

STRATEGIC RISK 1					
Lack of financial resource and the ability to deliver the council's in-year budget strategy for 2019/20			Assigned to: Director of Finance and Section 151 Officer		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	5 GREEN	3 GREEN	3 GREEN	7 AMBER	8 AMBER
Mitigation					
Close monitoring of revenue spend	<p>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>There is no significant impact from the Covid-19 Pandemic on the 2019/20 financial position</i></p> <p><i>Further update will be provided in line with end of Quarter 4 reporting of finance to Cabinet which was scheduled for May 2020 but has been delayed due to the Covid-19 Pandemic. The final year end position will be available at the end of July and will be presented to Cabinet in September</i></p>				
Close monitoring of income realisation against target	<p>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>There is no significant impact from the Covid-19 Pandemic on the 2019/20 financial position</i></p> <p><i>Further update will be provided in line with end of Quarter 4 reporting of finance to Cabinet which was scheduled for May 2020 but has been delayed due to the Covid-19 Pandemic. The final year end position will be available at the end of July and will be presented to Cabinet in September</i></p>				
Close monitoring of achievement of savings plans	<p>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>There is no significant impact from the Covid-19 Pandemic on the 2019/20 financial position</i></p> <p><i>Further update will be provided in line with end of Quarter 4 reporting of finance to Cabinet which was scheduled for May 2020 but has been delayed due to the Covid-19 Pandemic. The final year end position will be available at the end of July and will be presented to Cabinet in September</i></p>				
Close monitoring of capital spend	<p>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>There is no significant impact from the Covid-19 Pandemic on the 2019/20 financial position</i></p> <p><i>Further update will be provided in line with end of Quarter 4 reporting of finance to Cabinet which was scheduled for May 2020 but has been delayed due to the Covid-19 Pandemic. The final year end position will be available at the end of July and will be presented to Cabinet in September</i></p>				

STRATEGIC RISK 2					
Lack of financial resource and the ability to deliver the council's medium-term financial strategy			Assigned to: Director of Finance and Section 151 Officer		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	9 AMBER	16 RED	13 RED	13 RED	13 RED
Mitigation					
Updated medium term financial strategy (MTFS)	<p>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.</p> <p><i>There is a significant impact on the 2020/21 budget of the Covid-19 Pandemic. The government allocation of additional funding will be incorporated into the budget but current indications are that there is a significant risk this will not be sufficient to fully cover the total of additional spending and lost income. Regular monitoring reports will be sent to the MCHLG and both CMT and Cabinet will be kept informed of the overall impact of additional expenditure due to Covid-19</i></p>				
2020/21 budget setting process	<p>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.</p>				
2021/22 budget setting process	<p><i>The budget process for 2021/22 will commence in July 2020. The Fairer Funding Review and the 75% Business Rates retention that would have informed the 21/22 budget setting process have been delayed and will not take place before the 21/22 budget is set.</i></p>				

STRATEGIC RISK 3					
Insufficient staffing capacity and skills			Assigned to: Director of Corporate Services		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	8 AMBER	9 AMBER	6 GREEN	6 GREEN	6 GREEN
Mitigation					
Delivery of recruitment and retention strategy and action plan	<p>The overall aim to address known occupational staffing capacity issues is to secure:</p> <ul style="list-style-type: none"> • an improvement in the council being recognised as a good employer • a reduction in the number of interims and agency staff required in critical occupational roles • more timely recruitment through increased efficiency in recruitment processes • the right people, in the right place, at the right time. <p>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 <i>have been</i> developed to support recruiting managers that can be accessed as and when it is required. <i>The main tasks associated with policy and practice guidelines have been completed. A focus will now be given to them</i></p>				

	<p><i>becoming familiar as a resource tool for managers and to identify where further improvements could be made.</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 considered the options to assist with both a reduction in costs and in the effective management of agency contracts. A transformation fund bid was submitted and a job specification 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. . A successful appointment has now been made and the post-holder has commenced work in the role. Due to the delay in funding being made available, the programme of activity for delivery within the agreed period is tight although an extension to the project is being sought..</i></p> <p>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</p> <p>The work undertaken to review the current benefits package for staff has been completed and <i>was launched in March 2020</i>. It is anticipated that this will highlight to potential applicants, in a much more user-friendly format, what the employment offer is.</p> <p><i>There is a continued emphasis on the management of staffing capacity to underpin both a continued response to Covid-19 as well as any potential further surge in cases. Whilst the immediate capacity needs and re-deployment of staff to critical services has eased, there is a continued emphasis on recruitment where services have continued longer-term needs. There has been a Solent NHS/local government workforce group established to deliver a wide range of collaborative recruitment campaigns and better pooling of available resources across the care system.</i></p>
Regular monitoring, analysis and review of organisational health indicators	<p>Organisational Health indicators are reviewed by Cabinet every six months. The last update having been provided to their meeting in December 2019. 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. <i>This has led to review of the current absence management strategy including recommendations for improvement which was presented to the corporate management team in March 2020.</i></p> <p>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.</p>

	<p><i>Absence monitoring during the period of the pandemic shows overall a downward trend in the number of staff reporting as being ill. The reasons for this are being explored but it is likely that due to time constraints whilst undertaking the significant response to Covid-19 that there has been under reporting of absences.</i></p> <p>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.</p> <p>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. The BIG Action Plan is now being reviewed in light of Covid-19 and the learning that has been gained during the last four months.</p> <p><i>Specific focus has been given during this challenging period to ensuring the wellbeing of staff who are working in response to the pandemic situation. The range of mental health support options have continuously been promoted to staff together with the commissioning of additional support packages for those directly involved in the response.</i></p>
Workforce planning	<p>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.</p> <p><i>No further work has been undertaken on the council wide workforce planning strategy due to the current situation.</i></p>

STRATEGIC RISK 4					
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			Assigned to: Director of Corporate Services		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	6 GREEN	6 GREEN	7 AMBER	7 AMBER	7 AMBER
Mitigation					

Leadership and management development	<p>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> <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>A Local Government Association commercial skills programme has been commissioned for delivery 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>This was initially scheduled for April/May 2020 but has been rescheduled for the Autumn</i></p> <p><i>Leadership and management face to face training events have currently been put on hold until September 2020. There are, however, a range of learning activities available to support leaders and managers during this time through the newly launched learning management system. A management essentials course has been put in all line managers learning plan to complete when they log in.</i></p> <p><i>A staff engagement programme has been launched to capture the experiences and learning of all our staff during the period of the pandemic to help the council re-set its services and models of working for the future. The regular organisational health pulse survey, with additional questions relating to Covid-19 has been undertaken, with the highest ever number of returns being seen from staff. Additionally, Microsoft Teams events have been undertaken for leaders and managers across the council. Managers in all service areas are also being asked to complete a questionnaire in discussion with their teams to identify learning and options open for service changes and improvements to be made as a result. This, together with service re-set plans being compiled by Directors will contribute to the development of the council’s future business operating model.</i></p>
Workforce development programmes/ initiatives	<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 new learning management system (The Learning Hub) has gone live and is available to all staff. It is being utilised specifically at the present time to support staff with the specific needs presented by the pandemic situation. Training modules have been put in place to enable staff to be redeployed by being equipped with the essential knowledge and information to undertake new roles.</i></p> <p><i>There are 100 digital learning programmes available to the wider workforce for completion whilst working from home including a Coronavirus awareness module.</i></p> <p><i>The council continues to overachieve its apprenticeship targets set by Government with the 2019/2020 figure of 52 starts against a target of 40</i></p>

Delivery of the council's BIG Action Plan	<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. 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.</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 was completed in February 2020. <i>In addition ICT have deployed new kit to staff from closed services such as Leisure and Libraries to enable them to be redeployed to critical areas of the Covid-19 Pandemic Response</i></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> <p><i>While the focus of all activity has by necessity been targeted at supporting the council's response to the pandemic situation, the ethos of the BIG Action Plan has continued to be delivered and will be a key part of the recovery plan including the celebration of staff contributions during this time; the accelerated digital/agile working practices that the pandemic has necessitated; what work will look like during any easements and the effect on the organisational culture.</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		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	6 GREEN	11 AMBER	9 AMBER	9 AMBER	9 AMBER
Mitigation					
Maintain school provision for children of key workers and vulnerable children	<ul style="list-style-type: none"> All schools remained open for the children of critical workers and vulnerable children The Isle of Wight had higher proportions of children of school age attending school than nationally during lockdown. Provision was in place during Easter holidays and May Bank Holiday. School Improvement Team work switched to Covid-19 and all schools, including academies, having at least a weekly phone call to explore, widening reopening of schools, attendance and related issues. Weekly monitoring of attendance of children under the following categories <ul style="list-style-type: none"> Total child population in school – 22% 23/6/20 Percentage of children open to social care in schools – 33% w/c 15/6/20 Percentage of children in Early Help – 31% w/c 15/6/20 Percentage of CIN (Children in Need) – 26% w/c 15/6/20 Percentage of CPP (Child Protection Plan) – 50% w/c 15/6/20 Percentage of LAC (Looked after children) – 40% w/c 15/6/20 Percentage with an EHCP (Education, Health and Care Plan) – 28% 23/6/20 				

	<ul style="list-style-type: none"> <i>These percentages compare favourably with those nationally. On the 4th June 2020 6.9% of children attended schools nationally compared to 9.5% on the Island</i>
Prepare schools for re-opening following relaxations of Government lockdown restriction	<ul style="list-style-type: none"> <i>Think pieces were created to support headteachers in re-opening primary, secondary and special schools</i> <i>Regular and frequent support and guidance has been given to headteachers through the school improvement team, health and safety, public health, human resources and education finance</i> <i>Regular FAQs have been sent out to schools to respond in a timely and consistent way to queries.</i> <i>Advice has been sent out about support for mental health and well being</i> <i>Good practice has been shared around home learning opportunities</i> <i>Prepare all schools for opening to all children and young people from September 2020 once public health guidance is produced nationally to inform practice</i>
Delivering Educational Excellence – ensuring that all schools are good or better	<ul style="list-style-type: none"> School Improvement Team work switched to Covid-19 and all schools, including academies, having a weekly phone call to explore home learning and sharing of good practice Preparing for annual reviews of every school with termly challenge visit and bespoke improvement support. Process being redesigned as there will be no attainment data. Annual discussions with academies Supporting governing bodies to improve Training opportunities that raise awareness and improve safeguarding practices Identifying a ‘targeted offer’ and ‘establishing ‘good practice reviews’ Implementing a high quality and cohesive professional offer Investing in recruitment and retention strategies Developing an ‘affordable schools’ strategy Continue to work with schools preparing for inspection under the new Ofsted framework that was implemented in September 2019 although this is suspended currently.
Delivering Educational Excellence – building on the improvements in standards	<ul style="list-style-type: none"> Use the Leadership and Learning Partner (LLP) to support and challenge the improvement of standards in Island community schools Provide guidance and support on Key Stage 1 and Key Stage 2 standards and statutory assessment arrangements 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. In reading and writing, IW pupils results also improved and, in both cases, narrowed the gap between IW achievement and the national average. GCSE results for IW schools improved in the 2018/19 academic year but remain just below national averages <i>There will be no assessment results by institution or on an Island basis for the early years, Key Stage 1, Key Stage 2, GCSE or A level.</i> <i>Individual students will receive grades based upon a national reconciliation exercise informed by teacher assessment. These will not be published beyond the individual student.</i>

Delivering Educational Excellence – ensuring schools are good for all children	<ul style="list-style-type: none"> • 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 • Further develop schools' leadership of teaching and learning, getting it right for all pupils including the more vulnerable • Build upon joint training with Her Majesty's Inspectorate and other leading experts on inclusion matters for secondary schools • Provide ongoing support and challenge in relation to exclusions and attendance • Work with local stakeholders to develop a better transition between schools and employment. • Develop support to parents of home educated children. • 73.5% of IW schools are currently rated good or outstanding and signs from inspections undertaken in 2019/20 is that this will improve over the coming months <i>once Ofsted inspections resume after their current suspension due to the Covid-19 pandemic.</i>
Delivering Educational Excellence – leading a cohesive system for children based on effective partnership working	<ul style="list-style-type: none"> • Work in partnership with the two dioceses who provide many of the Island's schools • Liaise with education partners including teaching schools, trusts and others to focus their potential for impact • Work with south coast universities to promote excellence, aspiration and opportunities for routes into higher level education • Support and challenge for all schools that become academies. • Improving community perceptions of education on the Island • Enhance careers advice and guidance and engagement with industry and commerce.

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		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	5 GREEN	7 AMBER	8 AMBER	8 AMBER	8 AMBER
Mitigation					
Covid-19 Response	<p><i>All of our statutory timescales for visits and meetings remain the same but we are using technology to ensure we see children and families through digital means – WhatsApp, Teams and a number of other similar approaches.</i></p> <p><i>The service is fully operational, and we continue to operate as near to normal as we can.</i></p> <p><i>A greater proportion of face to face visits are now being undertaken, where we know our staff can safely socially distance themselves. This is usually in relation to urgent child protection work. Contact between looked after children and their parents is being re-established where it is safe to do so</i></p> <p><i>Childrens Reception team (CRT) and Multi agency safeguarding hub (MASH) continue to receive contacts and referrals in the usual way and to respond to these within statutory timescales, demand is above the average levels for this time of year.</i></p> <p><i>Children's Social care continue to work closely with Education/Schools to support vulnerable children. Where a child known to children's social care is not</i></p>				

	<p><i>in school, we are undertaking a risk assessment and taking what steps we can to promote their attendance</i></p> <p><i>Placements and supported accommodation are two areas of pressure due to increased demand and challenges in making new placements with foster carers/residential providers due to the concerns regarding Covid 19.</i></p>
Corporate Parenting Board	<p>The Ofsted inspection report published on 7 January 2019 highlights that:</p> <p><i>“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.”</i></p> <p>Corporate Parenting Board meetings take place quarterly. Corporate parents attended each activity during the Have Your Say Week during the Summer.</p> <p><i>Corporate Parenting Strategy and Action plan was agreed by the Corporate Parenting Board in March 2020 (virtually due to Covid 19). A virtual CPB took place in June 2020-the board was well attended by Cllrs, all statutory partners and young people, scrutiny of performance and response to Covid were main items.</i></p>
Multi-agency integrated commissioning board	<p><i>“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)</i></p> <p><i>Children’s social care has completed it’s “Pathways to Independent Adulthood” supported accommodation tender. New providers are in place-although have been impacted by Covid-19, limiting capacity.</i></p> <p><i>Children’s Services are being consulted on the new Housing Services commissioning strategy to ensure synergy and that young people’s needs are identified within the tender. Children’s Services will be part of the evaluation panel.</i></p> <p><i>A new SEND strategic board will take forward joint commissioning agenda-between LA/CCG addressing recommendations of the recent SEND inspection.</i></p> <p><i>A joint health commissioning/Children’s Services strategic group has been established across HCC and IOW-first meeting will take place in July 2020</i></p>
Quarterly performance reports to Scrutiny Committee	<p>Performance reports are viewed regularly by the Policy and Scrutiny Committee for Children’s Services.</p> <p><i>Performance continues to be scrutinised internally at this current time, through IW Performance Action Group and the joint Hants and IW Children and Families management Team Performance meeting.</i></p> <p><i>In addition to the normally monthly performance monitoring, weekly performance management data is being considered including numbers of contacts and referrals (including types of referrals), numbers of vulnerable children attending school, % of child protection conferences held within timescales and numbers of children entering care, % of staff sickness. This is supporting our understanding and response to the impact of Covid 19.</i></p>

Regular scrutiny of social work caseloads	<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><i>Caseloads continue to be scrutinised by senior management on a weekly basis. Despite increased challenges caseloads are at an average of 19.5 currently. It is expected that demand will increase as we move to an incremental release of lockdown and the service are planning for how the progress made with caseloads can be maintained as much as possible.</i></p> <p><i>The RAFT team have expanded to include 2 x children and young people’s mental health practitioners and a PCSO. Together with adult mental health and substance misuse workers, and family support workers they are delivering support and interventions to enable children to live safely at home.</i></p>								
Quality assurance framework (monthly case audits concentrating on quality of practice)	<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><i>Case auditing is being maintained during lockdown. A virtual peer review is planned for Sept 2020</i></p>								
Annual self-evaluation and annual conversation between Director and Ofsted	<p>An Ofsted inspection of children’s social care services took place in November 2018, with the report published in January 2019. https://files.api.ofsted.gov.uk/v1/file/50048228</p> <p>Judgement highlighted below:</p> <table border="0"> <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><i>An annual self-evaluation was produced for the annual conversation with Ofsted in March 2020-this was postponed to the end of June 2020, due to Covid 19.. The self-evaluation highlights strengths and areas for development, which Ofsted will use as basis for future inspections. The annual conversation addressed the progress made since the inspection and reviewed response to Covid 19.</i></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		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
14 RED	6 GREEN	10 RED	8 AMBER	8 AMBER	8 AMBER
Mitigation					
ASC Programme Board	<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. <i>Programme Board meetings have continued virtually during the response to the Covid-19 Pandemic</i></p>				
ASC restructure to support person centred care	<p>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.</p> <p>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 & Care Plan, are working to align ASC, Mental Health and Learning Disability services with the NHS Trust.</p>				
ASC recruitment and retention	<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 & 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. The department has obtained funding to retain the ASC Recruitment Officer for a further year to continue this progress</p> <p><i>An Attendance Officer role has been successfully recruited to and commenced 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>				
ASC Learning and Development (L&D) Plan	<p>Human Resources and L&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 & Development unit. These more informal activities are proving popular with front line staff and include:</p> <ul style="list-style-type: none"> • lunch and learn sessions, • TIME (critically reflective practice sessions), • dissemination of Research in Practice for Adults (RIPFA) materials. <p>A substantial programme of training has been delivered in the Adelaide and Gouldings in support of CQC inspection preparation and action plans.</p>
Mobile working pilot Complete	<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 County Hall (such as the Hospital Social Work Team) have now received their kit</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>
New person-centred, strengths-based assessment forms	<p>The new forms, initial contact, Care Act Assessment, Review and Care Plan have now been rolled out, all staff attended training sessions and feedback on the forms is positive. <i>Progress on strengths based working since March 2020 has been stalled by Covid-19 however, which means we have been unable to use Professor Baron to support the forms development, we are now reengaging professor Baron to ensure we capture and develop further the outcomes and suggestions from her work with us. Some lessons learned have been discussed with Team Managers and Service Manager (led by the AD for Operations).</i></p>
Maintain staffing levels during Covid-19 response	<p><i>During Covid a number of teams have operated at Amber in ASC, the risks have been mitigated through staff redeployment, (internally within dept as well as externally from other council areas)</i></p> <p><i>Staffing pressures are currently experienced in Housing Needs where, as a consequence of our additional duties, housing needs staff have been called on to provide the direct support to new emergency provision in addition we are having to make significant use of agency staff at some of our internal care homes (e.g. The Gouldings) in order to provide safe staffing levels – this arises from a current inability to recruit to vacancies as opposed to c-19 absences.</i></p> <p><i>As of 1 July 2020, there are no teams reporting red or amber or staffing level status, however we do need clarity with regards to those staff who have been temporarily redeployed into ASC from other Council departments as to their return dates to their substantive roles.</i></p>

STRATEGIC RISK 8					
Failure to identify and effectively manage situations where vulnerable adults are subject to abuse			Assigned to: Director of Adult Social Care Assistant Director of Operations		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	6 GREEN	12 RED	10 AMBER	12 RED	9 AMBER

Mitigation	
Protecting Vulnerable Adults during Covid-19 Pandemic	<p><i>Of particular concern is the fact that care homes across the IW, as elsewhere nationally, have become “closed institutions” during the Covid19 Pandemic. That is to say, as a result of C-19 there are:</i></p> <p><i>no inspections by CQC (until at least Sept);</i> <i>no visits by:</i> <i>Integrated Quality Assurance Team;</i> <i>Social workers;</i> <i>Family members or friends of residents (unless end of life);</i> <i>Healthwatch.</i></p> <p><i>It is of particular concern that the numbers of safeguarding referrals from care homes in May reduced to 73 (as opposed to an average of circa 115-120 per month)</i></p> <p><i>In order to mitigate this risk, the department’s commissioning team is in routinely in contact with every care home and care homes continue to notify CQC of all notifiable incidents which includes safeguarding and deaths. The Integrated Quality Assurance Team is providing advice and guidance to providers. We are capturing data about staffing and offering advice (and in some cases mutual aid) to providers where issues such as staffing capacity and PPE availability threaten safety and quality.</i></p> <p><i>Finally, we have established a Task and Finish group, led by the Principal Social Worker, and comprising a CQC inspector (currently seconded to us) as well as a senior representative from the independent care market, to develop best practice guidance to those providers working with people lacking capacity during COVID. This work has been shared with the LGA as best National Practice. Most recently this Task and Finish group have also developed support materials and access to individual counselling for front line carers working in ASC settings who are experiencing trauma and other mental health concerns a result of the work they have undertaken during the pandemic. This work has launched with all ASC providers via a webinar on the 15 July.</i></p>
ASC Programme Board	<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>
‘Deprivation of Liberty Safeguards’ (DoLS) backlog clearance programme	<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 complete outstanding assessments and the number of outstanding assessments reduced to far lower levels (256 at the end of December 2018).</p> <p>However, since April 2019 levels rose as in-house capacity struggled to meet demand. Additional resources were assigned to Best Interest Assessments which reduced the level of outstanding assessments through quarters 3 and 4.</p>

	<p>Additional funding for assessments has been allocated for 2020/21 although use of this funding will be delayed until the current lockdown and restrictions are eased. Due to Covid-19 non-essential assessments are on hold and with care homes in lockdown the DOLS team is currently triaging incoming referrals and prioritising as necessary. This has seen a build-up of priority 1 in care homes and these will be continually monitored until it is possible to undertake an assessment</p> <p>This matter was examined at the Policy and Scrutiny Committee for Health and Social Care held on 13 January 2020 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.</p> <p>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.</p>
Mental Health Action Plan	<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>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.</p>
Safeguarding Action Plan	<p>Review of the practice guidance is complete; Making Safeguarding Personal (MSP) toolkit for ASC practitioners in place.</p> <p>We received our most recent independent review/audit of MSP in November 2019 and an action plan will be implemented accordingly.</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>
Learning Disability (LD) Homes Service improvement plans	<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>
Centralisation of outreach teams	<p>Service now located at Sandown Barrack Block and CM2000 system is fully operational.</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. <i>A formal inspection by CQC is expected once the Pandemic response is considered complete</i>
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	6 GREEN	12 RED	10 AMBER	10 AMBER	10 AMBER
Mitigation					
Covid-19 Response	<p><i>On 19 March 2020, NHSEI published its “Discharge to Assess Requirements.” This required all patients declared medically fit for discharge to be discharged from hospital within 3 hours. We quickly established a discharge to assess pathway with health partners and this has worked well although more people have entered residential care upon their discharge than is usually the case (which is continuing to be funded by the CCG until the end of July 2020)</i></p> <p><i>The government’s action plan for adult social care which was published on 15 April 2020. It clearly states that care homes are not expected to be asked to accept people leaving hospital who have tested positive for Covid-19. This has meant that we have needed to identify in-patient step down within the Trust and this will become operational at the beginning of May. Additionally, on 28 April 2020 govt announced that the NHS would undertake testing of all care home residents and care home staff, regardless of whether or not they were exhibiting symptoms.</i></p> <p><i>The IWC and the CCG are working to assure that the government instruction re testing, which is very welcome, is implemented as quickly as possible. Failure to do so could result in the local health and care system being seen to fail.</i></p> <p><i>Finally, we have worked as a system to identify and secure the capacity needed in the community during the Covid emergency. For instance: the CCG has block booked 62 beds at special rates and established a 42 bedded facility at the Premier inn (Riverside) for people with lower levels needs leaving hospital or to avoid their hospital admission – these are paid at temporary, inflated rates; the CCG has also block booked a number of hours from domiciliary care agencies at the special rate of £25 per hour (the council’s 2020/21 rate is £19.28). ASC has increased capacity in both its outreach service and hospital PA discharge service so that we retain our vital focus on supporting people in their own homes wherever possible. We have also temporarily uplifted fee levels by 10% - and delivered a range of other supports to care providers during this very difficult period (e.g., free PPE).</i></p>				
ASC Programme Board	<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>				

Transformation programme and operational integration	<p>The onwads care and independence workstream of the Island's Health and Care Plan comprises the following initiatives:</p> <ul style="list-style-type: none"> • The ICDT • The Regaining Independence service • Integrated Localities • Technology in Care Homes • Early Help • Raising Standards • The Dementia Strategy • LD Integration • New Community Care model <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>
Responsiveness to hospital escalations	<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 (DTC) meeting chaired by the Director of Adult Social Services occurs every Friday, which provides the single and agreed DTC count.</p>

STRATEGIC RISK 10 – New Risk Identified					
ASC Care Provider Failure			Assigned to: Director of Adult Social Care		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	6 GREEN	12 RED	N/A	N/A	N/A
Mitigation					
Personal Protective Equipment	<p><i>There have been well known, significant, issues around care providers' access to PPE during the Covid emergency. Providers are experiencing significant increased costs as the use, and prices, of PPE have increased exponentially - and these PPE cost pressures have been compounded by fractures in supply.</i></p> <p><i>Indeed, care providers are experiencing increasing levels of covid-19 amongst their users and staff. Their cost pressures can be summarised as:</i></p>				
Support Care Providers in maintaining staffing levels	<ul style="list-style-type: none"> • <i>PPE - problems in accessing PPE at a time when they need it the most and at unprecedented levels of usage;</i> • <i>additional use of agency staff due to absence associated with Covid-19;</i> • <i>The need to increase staffing complement because of working with residents who are in isolation.</i> <p><i>As a consequence, the Council has provided temporary additional funding to all care providers. This includes:</i></p>				

Support Care Providers experiencing financial difficulties	<ul style="list-style-type: none"> • A 10% uplift for all clients on care bandings funded by the council, (initially for 12 weeks, with CMT approving a further 12 weeks at the end of June 2020) paid as a lump sum in April in order to support providers cash flow issues; • Ongoing funding for people receiving council funded domiciliary care who are admitted into hospital for up to 14 days (increased from 48 hours previously) whilst they remain in hospital; • A 10% uplift to domiciliary care providers (again paid as one lump sum initially for 12 weeks, with CMT approving a further 12 weeks at the end of June 2020) in advance in order to support their cashflow issues). • In addition, where providers' covid costs are in excess of 10%, we will examine those costs with them and fund them where necessary <p>Finally, some of our providers are experiencing significant staffing pressures and we have needed to oversee the provision of mutual aid.</p>
-------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

STRATEGIC RISK 11					
Failure of either the Highways PFI contract or Waste contract resulting in significant financial and operational disruption for the council and its residents			Assigned to: Director of Neighbourhoods		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	5 GREEN	8 AMBER	8 AMBER	8 AMBER	8 AMBER
Mitigation					
Waste – Ensure the delivery of Key Facilities through robust contract management	<p>The Mechanical Treatment Plant has now achieved acceptance certification. All remaining snagging items will be completed by December 2019.</p> <p><i>Construction of the Energy Recovery Plant is currently suspended following the sub-contractors leaving the site as of 16 March due to the Covid-19 situation.</i></p> <p>Construction risk sits with Amey and any delay will not be at the Council's cost.</p> <p><i>HWRCs were initially closed in line with the Govt lockdown restrictions but were reopened with stringent social distancing measures in May 2020</i></p>				
PFI – Establish and deliver available savings	<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"> • Phase 1 £608,000 completed April 2019 • Phase 2 £900,000 for completion April 2020 • Phase 3 £500,000 further per annum net savings <i>remain to be defined for the relevant budget year</i> 				
PFI - Successfully resolve anomalies in the contracts specification	<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>				

STRATEGIC RISK 12					
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		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	6 GREEN	12 RED	12 RED	12 RED	14 RED
Mitigation					
Working group of senior officers in place to define IWC strategy for Brexit		<p><i>The Brexit Impact Group's responsibilities are now a sub-set of the overall Covid-19 Recovery cell to assess the broader economic impacts to the IW. 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.</i></p> <p>The group liaise with the IW Chamber of Commerce to ensure that local businesses can be as prepared as possible.</p> <p><i>As the government is not going to seek any extension the end of the transition period will be the end of 2020. SCG for LRF will reconvene shortly after being delayed because of the Pandemic response.</i></p> <p><i>The likelihood is that the UK will leave the EU on a WTO basis</i></p>			
Oversight of any potential legislation changes in respect of right to live and work and freedom of movement that may affect our workforce		<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>			
Membership of professional and local government bodies aids horizon scanning		Staff are encouraged to use their formal and informal external networking groups to share information on the potential impact of Brexit.			
Mitigate against issues with food and fuel shortages or price increases		<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>			
Management of change approach to mitigate against significant impact to the organisation and its staff		<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>			

	A full briefing to members on the preparations for and the potential impact of Brexit took place on 7 October 2019.
Detailed project plans to manage implementation of changes	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: <ul style="list-style-type: none"> • Business readiness • Food resilience • Vulnerable people • Supply chain logistics • Local labour supply
Understanding and acting on intelligence from the Local Government Association (LGA), the Chartered Institute for Public Finance Accountants (CIPFA) and other local government sources	These channels will continue to be monitored in the period running up to and after Brexit.
Oversight of general changes in legislation or governance arrangements that may affect the council	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.

STRATEGIC RISK 13					
Achieving the vision for the Island			Assigned to: Chief Executive		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
14 RED	6 GREEN	12 RED	9 AMBER	9 AMBER	9 AMBER
Mitigation					
Covid-19 Response	<p><i>The Council is producing a comprehensive Recovery Plan looking at minimising the economic hit the Island will take as a result of the Covid-19 pandemic. Of particular focus will be the tourism, transport, agriculture and care sectors.</i></p> <p><i>Additionally, plans are being formed for how the Council will go about business as usual in terms of how it will use office accommodation under self-distancing rules and how staff can be assisted in adapting to working from home for a significant period of time.</i></p> <p><i>The Recovery Plan was initially agreed by Cabinet in June and any subsequent updates to it will be presented to Cabinet in September</i></p>				
Quarterly Performance Management	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.				

Report (QPMR) updates	<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>The performance report section of the QPMR is now available online through a series of interactive graphs. This was introduced for the Q3 (2019/20) report. <i>The Q4 (2019/20) report was postponed whilst key staff were engaged on the Covid-19 Pandemic response. The Quarter 1 (2020/21) report will be presented to Cabinet in September 2020 and this will include information relating to Q4 (2019/20)</i></p>
Strategic capacity and interventions	<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. <i>All of these will have to be done in the light of the current Covid-19 Pandemic and will form part of the Recovery Plan</i></p>
Robust Programme Management	<p>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.</p> <p>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. <i>As part of the Recovery Plan a view will be taken over how to prioritise strategic projects in line with how they support the Recovery Plan.</i></p>
Regeneration programme	<p><i>A number of key Regeneration staff are presently redeployed in various areas of the Councils Covid-19 response. However, the strategy at the moment is to complete the necessary planning feasibility studies and planning approvals where already commenced.</i></p> <p><i>The Programme underwent a substantive review in light of the financial impact to the council of the Covid-19 pandemic and it's wider impact on other economic sectors such as Housing. The results of this review were shared with Members Regeneration Board in July 2020 who agreed which priorities will be taken forward over the next 18 months. HR and financial resources will be realigned to meet these objectives.</i></p>
Strategic risk register	<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. <i>An updated Strategic Risk Register was provided to the GOLD Command group to reflect the impact of the Covid-19 pandemic</i></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. A new training course has been developed for staff entitled "Introduction to Risk Management" which will further embed the Risk Management Framework and was delivered for the first time in February. Due to the Covid-19 pandemic further face to face training has been postponed. Should this period be extended an online based course will be delivered instead</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>
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

STRATEGIC RISK 14					
Additional demands placed upon the Isle of Wight Council and partners owing to pandemic flu or similar large-scale outbreaks			Assigned to: Director of Public Health		
Inherent score	Target score	Current score	Previous scores		
			Mar 20	Dec 19	Sep 19
16 RED	12 RED	16 RED	14 RED	14 RED	14 RED
Mitigation					
Manage the Financial Impact of the COVID-19 Pandemic on the Isle of Wight Council	<p>The Covid-19 pandemic will have a significant impact on the Council's financial position.</p>				
	<p>The council has been mindful to balance its own fragile but (up to now) improving financial resilience with the emergency needs of the residents and businesses of the Island. The council has taken a responsible approach to meeting emergency spending for the direct costs associated with the emergency such as providing financial support to the adult social care provider market, procuring necessary PPE and providing accommodation for the homeless and rough sleepers whilst also seeking to ensure that any financial support for residents, suppliers and external organisations is provided on a case by case basis with demonstration of need. In this way the council has maintained an approach to target limited financial resources to those at risk and in most need.</p>				
	<p>Nevertheless, the latest financial position as a consequence of this emergency, is serious. Following two tranches of emergency government funding totalling £9m, the council still has a forecast financial shortfall for the full financial year of c£10m. This consist of spending pressures c £8m, budget savings at risk of being undeliverable c £1m, loss of income from fees and charges c £8m and loss of Council Tax and Business Rates of c £2m less £9m of emergency funding received to date.</p>				
	<p>Whilst a financial impact, forecast at c£10m (and assuming no second wave) is clearly beyond the approved budget, given the level of uncertainty associated with this forecast which will depend substantially on both the depth of the forthcoming recession and the level of any further government funding, an emergency budget at this stage would be premature.</p> <p>The council however has an obligation to plan its financial management responsibly. It is not allowed to either set a deficit budget or to draw upon its general reserves to the extent that they fall below the minimum level of £7m. Over the period of the council's medium-term financial strategy, the level of headroom above the minimum level of reserves that would be available is £3.2m</p>				

	<p><i>Given the forecast deficit of c£10m compared with available general reserves of just £3.2m, the Cabinet has developed a deficit recovery strategy which will enable the council to continue to operate without the need to consider emergency spending controls and service reductions under a S.114 Notice.</i></p> <p><i>The Deficit Recovery Plan totals some £11.5m therefore providing an amount of headroom should the gap become larger as the pandemic continues and as the recovery phase commences. The plan was presented to Full Council on 15th July and includes the following:</i></p> <ol style="list-style-type: none"> <i>1. Placing on hold schemes from the Capital Programme totalling some £4.5m</i> <i>2. Use of the Corporate Contingency up to £2m (representing 60% of the total)</i> <i>3. Use of the Transformation Reserve of up to £2m (representing 50% of the uncommitted balance)</i> <i>4. Use of Reserves earmarked for short term risks where that risk has now been mitigated (e.g. the pending court case regarding Christ the King sixth form buildings which has now been successfully defended by the council) £3m</i> <p><i>Since the estimation of a £10m budget gap and the development of a budget deficit recovery plan a further funding package to Local Authorities was announced on 02 July 2020, allocations to individual local authorities are still to be announced.</i></p> <p><i>The funding package from Government includes the following:</i></p> <ul style="list-style-type: none"> <i>• An additional non-ringfenced national grant allocation of £500m To date the Council has received £9m from a national allocation of £3.2bn. £500m represents a further 15% on top of the current £3.2bn allocation. The Government has indicated that the distribution methodology for this latest £500m will not be the same as the previous distribution methodologies.</i> <i>• Non-Tax Income Scheme Some re-imbursement for irrecoverable income losses but only from some of the affected income streams. Details of the scheme are not yet available.</i> <i>• Irrecoverable Tax Losses Government have stated that they will consider the issue of irrecoverable Council Tax and Business Rates (c£2m for IOWC) as part of the forthcoming Spending Review.</i> <p><i>The council continues to closely monitor the impact of additional costs and loss of income on the budget and new government funding announcements to ensure it can meet its obligations for the prudent management of the council's financial affairs and enables the council to continue to operate under the normal budget management framework until such time as the overall financial position is known with greater certainty.</i></p>
<p><i>Preparedness for other novel infectious disease (including COVID-19)</i></p>	<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 and has in place its own Silver and Gold command and control structures to manage the response to COVID and monitor the situation on the Island.</i></p> <p><i>Multi-channel communication campaigns underway for the public providing, information, advice and guidance.</i></p>

	<p><i>Dedicated intranet pages have been set up to provide information and advice to staff in all IWC settings.</i></p> <p><i>IEDAG stood up to prepare and manage excess deaths – this group maintains a separate and detailed risk register.</i></p>
<p>Reducing the impact of loss of staff through sickness or self-isolation on service delivery</p>	<p><i>Staff not engaged in critical frontline services are working from home wherever position in order to home to prevent the spread of infection.</i></p> <p><i>Use of appropriate PPE where necessary and in accordance with PHE guidelines.</i></p> <p><i>FAQs and regular communication with staff to remind them of good hygiene practise and social distancing requirements.</i></p> <p><i>Regular sitreps (3/week) in place to monitor and review staffing levels in critical services to enable redeployment to areas of need.</i></p> <p><i>Redeployment strategy in place and implemented.</i></p> <p><i>Re-deployment and training of staff internally.</i></p> <p><i>HR Pandemic policy in place to assist managers in the effective deployment of staff during the crisis period.</i></p> <p><i>Testing of staff to as appropriate to ensure return to work as soon as possible if negative.</i></p> <p><i>Regular manager alerts and staff updates on policy and guidance.</i></p> <p><i>Use of trained volunteers to support key roles</i></p>
<p>Sourcing & supplying appropriate PPE</p>	<p><i>Establishment of multi-agency joint logistics cell for additional routes to suppliers and ease of distribution to critical areas.</i></p> <p><i>Source PPE directly from suppliers</i></p> <p><i>Request local businesses to provide PPE for key workers</i></p> <p><i>Manage and monitor PPE usage</i></p> <p><i>PPE prioritisation framework to be agreed (this week)</i></p> <p><i>Developed distribution centre and network and process for requesting emergency PPE from the distribution centre</i></p>
<p>Partner Organisations</p>	<p><i>Communication with partners to establish pressures</i></p> <p><i>Business Continuity Plans include provision for failure of key partners</i></p> <p><u>Residential Care, Nursing Care and Home Support (Domiciliary Care)</u></p> <ul style="list-style-type: none"> <i>• Daily updates for provider in relation to key national guidance and local arrangements</i> <i>• Daily capacity tracking – through local and/or national tools to motioning oversight of market capacity</i> <i>• Regular contact with impacted homes by C19</i> <i>• Innovative funding solutions to support cash flow and maintain market stability</i>

	<ul style="list-style-type: none"> • <i>Establish named point of contact to support communication and emergency messaging if required</i> • <i>Weekly meetings with point of contact</i> <p><u>VCSE</u></p> <ul style="list-style-type: none"> • <i>Regular engagement through operational and strategic meetings</i> • <i>Co-ordinated approach to communications</i> • <i>Innovative funding solutions to support cash flow and maintain market stability</i> • <i>Establish named point of contact to support communication and emergency messaging if required</i> • <i>Weekly meetings with sector</i> • <i>Sharing of national guidance within this sector</i> <p><i>Other:</i></p> <ul style="list-style-type: none"> • <i>Shielded residents – maintaining supply of food/support provisions over and above national provisions provided</i> • <i>Safety of public - protecting from potential abuse, exploiting and scams</i>
<i>Maintaining ICT Networks and systems to facilitate large scale agile working</i>	<p>Ongoing rollout of laptops with Office 365 and remote telephony software (rollout is mostly complete) <i>for workers redeployed to the community helpline service and who currently do not have individually assigned ICT equipment.</i></p> <p>Robust Business Continuity Plans – Tested.</p> <p><i>Infrastructure changes have been instigated to ensure that there is enough bandwidth and access for people to remote work.</i></p> <p><i>ICT staff operating a rota to enable our of hours service to be provided.</i></p> <p><i>Telephony continuity plans are tested, and Helpline needs considered as critical service access</i></p>
<i>Protecting supply chain under reduced transport infrastructure</i>	<p>Sitreps from ferry operators (Wightlink, Red Funnel and Hovertravel) three times a week update on staffing issues/pressures</p> <p>Island Resilience Forum - Multi Agency Cross Solent Disruption Plan 2019</p> <p>Weekly meetings with Cross Solent operators</p> <p>Minimum Cross-Solent Lifeline service agreed with the DfT and DfT funding was provided to secure that service. Service modelled on critical freight, key worker and health related transport needs.</p>
<i>Internal arrangements</i>	<p>The IWC Pandemic Influenza Response Plan was written by members of the IWC Public Health Team in consultation with the Emergency Management Department in 2016, as revised in 2017, and March 2020, based on national guidelines and the Hampshire & IOW Local Health Resilience Partnership (LHRP) Health Protection Incident and Outbreak Plan.</p> <p>The Pandemic Flu Plan links closely with IWC departments' business continuity plans; these plans were reviewed by the IWC Emergency Management Team.</p> <p><i>Internal Council silver and gold meetings are conducted twice a week, to manage the pandemic from an internal/public facing perspective.</i></p>

External arrangements	<p>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 with a working document produced in March 2020.</p> <p>In addition to the Hampshire and IW LRF Plan for Managing Excess Deaths (Jan 2019).</p> <p>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.</p> <p>An Island Tactical Co-ordination Group (ITCG) convenes three times a week at a multi-agency level, including police, fire, NHS Trust, ambulance, council, public health, CCG, Military, ferry companies, utilities, and prison.</p>
Provision of up to date information	<p>Relevant 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 were raised at the Multi agency Island Resilience Forum held on 5 June 2019.</p>

STRATEGIC RISK 16					
Insufficient regulatory compliance for buildings under the Council's ownership.			Assigned to: Director of Regeneration		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	6 GREEN	10 AMBER	10 AMBER	10 AMBER	14 RED
Mitigation					
Implement appropriate arrangements for Water Services Management (WSM)		<p>Target date – January 2020</p> <p><i>A new contract has been awarded week commencing 29 June and will commence on 11 August</i></p> <p><i>Action Complete</i></p>			
Formalise arrangements with Isle of Wight Fire and Rescue Service (IWFRS) to undertake fire risk assessments (FRAs) on the council's behalf		<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>			
Produce and maintain a full record of buildings and their respective FRA details		<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>			
Ensure all council properties occupied by		<p>Target date – December 2019.</p>			

vulnerable people have an up to date FRA	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> .
Review the required frequency of water risk assessments for all council properties	Target date – January 2020 <i>This is in progress and forms part of the new contract that was awarded week commencing 29 June and that will begin 11 August 2020. risk assessment frequency is set out in the specification of the new water hygiene contract.</i>
Identify a suitable mechanism to evidence the current safety status of all council properties	Target date – December 2019 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.

STRATEGIC RISK 17					
Non-compliance with General Data Protection Regulations (GDPR)			Assigned to: Director of Corporate Services		
Inherent score	Target score	Current score	Previous scores		
			Mar 20 (pre-pandemic response)	Feb 19	Dec 19
16 RED	6 GREEN	10 AMBER	10 AMBER	10 AMBER	10 AMBER
Mitigation					
Follow ICO guidance related to Covid-19	<p>The ICO has issued the following statement about their regulatory approach during the Corvid19 pandemic.</p> <p>The ICO has said that their office will have regard to the general public interest and allows for people's health and safety to be prioritised without the need for legislative amendment.</p> <p>A principle underpinning data protection law is that the processing of personal data should be designed to serve mankind. Right now, that means the regulator reflecting these exceptional times, and showing the flexibility that the law allows.</p> <p>"The ICO will continue to recognise the continuing importance of privacy protections. These rights are a part of modern life we must not lose. But the ICO will continue to safeguard information rights in an empathetic and pragmatic way that reflects the impact of coronavirus.</p>				
Review of Information Asset Register (IAR) template to better support GDPR compliance	<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>Action completed.</p>				
Full update of Information Asset Registers	Target date – December 2019				

	<p>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.</p> <p>Action Completed.</p>
Identify the current GDPR status of all ICT systems and record on a central register	<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>Action Completed</p>
Identify all staff within services who hold contract management responsibilities	<p>Target date – July 2019</p> <p>The records management officer, working with the procurement team and service managers, identified all contracts owners. 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.</p> <p>Action Completed.</p>
Update all contracts over £25,000 to ensure GDPR compliance	<p>Target date – March 2020</p> <p>The Procurement and Contracts Monitoring Team <i>originally</i> identified 77 contracts that have a value exceeding £25,000, and which required appropriate revision to contracts. Of these 32 were due to expire and were therefore discounted from required action. <i>A further 41 are now deemed compliant with requirements, and of the remaining 4 low risk contracts, 2 are still in compliance negotiation, and 2 contracts still require acquisition of copies of the contracts.</i> Work continues to bring these matters to successful conclusion</p>
Conduct gap analysis of GDPR reporting to governance forums and ensure that all issues addressed	<p>Target Date – August 2019</p> <p>The terms of reference of the Information Governance Group (IGG) 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</p> <p>Action complete.</p>
Update Protective Marking Policy and cascade to all staff	<p>Target date – January 2020</p> <p>Policy has been updated and is available on the Council's Intranet.</p> <p>Action Complete</p>
Update IWC Corporate Retention Policy and cascade to all staff	<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>