

Appendix J1: Strategic Risk Register Review

Strategic Risk Register Summary.

Risk with increased scores due to impact of Covid-19 Pandemic – May 2020

Risk no.	Risk Title	Score (May 2020)	Score (March 2020)	Comment
15	Additional demands placed upon the Isle of Wight Council and partners owing to pandemic flu or similar large-scale outbreaks	16 RED	14 RED	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
2	Lack of financial resource and the ability to deliver the council's medium-term financial strategy	16 RED	13 RED	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
3	Insufficient staffing capacity and skills	9 AMBER	8 GREEN	Due to the current pandemic situation, our focus on staffing capacity and skills during this quarter has been to ensure that front line services and other related functions have the required staffing levels to respond adequately to demand. Where possible staff in closed services have been redeployed into critical services following appropriate training in accordance with the council's agreed pandemic re-deployment strategy
5	Failure to improve educational attainment	11 AMBER	9 AMBER	Work has commenced to prepare for re-opening on a phased basis. Existing DfE advice on safe practices including reduction of social contacts will need to be updated in the event of partial return and we will need to work through that with school leaders
7	Failure to recruit acceptable quality of professional practice across Adult Social	10 RED	9 AMBER	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)

Risk no.	Risk Title	Score (May 2020)	Score (March 2020)	Comment
8	Care (ASC) and Housing Needs Failure to identify and effectively manage situations where vulnerable adults are subject to abuse	12 RED	10 AMBER	Care homes on IW, as nationally have become “closed institutions” meaning no visits by CQC, Social workers or Integrated QA Team. Number of safeguarding referrals from Care Homes has decreased. Commissioning team in frequent contact with all Care Homes, Integrated QA Team providing guidance to ASC providers and Principal Social Worker leading task and finish group to provide best practice guidance to providers
9	Failure to secure the required outcomes from the integration of adult social care and health	12 RED	10 AMBER	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 being funded by the CCG for 12 weeks post 19 March 2020).
10 (New risk)	ASC Care Provider Failure	12 RED	N/A	Equipment, cost and staffing pressures being experienced by Care Providers. IWC has provided additional funding including <ul style="list-style-type: none"> • A 10% uplift for all clients on care bandings funded by the council, (for 12 weeks) • 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 for 12 weeks in advance in order to support their cashflow issues).
13	Achieving the vision for the Island	12 RED	9 AMBER	Comprehensive Recovery Plan being formulated aiming to minimise the economic hit taken by the IW due to the Covid-19 Pandemic The Regeneration Programme will undergo a substantive review in light of the financial impact to the council of the Covid-19 pandemic and its wider impact on other economic sectors such as Housing.

Risk with decreased scores due to Covid-19 Pandemic

Risk no.	Risk Title	Score (May 2020)	Score (March 2020)	Comment
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	6 GREEN	7 AMBER	<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>
6	Failure to identify and effectively manage situations where vulnerable children are subject to abuse	7 AMBER	8 AMBER	Services remain fully operational and statutory timescales are being met using digital methods to maintain contact with children and families. Also working closely with schools to support vulnerable children. Where a child know to social care is not in school a risk assessment is being undertaken and steps taken to promote that child's attendance.

Risks with scores not impacted by Covid-19 Pandemic

Risk No.	Risk Title	Risk Score (May 2020)	Comment
1	Lack of financial resource and the ability to deliver the council's in-year budget strategy for 2019/20	3 GREEN	Risk pertains to 19/20 financial year position which has not been significantly impacted by the Covid-19 pandemic. At the next refresh the risk will concentrate on 20/21 financial year at which point it is inevitable that the score will increase
11	The council fails to achieve the required outcomes from its significant contractual relationships and fails to successfully resolve some anomalies	8 AMBER	<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>

	in the contract's interpretation (in relation to the 25-year highways PFI contract)		<i>HWRCs have been closed in line with the Govt lockdown restrictions but will re-open with managed appointments and stringent social distancing measures as of 14 May 2020</i>
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	12 RED	<i>The Brexit Impact Group will reconvene once the UK Governments negotiating position is clear, this is currently scheduled for June 2020 but may be impacted by the present Covid-19 situation. The group's responsibilities will be a sub-set of the overall Covid-19 Recovery cell</i>
15	Insufficient regulatory compliance for buildings under the Council's ownership	10 AMBER	Reported to Audit Committee in March 2020 that work was substantially completed on mitigating this risk
16	Non-compliance with General Data Protection Regulations (GDPR)	10 AMBER	Reported to Audit Committee in March 2020 that work was substantially completed on mitigating this risk. ICO has issued guidance regarding their regulatory guidance during the Covid-19 Pandemic

Appendix J2: Strategic Risk – Pandemic Outbreak

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		
			Feb 20	Dec 19	Sep 19
16 RED	12 RED	16 RED	14 RED	14 RED	14 RED
Mitigation					
Preparedness for other novel infectious disease (including COVID-19)	<p>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. <i>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>				
Reducing the impact of loss of staff through sickness or self-isolation on service delivery	<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>Establishment of multi-agency joint logistics cell for additional routes to suppliers and ease of distribution to critical areas.</p> <p>Source PPE directly from suppliers</p> <p>Request local businesses to provide PPE for key workers</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> • <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>
<p>Maintaining ICT Networks and systems to facilitate large scale agile working</p>	<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 out of hours service to be provided.</i></p>

	<i>Telephony continuity plans are tested, and Helpline needs considered as critical service access</i>
Protecting supply chain under reduced transport infrastructure	<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><i>Minimum Cross-Solent Lifeline service agreed DfT and DfT funding provided to secure that service. Service modelled on critical freight, key worker and health related transport needs.</i></p>
Internal arrangements	<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 prisons.</p>
Provision of up to date information	<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>