career development aspirations that can assist with longer term workforce planning.</i></p>

<b>STRATEGIC RISK 4</b>					
<b>A change in organisational culture fails to keep a pace with the speed of organisational change, negatively impacting on the delivery of the required transformation to deliver the corporate plan</b>			<b>Assigned to:</b>  <b>Director of Corporate Services</b>		
<b>Inherent score</b>	<b>Target score</b>	<b>Current score</b>	<b>Previous scores</b>		
<b>16 RED</b>	<b>6 GREEN</b>	<b>7 AMBER</b>	<b>7 AMBER</b>	<b>7 AMBER</b>	<b>8 AMBER</b>
<b>Mitigation</b>					
<b>Leadership and management development</b>	There is now a regular quarterly programme of manager conferences taking place as an opportunity for professional development, networking and the development of corporate initiatives that seek to improve people management within the council.				

	<p>There is also a corresponding leadership forum in place that meets on a quarterly basis for senior managers.</p> <p>A “growing leaders” network is also in place to aid the development and testing of new corporate people management and workforce development initiatives as well as to act as a think tank for common problems and issues.</p> <p><i>A Local Government Association commercial skills programme has been commissioned for delivery in March 2020/21 to underpin the delivery of the council’s recently agreed commercial strategy. Corporate Management Team and their direct reports will be invited to participate in order to provide the necessary leadership and management support in the development of our commercial practices.</i></p>
<b>Workforce development programmes/ initiatives</b>	<p>A corporate programme of core learning and development is in place, utilising a combination of face to face and e-learning opportunities and is designed around the essential learning needs of staff.</p> <p><i>The newly procured Learning Management system is nearing its initial launch in March 2020. The new system will be integrating classroom and digital learning as well as providing employee and managers dashboards to view learning progress. An improved suite of content will be available to staff together with a manager “toolkit” providing access to a wide range of resources that can assist with their people management responsibilities.</i></p>
<b>Delivery of the council’s BIG Action Plan</b>	<p>There has also been a formal launch of the ‘BIG Ideas’ scheme for staff to submit their ideas for commercial opportunities and/or efficiency savings and improvements. <i>There is now an ideas board in place that provides a forum for the development of initiatives put forward and to assess the potential of submitted ideas that could be pursued.</i></p> <p>There is continued roll out of the replacement IT equipment programme in which staff are being enabled to have the right tools for the job and which enables them to work more efficiently and from any location. Just over 1,000 new laptops have now been deployed across the workforce to date. This rollout will complete in February 2020.</p> <p><i>A record number of nominations were received for this year’s staff awards ceremony and the event held on 31 January 2020. This is an important event in the calendar to celebrate the successes, achievements and outstanding work of our workforce.</i></p>

STRATEGIC RISK 5					
Failure to improve educational attainment			Assigned to:  Director of Children’s Services		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>6 GREEN</b>	<b>9 AMBER</b>	<b>9 AMBER</b>	<b>9 AMBER</b>	<b>10 AMBER</b>

<b>Mitigation</b>	
<b>Delivering Educational Excellence – ensuring that all schools are good or better</b>	<ul style="list-style-type: none"> <li>• Annual reviews of every school with termly challenge visit and bespoke improvement support</li> <li>• Annual discussions with academies</li> <li>• Supporting governing bodies to improve</li> <li>• Training opportunities that raise awareness and improve safeguarding practices</li> <li>• Identifying a ‘targeted offer’ and ‘establishing ‘good practice reviews’</li> <li>• Implementing a high quality and cohesive professional offer</li> <li>• Investing in recruitment and retention strategies</li> <li>• Developing an ‘affordable schools’ strategy</li> <li>• <i>Continue to work with schools preparing for inspection under the new Ofsted framework that was implemented in September 2019.</i></li> </ul>
<b>Delivering Educational Excellence – building on the improvements in standards</b>	<ul style="list-style-type: none"> <li>• Use the Leadership and Learning Partner (LLP) to support and challenge the improvement of standards in Island community schools</li> <li>• Provide guidance and support on Key Stage 1 and Key Stage 2 standards and statutory assessment arrangements</li> <li>• Key Stage 2 results for 2018/19 have shown considerable improvement especially in mathematics as a result of a targeted intervention in maths teaching. This will be followed up over the next academic year to ensure improvements are embedded. Seventy four per cent of IW pupils achieved age related expectations (ARE) in maths which was an 8% improvement on 2017/18.</li> <li>• In reading and writing, IW pupils results also improved and, in both cases, narrowed the gap between IW achievement and the national average.</li> <li>• <i>GCSE results for IW schools improved in the 2018/19 academic year but remain just below national averages</i></li> <li>• <i>Provisional 2019/20 academic results will be available during summer 2020.</i></li> </ul>
<b>Delivering Educational Excellence – ensuring schools are good for all children</b>	<ul style="list-style-type: none"> <li>• Use the LLP programme to evaluate the performance of vulnerable groups of children and the provision for them and support schools in bringing about improvements</li> <li>• Further develop schools’ leadership of teaching and learning, getting it right for all pupils including the more vulnerable</li> <li>• Build upon joint training with Her Majesty’s Inspectorate and other leading experts on inclusion matters for secondary schools</li> <li>• Provide ongoing support and challenge in relation to exclusions and attendance</li> <li>• Work with local stakeholders to develop a better transition between schools and employment.</li> <li>• Develop support to parents of home educated children.</li> <li>• <i>73.5% of IW schools are currently rated good or outstanding and signs from inspections undertaken in 2018/19 is that this will improve over the coming months.</i></li> </ul>
<b>Delivering Educational Excellence – leading a cohesive system</b>	<ul style="list-style-type: none"> <li>• Work in partnership with the two dioceses who provide many of the Island’s schools</li> <li>• Liaise with education partners including teaching schools, trusts and others to focus their potential for impact</li> </ul>

<b>for children based on effective partnership working</b>	<ul style="list-style-type: none"> <li>• Work with south coast universities to promote excellence, aspiration and opportunities for routes into higher level education</li> <li>• Support and challenge for all schools that become academies.</li> <li>• Improving community perceptions of education on the Island</li> <li>• Enhance careers advice and guidance and engagement with industry and commerce.</li> </ul>
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STRATEGIC RISK 6					
Failure to identify and effectively manage situations where vulnerable children are subject to abuse			Assigned to:  Director of Children’s Services		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
16 RED	5 GREEN	8 AMBER	8 AMBER	8 AMBER	8 AMBER
Mitigation					
<b>Corporate Parenting Board</b>	<p>The Ofsted inspection report published on 7 January 2019 highlights that:</p> <p>“Corporate parenting is much stronger across the council since the last inspection. The Corporate Parenting Board receives regular, comprehensive performance data and reports, enabling effective scrutiny and challenge. The Corporate Parenting Board maintains a strong focus on achieving positive outcomes for children in care and care leavers. A high number of young people are supported to attend university and the council actively promotes apprenticeships, particularly for those with care experience. ‘Hearing young people’s experience’ (HYPE), Isle of Wight’s children in care council, is an active and influential part of the Corporate Parenting Board.”</p> <p>Corporate Parenting Board meetings take place quarterly. <i>Corporate parents attended each activity during the Have Your Say Week during the Summer.</i></p>				
<b>Multi-agency integrated commissioning board</b>	<p>Children’s social care is going out to sole tender for a “Pathways to Independent Adulthood” supported accommodation provision.</p> <p>“Care leavers have been actively involved in improving service delivery, such as through the tendering process for the new supported housing pathway and the local offer for care leavers.” (Ofsted 2018)</p> <p>This is one of four recommendations for improvement from the 2018 Ofsted inspection. There is a need to ensure that the separate commissioning strategy through Housing services is integrated to ensure a pathway of provision, the risk is this could become a disjointed/duplicate provision. This has been raised at the Housing Vulnerable People Programme Group which will now provide the oversight of all commissioning, activity and housing provision across the council.</p>				
<b>Quarterly performance reports to Scrutiny Committee</b>	<p>Performance reports are viewed regularly by the Policy and Scrutiny Committee for Children’s Services.</p> <p><i>In November 2019, as well as the <a href="#">quarterly performance report</a>, the following were reviewed by the Scrutiny Committee:</i></p>				



	<ul style="list-style-type: none"> <li>• <a href="#">IW Safeguarding Children Board Annual Report 2018/19</a></li> <li>• <a href="#">Hants and IW Children and Young Peoples Mental Health and Emotional Wellbeing Local Transformation Plan</a></li> <li>• <a href="#">Fostering progress report</a></li> <li>• <a href="#">Adoption annual report</a></li> </ul>								
<p><b>Regular scrutiny of social work caseloads</b></p>	<p>The Ofsted inspection report published on 7 January 2019 highlights that: “The vast majority of practitioners say that their caseloads are manageable. Inspectors found that a small number of caseloads were too high. The local authority has secured further financial investment to reduce caseloads further.”</p> <p><i>The average caseload is between 19 and 20.</i></p> <p>Caseloads are scrutinised by senior management on a weekly basis and the transformation programme which started in February 2019 will secure further improvements in caseloads. <i>Two new children’s mental health professionals have been recruited as part of the Resilience Around Families Team (RAFT) to provide additional resources for social workers to draw upon.</i></p>								
<p><b>Quality assurance framework (monthly case audits concentrating on quality of practice)</b></p>	<p>Audits began in April 2018 and are continuing. They include practice observations, auditing of supervision files and quarterly ‘windows into practice’ weeks. Quarterly reports are provided to senior managers which identify key themes and these become a focus for workforce development.</p> <p>“A comprehensive quality assurance programme, combined with the rigorous use of performance information, enables leaders to maintain effective oversight of practice. Performance meetings take place in every part and level of the service. Regular auditing by managers and senior leaders, alongside social workers, provides helpful opportunities for reflection and learning” (Ofsted 2018)</p> <p>Monthly meetings now take place to review audits and actions and quality of practice. The senior management team also undertake an audit of audits on a monthly basis to quality assure the auditing process.</p>								
<p><b>Annual self-evaluation and annual conversation between Director and Ofsted</b></p>	<p>An Ofsted inspection of children’s social care services took place in November 2018, with the report published in January 2019. <a href="https://files.api.ofsted.gov.uk/v1/file/50048228">https://files.api.ofsted.gov.uk/v1/file/50048228</a></p> <p>Judgement highlighted below:</p> <table data-bbox="443 1644 1410 1814"> <tr> <td>The impact of leaders on social work practice with children and families</td> <td>Good</td> </tr> <tr> <td>The experiences and progress of children who need help and protection</td> <td>Good</td> </tr> <tr> <td>The experiences and progress of children in care and care leavers</td> <td>Good</td> </tr> <tr> <td>Overall effectiveness</td> <td>Good</td> </tr> </table> <p>An annual self-evaluation was produced for the annual conversation with Ofsted in April 2019. This highlighted strengths and areas for development, which Ofsted will use as basis for future inspections. The current self-evaluation is being updated for the 2020 annual conversation.</p>	The impact of leaders on social work practice with children and families	Good	The experiences and progress of children who need help and protection	Good	The experiences and progress of children in care and care leavers	Good	Overall effectiveness	Good
The impact of leaders on social work practice with children and families	Good								
The experiences and progress of children who need help and protection	Good								
The experiences and progress of children in care and care leavers	Good								
Overall effectiveness	Good								

STRATEGIC RISK 7					
Failure to recruit acceptable quality of professional practice across Adult Social Care (ASC) and Housing Needs			Assigned to: Director of Adult Social Care		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
14 RED	6 GREEN	8 AMBER	8 AMBER	9 AMBER	9 AMBER
Mitigation					
<b>ASC Programme Board</b>	<p>All ASC projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to the ASC Transformation Board. Programme board highlight report reflects the corporate standard.</p> <p>Highlights and key issues from the ASC Programme Board are included in a council wide summary report of all programme activity that is presented on a bi-monthly basis to the Strategic Programme Board (whose membership is the same as the Corporate Management Team) and a member review board chaired by the leader.</p>				
<b>ASC restructure to support person centred care</b>	<p><i>We continue to work with Prof Sam Barron (Head of Social Work, Manchester Metropolitan University and author of Strength-based approach practice framework, Department of Health and Social Care) to embed strength-based leadership systems and behaviours throughout department and to support the cultural change which underpins strength-based practice across our care management teams.</i></p> <p><i>We have successfully restructured the Care Management Teams in ASC in order to maximise the potential for integration with Health. Specifically, we have added Care Management resource to the three locality teams and, in alignment with the Health &amp; Care Plan, are working to align ASC, Mental Health and Learning Disability services with the NHS Trust.</i></p>				
<b>ASC recruitment and retention</b>	<p>Vacancy monitoring within ASC now forms part of the monthly ASC Service Board Performance Report. The temporary ASC recruitment co-ordinator appointed now supports with vacancy management, recruitment advertising, interviews &amp; pre-employment checks, this has resulted in an overall reduction of number of vacancies, improved retention and time to hire of candidates. A rolling advertisement campaign has proved successful. <i>The department has obtained funding to retain the ASC Recruitment Officer for a further year to continue this progress</i></p> <p><i>An Attendance Officer role has been successfully recruited to and will commence on 28 February 2020. The purpose of this role is to provide highly effective HR support to ASC management in the handling of staff absence. The role will ensure staff absence is managed appropriately and that policy is being followed thereby reducing the number of absences and need for temporary recruitment and additional agency staffing spend.</i></p>				
<b>ASC Learning and Development (L&amp;D) Plan</b>	<p>Human Resources and L&amp;D are working together to explore workforce development and career pathways. Current pathways already include the apprenticeship degree in social work. Consideration is also being given to building up a strategic partnership with a local university.</p>				

	<p>The Practice Development Unit has rolled out a programme of learning and development activities designed to complement the more formal offer of different courses available from the Learning &amp; Development unit. These more informal activities are proving popular with front line staff and include:</p> <ul style="list-style-type: none"> <li>• lunch and learn sessions,</li> <li>• TIME (critically reflective practice sessions),</li> <li>• dissemination of Research in Practice for Adults (RIPFA) materials.</li> </ul> <p>A substantial programme of training has been delivered in the Adelaide and Gouldings in support of CQC inspection preparation and action plans.</p>
<p><b>Mobile working pilot</b></p> <p><b>Complete</b></p>	<p>All the staff from Enterprise House that have relocated to County Hall have received new ICT equipment allowing them to work in an “agile” manner. ASC teams not based at Enterprise House (such as the Hospital Social Work Team) <i>have now received their kit</i></p> <p>All staff in ASC are able to work in an “agile manner” and can complete assessment paperwork etc without having to visit County Hall reducing the amount of time spent travelling.</p>
<p><b>New person-centred, strengths-based assessment forms</b></p>	<p>The new forms have been used by the Learning Disability team to positive reception of staff and impact on quality of practice and recording. We will be using Professor Sam Barron to support the wider roll out of the forms from January 2020.</p>

STRATEGIC RISK 8					
<p><b>Failure to identify and effectively manage situations where vulnerable adults are subject to abuse</b></p>			<p><b>Assigned to:</b></p> <p><b>Director of Adult Social Care</b> <b>Assistant Director of Operations</b></p>		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>6 GREEN</b>	<b>12 - RED</b>	<b>9 AMBER</b>	<b>9 AMBER</b>	<b>9 AMBER</b>
Mitigation					
<p><b>ASC Programme Board</b></p>		<p>All ASC projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to the ASC Transformation Board. Programme board highlight report reflects the corporate standard.</p> <p>Highlights and key issues from the ASC Programme Board are included in a council wide summary report of all programme activity that is presented on a bi-monthly basis to the Strategic Programme Board (whose membership is the same as the Corporate Management Team) and a member review board chaired by the leader.</p>			
<p><b>‘Deprivation of Liberty Safeguards’ (DoLS)</b></p>		<p>In November 2017, ASC identified some 750 outstanding DoLS referrals awaiting assessment, of which 120 were classified as high priority. Funding was identified to commission an external agency (The OT Practice) to</p>			

<p><b>backlog clearance programme</b></p>	<p>complete outstanding assessments and the number of outstanding assessments reduced to far lower levels (256 at the end of December 2018).</p> <p><i>However, since April 2019 levels rose as in-house capacity struggled to meet demand. Additional resources have now been assigned to Best Interest Assessments and 138 were undertaken in Quarter 3 (compared with 33 in Quarter 2 and 49 in Quarter 1) and the number of outstanding assessments has now begun to fall and should continue to do so.</i></p> <p><i>This matter was examined at the <a href="#">Policy and Scrutiny Committee for Health and Social Care held on 13 January 2020</a> where the Assistant Director of Adult Social Care (Commissioning) advised that this was a concern to the service and reassured that a temporary solution was in place to reduce the backlog. The progress was sufficient to meet statutory requirements and was monitored by the Adult Social Care service board. Members sought clarity over what was being done to prevent recurrence and were advised that additional funds had been requested for the budget 2020/21. It would be of benefit to have an updated briefing note outlining the current legal position regarding the risks arising from capacity issues in dealing with assessments for DoLS.</i></p> <p><i>A briefing note was circulated to that committee outlining the current legal position regarding risks arising from capacity issues in dealing with assessments for Deprivation of Liberty Safeguards.</i></p>
<p><b>Mental Health Action Plan</b></p>	<p>An action plan has been produced in response to the independent review of mental health social work practice – the Mental Health Team has been heavily engaged in its development and this is on target. Permanent new group manager in place and business case is being developed to increase the size of the team and to support the Approve Mental Health Practitioner (AMHP) out of hours services; dedicated expertise in S117 is in place and supporting policy is in final draft.</p> <p><i>Leadership group approved new structure for out of hours service for Mental Health (AMHPs) this creates a relatively small budget pressure (£57k). We are now working with HR to undertake the necessary impact assessment and to gain approval from the Director of Corporate Services to implement the new structure.</i></p>
<p><b>Safeguarding Action Plan</b></p>	<p>Review of the practice guidance is complete; Making Safeguarding Personal (MSP) toolkit for ASC practitioners in place.</p> <p><i>We received our most recent independent review/audit of MSP in November 2019 and an action plan will be produced accordingly.</i></p> <p>Responsibility for safeguarding is now also part of the statutory work undertaken within localities as opposed to only by the single safeguarding team.</p>
<p><b>Learning Disability (LD) Homes Service improvement plans</b></p>	<p>All bar one of the six LD Homes are rated as Good by CQC. Two homes will become Supported Living and the plans for the refurbishment of Westminster House have now been approved. Both the Service Manager and the Group Manager undertake routine audits across all of the homes the results of which are reported on a monthly basis to the departmental service board.</p>

<b>Centralisation of outreach teams</b>	<p>Service now located at Sandown Barrack Block and CM2000 system is fully operational.</p> <p>An independent mock inspection against CQC standards was undertaken in September/October 2019. The results suggest that the service is consistently good with some outstanding features. A formal inspection is expected in the very near future.</p>
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STRATEGIC RISK 9					
Failure to secure the required outcomes from the integration of adult social care and health			Assigned to: Director of Adult Social Care		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>6 GREEN</b>	<b>10 AMBER</b>	<b>10 AMBER</b>	<b>12 RED</b>	<b>12 RED</b>
Mitigation					
<b>ASC Programme Board</b>	<p>All ASC projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to the ASC Transformation Board. Programme board highlight report reflects the corporate standard.</p> <p>Highlights and key issues from the ASC Programme Board are included in a council wide summary report of all programme activity that is presented on a bi-monthly basis to the Strategic Programme Board (whose membership is the same as CMT) and a Member review board chaired by the Leader.</p>				
<b>Transformation programme and operational integration</b>	<p>The onwards care and independence workstream of the Island's Health and Care Plan comprises the following initiatives:</p> <ul style="list-style-type: none"> <li>• The ICDT</li> <li>• The Regaining Independence service</li> <li>• Integrated Localities</li> <li>• Technology in Care Homes</li> <li>• Early Help</li> <li>• Raising Standards</li> <li>• The Dementia Strategy</li> <li>• LD Integration</li> <li>• New Community Care model</li> </ul> <p>The Local Care Board (soon to be the Integrated Care Partnership) receives routine reports of progress across these areas via the system programme office with the Director of Adult Service being the joint Senior Responsible Officer for this programme.</p>				
<b>Responsiveness to hospital escalations</b>	<p>Senior ASC staff are on call seven days a week in order to direct resources to those people deemed medically fit for discharge and the responsibility of ASC. In addition, the Single Point of Commissioning (SPOC) Team continues to identify all providers willing and able to respond to requests at weekends to assess people deemed as requiring either residential care or domiciliary support. Delayed transfers of care (DIOC) meeting chaired by the Director of Adult Social Services occurs every Friday, which provides the single and agreed DIOC count.</p>				

STRATEGIC RISK 10					
The council fails to achieve the required outcomes from its significant contractual relationships and fails to successfully resolve some anomalies in the contract's interpretation (in relation to the 25-year highways PFI contract)			Assigned to:  Director of Neighbourhoods		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>5 GREEN</b>	<b>8 AMBER</b>	<b>8 AMBER</b>	<b>8 AMBER</b>	<b>9 AMBER</b>
Mitigation					
<b>Waste management contract monitoring arrangements</b>	<p><i>The Mechanical Treatment Plant has now achieved acceptance certification. All remaining snagging items will be completed by December 2019.</i></p> <p><i>The Energy Recovery Plant installation has been delayed due to programming and supply chain issues. Acceptance testing is intended to be complete in early spring.</i></p> <p><i>Construction risk sits with Amey and any delay will not be at the Council's cost.</i></p>				
<b>PFI – Establish and deliver available savings</b>	<p>Savings will result from changes to the contract specification and to the standard of service being delivered. The level of reduction in service standards will be a balance between the need to achieve the required savings and maintaining an acceptable standard of service delivery. These changes also need to be accepted by the lenders who provide the required up-front capital investment.</p> <p>A savings programme has been established and agreed with Island Roads and reports made to a dedicated savings board. The programme aims to deliver savings in three phases which will be delivered as follows:</p> <ul style="list-style-type: none"> <li>• Phase 1 £608,000 completed April 2019</li> <li>• Phase 2 £900,000 for completion April 2020</li> <li>• Phase 3 £500,000 further per annum net savings <i>are currently being defined.</i></li> </ul>				

STRATEGIC RISK 11					
Brexit - Uncertainty during transition period, followed by potential legislative, funding and policy changes after the UK leaves the EU may adversely affect the council and its ability to provide services			Assigned to:  Chief Executive		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>6 GREEN</b>	<b>12 RED</b>	<b>14 RED</b>	<b>14 RED</b>	<b>14 RED</b>
Mitigation					
<b>Working group of senior officers in place to define IWC strategy for Brexit</b>	<p>The Brexit Impact Group is now meeting <i>monthly during the transition period until the end of 2020</i>. A developed action plan is in place concentrating on key areas that could impact the Isle of Wight both immediately after Brexit and in later months and years.</p>				



	The group liaise with the IW Chamber of Commerce to ensure that local businesses can be as prepared as possible.
<b>Oversight of any potential legislation changes in respect of right to live and work and freedom of movement that may affect our workforce</b>	<p>A key link officer has been appointed to monitor the potential impact on the Isle of Wight workforce. The Council is promoting the settlement scheme to existing staff and social care contractors.</p> <p>Internally the council has promoted the settlement scheme to its staff who are citizens of EU member states. Externally the Council <i>continues to work with</i> Social Care providers to make them aware of the settlement scheme.</p>
<b>Membership of professional and local government bodies aids horizon scanning</b>	Staff are encouraged to use their formal and informal external networking groups to share information on the potential impact of Brexit.
<b>Mitigate against issues with food and fuel shortages or price increases</b>	<p>The IWC is liaising closely with the Foodbank to ensure continuation of provision should food availability be affected.</p> <p>Work is underway to identify residents who may be vulnerable to increases in prices of food and fuel. This is particularly key given the introduction of Universal Credit which has the potential to create cash flow difficulties for those in receipt of it.</p>
<b>Management of change approach to mitigate against significant impact to the organisation and its staff</b>	<p>Council's Emergency Response Plan structures in place utilising the Brexit Impact Group to identify key and implement actions on Short (response phase), Medium and Long term (Recovery Phase) for wider council services.</p> <p>A Communications Strategy is in place to ensure that the relevant information is available in a consistent and useful manner that easily identifies issues as national, regional or local.</p> <p>A full briefing to members on the preparations for and the potential impact of Brexit took place on 7 October 2019.</p>
<b>Detailed project plans to manage implementation of changes</b>	<p>A Detailed Programme Plan is in place as well as a full Risk Register associated with the impact of leaving the EU. Additional funding from central government to deal with Brexit preparations has been assigned to key potential areas of impact such as:</p> <ul style="list-style-type: none"> <li>• Business readiness</li> <li>• Food resilience</li> <li>• Vulnerable people</li> <li>• Supply chain logistics</li> <li>• Local labour supply</li> </ul>
<b>Understanding and acting on intelligence from the Local Government Association (LGA), the Chartered Institute for Public Finance Accountants</b>	These channels will continue to be monitored in the period running up to and after Brexit.

<b>(CIPFA) and other local government sources</b>	
<b>Oversight of general changes in legislation or governance arrangements that may affect the council</b>	TFEU (Treaty of the Functioning of the European Union) principles applicable to the free movement of goods (equal treatment, non-discrimination, transparency and proportionality) are embodied in our national Public Contracts Regulations 2015, which were brought into force to implement the European Directive of 2014-2024 on public sector contracts. These will remain in force, at least for now, and breaches of them can be challenged in the same way.

<b>STRATEGIC RISK 12</b>					
<b>Achieving the vision for the Island</b>			<b>Assigned to:</b>		
			<b>Chief Executive</b>		
<b>Inherent score</b>	<b>Target score</b>	<b>Current score</b>	<b>Previous scores</b>		
			<b>Dec 19</b>	<b>Sep 19</b>	<b>Jul 19</b>
<b>14 RED</b>	<b>6 GREEN</b>	<b>9 AMBER</b>	<b>9 AMBER</b>	<b>9 AMBER</b>	<b>10 AMBER</b>
<b>Mitigation</b>					
<b>Quarterly Performance Management Report (QPMR) updates</b>	<p>Regular reporting of finance and performance set against the corporate plan activities and metrics is made to the Cabinet and various committees with a scrutiny function.</p> <p>The corporate plan has been refreshed to take account of the achievements made by the council and changes in its operating environment. This plan is aligned to the council's vision for the Island and all of the council's key activities and performance metrics derive from it. Service plans and individual employee objectives are being refreshed and will align to the corporate plan.</p> <p>A project is underway that will improve the visualisation of the QPMR and enable reporting of the metrics in a range of formats to suit the audience. The revised format will be ready to implement for the Quarter 3 QPMR after being tested on various sections of the Quarter 2 report.</p>				
<b>Strategic capacity and interventions</b>	<p>Additional capacity in the senior management team has been secured and is being used to address gaps in strategy and policy issues which will align to the corporate plan.</p> <p>A key challenge is in maintaining a planned proactive approach to the delivery of corporate objectives and not being distracted by populist agendas, which in themselves may require additional resource.</p> <p>Key themes for the coming period are: commercialisation, digitalisation, housing, financial sustainability and one public service.</p>				
<b>Robust Programme Management</b>	The programme management framework is becoming embedded throughout the organisation, aided by the oversight of the Strategic Programme Board and the member review board chaired by the Leader.				



	A greater degree of challenge is now being applied to the council's core programmes of work to ensure their timely delivery and impact on the Island's vision. This challenge includes periodic health checks on the programmes and projects that are reported to the Strategic Programme Board.
<b>Regeneration programme</b>	Key physical regeneration projects within the programme are progressing. Short and medium-term housing programme confirmed. 2019/20 budget pressures have led to re-prioritisation of activity. Regeneration Strategy was presented to Cabinet in June 2019.
<b>Strategic risk register</b>	<p>Strategic risks are those that are most likely to have a negative impact on the whole council and its aspirations, should they come to be. Therefore, these risks are reviewed by the corporate management team on a monthly basis.</p> <p>The strategic risk register has been transferred to the council's new risk management system to enable formal reporting from the system and to further enable risk and mitigation owners to update directly. A revised Risk Management Framework has been agreed by CMT. This framework is prescriptive in how risks are managed and updated and at which levels of the organisation they should be reported and escalated. <i>A new training course has been developed for staff entitled "Introduction to Risk Management" which will further embed the Risk Management Framework.</i></p> <p>The Strategic Risk Register is periodically presented to Audit Committee and clearly indicates to them where mitigation has altered or has not been updated.</p>

<b>STRATEGIC RISK 13</b>					
<b>Additional demands placed upon the Isle of Wight Council and partners owing to pandemic flu or similar large-scale outbreaks</b>			<b>Assigned to:</b>		
			<b>Director of Public Health</b>		
<b>Inherent score</b>	<b>Target score</b>	<b>Current score</b>	<b>Previous scores</b>		
			<b>Dec 19</b>	<b>Sep 19</b>	<b>Jul 19</b>
<b>16 RED</b>	<b>12 RED</b>	<b>14 RED</b>	<b>14 RED</b>	<b>14 RED</b>	<b>16 RED</b>
<b>Mitigation</b>					
<b>Internal arrangements</b>	<p>The IWC Pandemic Influenza Plan was written by members of the IWC Public Health Team in consultation with the Emergency Management Department in 2016, based on national guidelines and the Hampshire &amp; IOW Local Health Resilience Partnership (LHRP) Health Protection Incident and Outbreak Plan.</p> <p>The Pandemic Flu Plan should closely link with IWC departments' business continuity plans; these plans were reviewed by the IWC Emergency Management Team.</p>				
<b>External arrangements</b>	<p><i>The Local Resilience Forum and IWC Pandemic Influenza Plan was tested during the Hampshire and Isle of Wight table top exercise, held in December 2019, and is being updated to incorporate the learning from this exercise.</i></p>				

	<i>Further meetings will be held with key staff from the IOW CCG and NHS Trust to ensure that progress is being made by the Trust to continue to have robust pandemic flu plans in place.</i>
<b>Provision of up to date information</b>	<p>Pandemic flu guidance is displayed on the Isle of Wight Council website and covers such things as checklists for businesses and guidance for specific operational settings such as police and fire and rescue services.</p> <p>The risk of pandemic influenza and mitigating actions was raised at the Multi agency Island Resilience Forum held on 5 June 2019.</p>
<b>Preparedness for other novel infectious disease (including COVID-19)</b>	<p><i>With regards to COVID-19, the Isle of Wight Council continues to carefully monitor and respond to the emerging situation, alongside our partners in Public Health England and the NHS, to ensure we are well prepared should the situation change. The Isle of Wight Council is working as part of the Local Resilience Forum to ensure a coordinated response.</i></p> <p><i>Communications been provided to staff, education settings, social care and the voluntary sector on the latest guidance, where to find up to date information and on appropriate preventative hygiene methods.</i></p>

STRATEGIC RISK 14					
Insufficient regulatory compliance for buildings under the Council's ownership.			Assigned to: Director of Regeneration		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>6 GREEN</b>	<b>10 AMBER</b>	<b>14 RED</b>	<b>14 RED</b>	<b>16 RED</b>
Mitigation					
<b>Implement appropriate arrangements for Water Services Management (WSM)</b>		<p>Target date – January 2020</p> <p>Arrangements are currently in place with an external provider (overseen by the Corporate Property Maintenance team), for water systems management. Retendering of this contract is overdue.</p> <p>Work is currently in progress to develop a new relevant specification on which a new contract can be let. The contract and supporting documentation/specification is being prepared by Corporate Property Maintenance Team in conjunction with Procurement and will be put out to tender shortly with a new contractor identified by <i>June 2020</i>.</p>			
<b>Formalise arrangements with Isle of Wight Fire and Rescue Service (IWFRS) to undertake fire risk assessments (FRAs) on the council's behalf</b>		<p>Target date – December 2019</p> <p>IWFRS are not undertaking further any further FRA's and discussions regarding potential arrangements post the new combined authority are being hampered by the delay in moving to the new service arrangements. Property Services are putting in place interim arrangements to prioritise FRA's across the council estate <i>to be in place by June 2020</i>.</p>			

<b>Produce and maintain a full record of buildings and their respective FRA details</b>	<p>Target date – June 2020</p> <p>In progress. Corporate Property Maintenance Team have now secured additional surveyor capacity to assist in developing this work which is underway.</p>
<b>Ensure all council properties occupied by vulnerable people have an up to date FRA</b>	<p>Target date – December 2019.</p> <p>IWFRS have undertaken FRAs of council properties which accommodate our most vulnerable people (Gouldings, Adelaide, Beaulieu etc) but as IWFRS are not undertaking further work, new arrangements are currently being put in place to update these FRAs, if required, by <i>June 2020</i>.</p>
<b>Review the required frequency of water risk assessments for all council properties</b>	<p>Target date – January 2020</p> <p>This is in progress and forms part of the new contract specification for Water systems Management which <i>should be in place by April 2020</i>. The risk assessment frequency is set out in the specification of the new water hygiene contract.</p>
<b>Identify a suitable mechanism to evidence the current safety status of all council properties</b>	<p>Target date – December 2019</p> <p>A way forward has been identified and will involve changes to existing ICT systems and how data is held and accessed. Initial scoping discussions with ICT have started. Options will be identified including the resources required to implement any new system.</p>

STRATEGIC RISK 15					
<b>Non-compliance with General Data Protection Regulations (GDPR)</b>			<b>Assigned to:</b> <b>Director of Corporate Services</b>		
Inherent score	Target score	Current score	Previous scores		
			Dec 19	Sep 19	Jul 19
<b>16 RED</b>	<b>6 GREEN</b>	<b>10 AMBER</b>	<b>10 AMBER</b>	<b>10 AMBER</b>	<b>16 RED</b>
Mitigation					
<b>Review of Information Asset Register (IAR) template to better support GDPR compliance</b>	<p>Target date – July 2019</p> <p>The council has now agreed a template that has been developed with relevant information governance staff. The IAR template was approved by the Information Governance Group on 4 September 2019. .</p> <p><i>Action completed.</i></p>				
<b>Full update of Information Asset Registers</b>	<p>Target date – December 2019</p> <p><i>The new information asset register template together with instructions to assist in their completion was issued to 36 information asset owners who were requested to complete them. All 36 have been completed, reviewed and filed.</i></p> <p><i>Action Completed.</i></p>				

<p><b>Identify the current GDPR status of all ICT systems and record on a central register</b></p>	<p>Target date – September 2019</p> <p>A central GDPR systems register for the council has been developed from the information contained in the completed information asset registers and the GDPR status recorded. This will form the basis of a full change management database. The immediate requirement for this action has been completed but will require on-going development with services in the longer term to ensure it captures all GDPR data processing/management information.</p>
<p><b>Identify all staff within services who hold contract management responsibilities</b></p>	<p>Target date – July 2019</p> <p>The records management officer, working with the procurement team and service managers, identified all contracts owners. <i>For contracts with a value of under £25,000 which rest under the management of individual commissioning services, a GDPR compliance letter was prepared for issue to service providers. All 49 services have confirmed, where necessary, compliance to the revision of contracts has been completed.</i></p>
<p><b>Update all contracts over £25,000 to ensure GDPR compliance</b></p>	<p>Target date – March 2020</p> <p><i>The Procurement and Contracts Monitoring Team identified 77 contracts that have a value exceeding £25,000, and which required appropriate revision to contracts. Of these 77, 32 were due to expire and were therefore discounted from required action. The remaining contracts in the list were risk assessed and those adjudged to be above low risk (based upon data processed and contracting period) were dealt with by way of unilateral notice to each of the contracting partners. 35 contracts are now deemed to be amended with 13 contract holders still in compliance negotiation. Work continues to bring these matters to successful conclusion.</i></p>
<p><b>Conduct gap analysis of GDPR reporting to governance forums and ensure that all issues addressed</b></p>	<p>Target Date – August 2019</p> <p>The terms of reference of the Information Governance Group (IGG) <i>has been reviewed and agreed. . The meeting is chaired by the council's data protection officer and regular upward reporting to the corporate management team is being undertaken</i></p> <p><i>Action complete.</i></p>
<p><b>Update Protective Marking Policy and cascade to all staff</b></p>	<p>Target date – January 2020</p> <p><a href="#">Policy</a> has been updated and is available on the Council's Intranet.</p> <p><i>Action Complete</i></p>
<p><b>Update IWC Corporate Retention Policy and cascade to all staff</b></p>	<p>Target date – January 2020</p> <p>All relevant policy documents <i>have been</i> included in the new IAR template. Additionally, all policies have been reviewed <i>and published.</i></p> <p>Action Complete.</p>

## STRATEGIC CONTEXT

11. Strategic risks are those that have the potential to prevent the council from achieving its strategic priorities. Senior managers 'own' strategic risks according to their particular responsibilities. Strategic risks are brought to the attention of Cabinet in that they are linked to the corporate priorities of the council in the Quarterly Performance Management Report (QPMR). A Quarter 3 report was presented on 12 March 2020.

## CONSULTATION

12. The review of each strategic risk has been undertaken by senior managers according to their particular responsibilities. Members of the Corporate Management Team have reviewed the strategic risk register. Cabinet members are also given the opportunity to review risks as part of the QPMR.

## FINANCIAL / BUDGET IMPLICATIONS

13. There are no direct financial implications of this report, although many of the controls employed to manage strategic risk do have significant financial and resource implications.

## LEGAL IMPLICATIONS

14. The Accounts and Audit Regulations 2015 require that the council reviews its system of internal control including its risk management arrangements. This report is therefore concerned in part with improving the way the council manages risk and also in giving the committee the opportunity to play its part in overseeing risk management arrangements. These are important features in the council's governance arrangements.

## EQUALITY AND DIVERSITY

15. The council has a legal duty under the Equality Act 2010 to seek to eliminate discrimination, victimisation and harassment in relation to age, disability, gender re-assignment, pregnancy and maternity, race, religion, sex, sexual orientation and marriage and civil partnership. It is considered that there are no direct equality and diversity implications of this report for any of the protected groups.

## OPTIONS

16. Option 1 - Audit Committee approves the strategic risks of the council as set out in paragraph 10.  
Option 2 - Audit Committee does not approve the strategic risks of the council as set out in paragraph 10.

## RISK MANAGEMENT

17. While this report is concerned with the subject of strategic risk itself, the key risk is that the council fails to recognise the importance of identifying, assessing and managing strategic risk. The result would mean that risks are more likely to occur or that the council will fail to plan for their impact.

RECOMMENDATION

Option 1 - Audit Committee approves the strategic risks of the council as set out in paragraph 10.

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