

| STRATEGIC RISK 1 | | |
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| Lack of financial resource and the ability to deliver the council's in-year budget strategy | | |
| Assigned to: Director of Finance and Section 151 Officer | | |
| Inherent Score | Target Score | Current Score |
| 16 RED | 5 GREEN | 5 GREEN |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 5 GREEN | 5 GREEN | 9 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| <p>Close monitoring of both Capital and Revenue spending (including income and savings targets)</p> <p>Position reviewed at the end of each quarter.</p> <p>Next review will be for Qtr. 4 (draft outturn) 2022-23</p> <p>The Council maintains a Corporate Contingency for general and unidentified risk at circa. £3.5m per annum</p> | <p>Revenue Position</p> <ul style="list-style-type: none"> As at quarter three the council is forecasting a net balanced budget. However, this includes significant pressures forecast in Adults and Children's Social Care, Leisure Centre income, and utility costs. This pressure is being offset by savings in Treasury Management costs, concessionary fares, and the use of contingencies. <p>Capital Position</p> <ul style="list-style-type: none"> As at quarter three the council's is forecasting expenditure of £32.6m against a budget of £45.5m. There is net slippage in spending forecast at c. £12m from 2022/23 into future years (i.e., simply representing budgeted spending that is forecast not to take place in 2022/23 but will now fall into 2023/24). There is currently a forecast overspend of £0.4m. | <p>Revenue Position:</p> <ul style="list-style-type: none"> The main pressure areas are within Adults and Children's Social Care with net forecast overspend of £4.0m and £3.5m respectively but being offset by Treasury Management and contingencies Income from fees and charges mainly associated with Leisure Services are underachieving mainly because of legacy impact from the pandemic. The shortfall will be funded the Covid-19 contingency It should also be noted that there is a considerable risk to this forecast position as the financial year progresses and the impact of further inflationary pressures due to the current economic climate. <p>Capital Position:</p> <ul style="list-style-type: none"> Potential overspends of c £0.4m have been identified Given the current economic conditions and delays caused to projects during the pandemic there is a significant risk that further cost pressures will become apparent and will be reported in future reports as the impact becomes clearer. |

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| <p>Review of Corporate Finance Risks</p> <p>Position reviewed at the end of each quarter. Next review will be for January 2023</p> | <ul style="list-style-type: none"> <i>The Charging of severely disabled people for Social Care (Norfolk decision) remains a key financial risk. Adult Social Care (ASC) undertake finance and charging assessments to determine individuals' eligibility to contribute towards the cost of their care and support. In line with other local authorities the council considers higher rate benefits when undertaking this calculation. This generates approx. £1.2 million per year of additional income for ASC.</i> <i>In a recent court decision, it was found that higher rate benefits should be disregarded, and calculations only based on standard or lower rates of benefits.</i> | <ul style="list-style-type: none"> <i>Legal advice secured by the National Association of Financial Assessment Officers indicates that the judgement is flawed and advocated for continuing to levy charges in accordance with the regulations and local policy. This creates risk of potential legal challenge for all local authorities. We are seeking advice and recommendations from Legal Services as to the steps we need to take to reduce the risk and potential success of any challenge and are currently reviewing our Finance and Charging policies to afford maximum protection.</i> |
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| STRATEGIC RISK 2 | | |
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| 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 (Proposed) |
| 16 RED | 9 AMBER | 9 AMBER |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 9 AMBER | 9 AMBER | 9 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| <p>A full revision of the budget and future forecast and resulting savings requirements is presented to Full Council each February.</p> <p>Due date 28/2/23</p> | <ul style="list-style-type: none"> <i>The process for setting the budget for 2022-23 was completed and approved by Full Council in February 2022</i> <i>Full Council approved an indicative savings requirement of £2m for the financial year 2023-24. The process to identify savings and prepare the budget for 2023-24 is in progress</i> <i>The budget and associated indicative savings proposals will be presented to Full Council for approval in February 2023</i> | <ul style="list-style-type: none"> <i>Provisional funding levels from Government are not published until December each year and confirmed in January</i> <i>Savings requirements are currently estimated at £2m per annum for the next three financial years (2023-24, 2024-25, 2025-26)</i> <i>Service Pressures/Demographic. Cost pressures including Inflation can be significant. The key pressures generally relate to Social Care (Adults & Children's) and inflation in particular utility costs and wage costs (including costs passed on from contractors/suppliers)</i> |

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| | | <ul style="list-style-type: none"> • <i>Reserves need to be maintained at a level that provides sufficient financial resilience to enable the delivery of the Medium-Term Financial Strategy</i> • <i>Future Local Government funding system – there is still considerable uncertainty relating to planned major changes to the funding formula (Fair Funding Review) and the business rates system, therefore future funding levels remain very uncertain</i> • <i>Island Deal – £1m was awarded for 2022-23 to recognise the additional costs of delivering services on an Island. Future allocations for 2023-24 are still being discussed with Government in the absence of the delivery of the Fair Funding Review</i> • <i>Capital Programme Resources – grant funding is very constrained. There is a reliance on one-off contributions from revenue. Borrowing must be demonstrated to be affordable with a sufficient revenue stream to pay the debt costs. PWLB Borrowing approval is also restricted by regulation and the three-year capital programme is prohibited from including schemes that are primarily for a commercial yield.</i> |
| Delivery of: Income generation Efficiencies Services reductions and early identification of unavoidable cost pressures/unachievable income targets to allow effective mitigation planning | <ul style="list-style-type: none"> • <i>Commercialisation Board recently set up – to evaluate and progress full cost recovery for chargeable services, income generation and service efficiencies</i> • <i>Regeneration Programme Boards are in operation and aim to deliver an economic benefit to the council including an improved council tax and business rates base</i> • <i>The budget process includes a series of meetings with Directors and</i> | <ul style="list-style-type: none"> • <i>Ability to fund new initiatives that require an initial subsidy. See note above regarding the conditions for borrowing.</i> • <i>The Transformation Fund is the main source of one-off investment required for new income generating activity. This is a limited fund which must be prioritised to schemes that deliver the best outcome. Any top-ups required to the fund will be considered as part of the</i> |

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| Review - ongoing | <i>Cabinet to explore unavoidable cost pressures & undelivered savings, opportunities for income generation, efficiencies & opportunities for transformation bids</i> | <i>budget setting process and is subject to affordability.</i> |
| Maintain ultimate Council Tax collection rate at 98.3% & minimise the opportunity for fraud Review date – 31/03/23 | <ul style="list-style-type: none"> • <i>Creation of a centralised debt team with enhanced staffing levels to ensure that the payment of debt is maximised and to signpost residents to appropriate support and guidance</i> • <i>Processes in place to review discounts and exemptions to verify reductions being claimed</i> • <i>A robust enforcement approach is in place to maximise collection of council tax, sundry debt, and business rates. To also assist customers to proactively manage debt before recovery becomes a requirement</i> • <i>Working closely with Portsmouth Fraud team to prosecute those who are accessing the public purse fraudulently</i> | <ul style="list-style-type: none"> • <i>Continued increase in the number of residents contacting the council relating payment concerns due to cost of living increases</i> • <i>Ability to recruit to fixed term roles to create additional resource for the administration of government initiatives to assist residents with financial support</i> • <i>Potential increase in caseload for Local Council Tax Support, reducing Council Tax income levels</i> |

| STRATEGIC RISK 3 | | |
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| Insufficient staffing capacity and skills | | |
| Assigned to: Director of Corporate Services | | |
| Inherent Score | Target Score | Current Score (Proposed) |
| 16 RED | 9 AMBER | 12 RED |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 10 RED | 10 RED | 10 RED |
| Mitigation | Update on Activity/Status | Pressure Points |
| Monitoring Staff Capacity Review Date 31/03/23 | <ul style="list-style-type: none"> • <i>On-going legacy issues emerging as a result of COVID-19 are resulting in increased demand for support being received from residents. This is further exacerbated with the increase in demand on services because of the cost-of-living crisis</i> • <i>Continued effort is being given to developing agile working practices, taking learning from the pandemic into consideration as we move towards a</i> | <ul style="list-style-type: none"> • <i>The wellbeing of our staff remains a concern and continued efforts are being made to provide access to support and response to any issues of concern.</i> • <i>Staff absence levels continue to remain stable but are continually monitored at organisational and directorate level</i> |

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| | <p>new model of hybrid working. Gradually services are now establishing their working models combining agile and office-based working</p> <ul style="list-style-type: none"> To address sickness levels staff are being signposted to support services such as Remploy and our internal Mental Health Champions network. All managers are being encouraged to complete the Attendance Management training, this is being monitored and escalated to CMT quarterly. | <ul style="list-style-type: none"> <i>Covid absence levels continue to reduce, therefore reducing staffing pressures on service areas.</i> <i>Due to the recent cost pressures, an organisational redesign may be required to reduce costs and achieve a structural balance. This could result in reductions in non-statutory activity, rationing of the council's priorities set out in the corporate plan, and a redesign that takes place during 2023/24 for implementation from October 2023.</i> |
| <p>Delivery of recruitment and retention strategy and action plan</p> <p>Due date 31/03/23</p> | <ul style="list-style-type: none"> On-line training resources have been developed to support recruiting managers that can be accessed as and when it is required - these remain under review for further improvements to be identified. The project team have progressed several key elements of the strategy including an <ul style="list-style-type: none"> Improved Induction process for new starters that enables feedback regarding the overall recruitment and selection process Revise existing and transfer process to better understand the reasons for staff leaving their posts Improved Intranet resources for recruiting managers that make the recruitment process clearer and provide them with additional supporting documentation The pay benchmarking tool has been rolled out to key managers. Service areas are now able to benchmark against other similar employers to assess salaries and use that information to assess whether market supplements are necessary. | <ul style="list-style-type: none"> Resourcing has been identified as a key issue for the delivery of the strategy with competing workload priorities and lack of funding placing pressure on the ability to deliver the desired outcomes of the project. A growth bid has been submitted to finance colleagues for considerations as part of the budget setting exercise as no further improvements can be made to processes without the support of new software. |
| <p>Regular monitoring, analysis, and review of organisational health indicators</p> <p>Review date 31/03/23</p> | <ul style="list-style-type: none"> The reporting dashboard has been refreshed to allow focus to be given to month-by-month changes and comparison with previous year periods to allow for greater scrutiny of issues of concern. A refreshed attendance management strategy and action plan has now been agreed is being delivered. <i>This is reviewed and updated monthly.</i> Annual staff survey has taken place with initial analysis presented to corporate management team in June 2022. Feedback has also been shared | . |

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| | <p>with line managers at the September Managers Big Conversation. <i>The information was also be shared at Joint Consultative Meeting (JCM) in November and with Directors as part of the People Management update paper on 6 December 2022. A further review paper will be shared 21st March 2023.</i></p> <ul style="list-style-type: none"> • Staff carer's network group launched to enable staff with caring responsibilities to network and gain support from one another. | |
| <p>Workforce planning</p> <p>A workforce plan is being developed across the Council to identify key roles in service areas and the skills needed for the future so services can plan training and enable succession planning.</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • Workforce Planning Workshops have commenced and workforce learning and development plans are being collated from the information gathered • Workforce planning requirements were included as a key section of the directorate plans produced to support the Corporate Plan • An update was provided to senior managers in August which aided discussions on succession planning and building service resilience. This included the hard to recruit positions and future planning for the ageing workforce. | <ul style="list-style-type: none"> • The workforce planning workshops require a lot of work in directorate senior teams in the first instance but once completed these plans can be monitored and updated more easily. • <i>Staff wishing to take advantage of the potential to reduce their hours / take voluntary redundancy or flexible retirement, will have a negative impact on available succession planning options.</i> • Formal action plan to address key workforce issues to be presented to CMT in December 2022 when all workshops have been undertaken with all directorates. <i>Public Health session took place on 23/11/2022. Two Children's Services sessions have been undertaken in December and January. An additional session with Neighbourhoods Directorate has also been completed.</i> |

| STRATEGIC RISK 4 | | |
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| 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 (proposed) |
| 16 RED | 6 GREEN | 8 MEDIUM |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 6 GREEN | 6 GREEN | 6 GREEN |
| Mitigation | Update on Activity/Status | Pressure Points |
| Leadership and management development Review Date 31/03/23 | <ul style="list-style-type: none"> Review has taken place with the CX and leadership and management conferences will begin again from March 2023 with a renewed focus on bringing leaders and managers together to discuss the Council's key priorities and how we are going to achieve the outcomes of the corporate plan collectively as one organisation. The 'Developing Leaders Programme' launched in July 2022 runs until May 2023 – there are 21 participants from across the Council taking part. <i>This group of developing leaders will be encouraged to take part in organisational development work across the Council within their own teams once the formal programme has ended.</i> The apprenticeship levy is being used to support 37 members of staff studying a leadership and management apprenticeship programmes. ASC & HN have 28 members of staff on management pathway apprenticeships with 1 in Children's Services, 4 in corporate services and 4 in Strategy. | <ul style="list-style-type: none"> Participants reflected on the difficulties in being able to give themselves time to learn and reflect. |
| Workforce development programmes/ Initiatives | <ul style="list-style-type: none"> Face to face learning where appropriate is taking place again from Westridge Learning Centre. ASCHN staff can have 3 hours per month as protected 'time to learn.' This is being monitored and any barriers identified are being discussed. | <ul style="list-style-type: none"> A substantial piece of work is to be undertaken this year looking at the future of learning which aims to build staff/manager responsibility for their own learning and that of their teams. This will support directorate workforce plans by identifying |

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| <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • <i>Updated guidance is being developed about apprenticeships with a new learning module available to all staff on the Learning Hub to explain the process clearly.</i> • <i>Leisure and parking services have reviewed their staff access and leisure are currently trialling tablets for frontline staff to be able to access their mandatory training whilst at work.</i> | <p>career pathways and essential learning to be undertaken.</p> <ul style="list-style-type: none"> • The 'Focus on the Front' project is specifically focussed on reviewing frontline staff access to essential learning by reviewing their access to IT equipment, their log ins and ensuring that they have time to learn what is essential for their roles. |
| <p>Delivery of the council's BIG Action Plan</p> <p>Progress against the Big Action Plan which is now integral to the council's organisational development strategy is included in the Strategic Programme Report that is reviewed bi-monthly by Corporate Management Team.</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • The Strategic Manager for Workforce and Organisational Development is leading on the People and Organisational Development Strategy and its BIG action plan. The plan has recently also been updated with the outcomes of the annual staff survey. The new themes are Great People, Great Leadership, Great Organisation. Quarterly reports on progress are being provided to the Corporate Management Team. | <ul style="list-style-type: none"> • The ambitious agenda set within the BIG Action Plan places pressure on resources as different workstreams often require access to the same support resources in areas such as ICT, HR, Organisational Intelligence, Procurement and Property Services. |
| <p>Maintaining ICT Networks and systems to facilitate large scale agile working</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • Business continuity plans continue to be reviewed and monitored to ensure the Information and Communications Technology (ICT) infrastructure, networks and systems remain operational. • The agile change team remain in place to help staff and teams in the use and maximisation of the potential of available technology • Where there are competing demands for ICT resources priority is given based on the importance of the activity towards delivery of key Corporate Plan outcomes | <ul style="list-style-type: none"> • With more staff returning to the workplace on a regular basis there is an increase in requests for adding replacement equipment to office workspaces where the original supplies remain in use at home to enable flexible working to continue. • <i>There is only limited stock available and no additional budget to increase equipment supplies. Departments are being asked to review the working patterns of staff to determine essential equipment requirements to avoid budget pressures emerging.</i> • <i>Capital Bids covering the next 5 years have been submitted, failure to invest will return the council to a position where staff are using outdated and slow equipment, our greatest cost base (staff) will not potentially be working at their most efficient.</i> |

| STRATEGIC RISK 5 | | |
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| Failure to improve educational attainment | | |
| Assigned to: Director of Children's Services | | |
| Inherent score | Target score | Current score (proposed) |
| 16 RED | 6 GREEN | 10 AMBER |
| Previous Scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 10 AMBER | 10 AMBER | 10 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| Building on the improvements in standards Review Date 31/03/23 | <ul style="list-style-type: none"> Pupils took examinations in summer 2022 for the first time since 2019. The results at this stage are provisional but the school improvement has forensically analysed them by individual school, subject and by specific cohorts of children. Both the targeted and professional development offers of school improvement activities have been updated to reflect the changed needs of schools and their leaders as they adapt to the academic, social, and pastoral needs of the children which have in many cases changed over the pandemic. The school improvement team has continued to work with schools preparing for inspection under the new Ofsted framework that was implemented in September 2019. Due to the pandemic, few schools have been inspected therefore the impact of the new framework remains a live risk. <i>An analysis of the GCSE results and attendance demonstrates the correlation between good attendance and attainment. For those children with regular attendance their GCSE grades were above the national average whereas those that were persistently absent (10% absent) their grades were 3 grades lower on average than the rest of their peers. Promoting good attendance is therefore a key strand of our school improvement work.</i> | <ul style="list-style-type: none"> Analysis of the data shows that the gaps between the attainment of the whole cohort and those experiencing vulnerabilities such as those children open to social care, those on free school meals and those with special educational needs have widened. This has happened both locally on the Island and nationally. |
| Ensuring schools are good (as rated by Ofsted) for all children Review Date 31/03/23 | <ul style="list-style-type: none"> 76 percent of IW schools are currently rated good or outstanding. The pandemic had a variable impact on schools and has affected attainment and attendance. In those circumstances the implementation of a relatively new Ofsted framework may lead to some variability. | <p>Some schools have had very tough times over COVID; their improvement trajectories have slowed, and they are now being fully supported to get back on track with the rapid improvements needed by the school improvement team. This adds pressure to the Ofsted</p> |

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| | | judgements improving as swiftly as would have been the case previously. |
| Leading a cohesive system for children based on effective partnership working Review Date 31/03/23 | <ul style="list-style-type: none"> Continued development of strong relationships and synergies between the range of departments and agencies that work with children including social care, health, and the Special Educational Needs (SEN) service. Continue the positive work on transition that began between primary and secondary schools during the pandemic, and between schools and post-16 providers. | None currently. |

| STRATEGIC RISK 6 | | | |
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| 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 (Proposed) |
| 16 RED | | 5 GREEN | 9 AMBER |
| Previous scores | | | |
| Dec 22 | | Sep 22 | Jul 22 |
| 7 AMBER | | 7 AMBER | 7 AMBER |
| Mitigation | Update on Activity/Status | | Pressure Points |
| <div>COVID-19 Response</div> <div>Review Date 31/03/23</div> | <ul style="list-style-type: none">Service fully operational though demand has increased. Managers monitor attendance.Family Time (Contact) between looked after children and their parents continues Plans are in place to bring the family time service in house following notice being given on the contract by the provider.Business Continuity Plan includes additional actions developed to respond should power cuts impact on service delivery.The Isle of Wight Council applied for and has received additional investment from the DfE to enhance our local offer to support more families impacted by the rise in the cost of living. The Council was also successful in being recognised as a national trailblazer for | | <ul style="list-style-type: none">The recruitment of both permanent and agency social workers remains a challenge locally and nationally. Children’s social care has taken a number of steps to enhance our offer to recruit and retain. These include a review of the market supplement, the appointment of additional Family Practitioners and the creation of a senior social worker role for career progression.The recruitment of in-house foster carers remains a pressure. We need a range of carers to match to meet the needs of children.The lack of private rented accommodation and social housing has meant young people who are ready to move on from supported accommodation are unable to do so. |

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| | <i>Family Hubs securing further investment from Government.</i> | <i>This has become a financial pressure and prevents young people who need to move into supported accommodation from foster care or residential care from doing so.</i> |
| Corporate Parenting Board Corporate parenting board meetings taking place quarterly. Review Date 31/03/23 | <ul style="list-style-type: none"> Corporate parenting strategy & Action plan agreed by Board in March 2020, reviewed annually. Have Your Say Week activities during school half terms offer opportunities for Councillors to meet and talk to children and families open to children's social care. | <ul style="list-style-type: none"> The Corporate Parenting Board would benefit from more Councillors attending and participating. This would ensure that portfolio holders can understand how council services can work to improve the lives of children in care and care leavers. |
| Multi-agency integrated commissioning board Review Date 31/03/23 | <ul style="list-style-type: none"> Pathways to Independent Adulthood supported accommodation offer fully operational. Placement Commissioning combined with Hampshire to enhance capacity across both Local Authorities. Isle of Wight is now part of the integrated commissioning approach with Hampshire to align with developments around the new Integrated Care System and Partnership Board. | <ul style="list-style-type: none"> The new Integrated Care System and Partnership Board offers commissioning opportunities across Hampshire, Isle of Wight, Portsmouth, and Southampton. Plans include the provision of perinatal mental health services delivered through the Family Hubs locally. |
| Quarterly performance reports to Scrutiny Committee Review Date 31/03/23 | <ul style="list-style-type: none"> Performance reports are viewed regularly by the Policy and Scrutiny Committee for Children's Services, Education and Skills. Meetings held on 9 June 2022 and 1 September 2022 with the next meetings scheduled for December 2022 and 2 March and 15 June 2023. Daily/weekly and monthly performance management data is reviewed by all managers to maintain oversight over practice, to maintain performance and identify and address areas for improvement. | <ul style="list-style-type: none"> The sustained Increase in demand (referrals/assessments) puts pressure on the service to maintain high levels of performance. The Isle of Wight continues to experience higher rates of demand compared to other areas in the South East and statistical neighbours, however good performance is maintained such as completion of assessments within timescales. Increased investment will ensure an increase in capacity to meet these increased and high rates of demand. |
| Caseloads continue to be scrutinised by senior management on a weekly basis and fortnightly by the Director of Children's Services and Deputy Director. It is expected that demand will | <ul style="list-style-type: none"> In response to the national review of children's social care, the Isle of Wight has been swift to recruit eight Family Practitioners, a new role within our Children Assessment and Safeguarding Teams to support children in need and provide additional capacity. Successful bid to Department of Education has secured significant additional investment in our Family Hubs to respond to meeting the needs of more families impacted by the pandemic and the rising cost of living. | <ul style="list-style-type: none"> The average caseload has increased (to 26 from 21) due to increased demand. Additional investment in social worker capacity has been secured to support the increased demand due to impact of the pandemic and rise in the cost of living. However, there is a national issue on the availability of social workers and agency social workers meaning challenges recruiting to vacancies remains a pressure. |

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| <p>continue at a higher level than previously now reset as a new normal.</p> <p>Review Date 31/03/23</p> | | |
| <p>Quality assurance framework (monthly case audits concentrating on quality of practice)</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • Monthly meetings 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. • <i>An Early Help audit tool has been developed to provide management oversight on the quality of our early help arrangements.</i> • <i>Our audits include feedback from families on the quality of social work practice and what we can do to improve our service delivery.</i> • <i>A recent audit was on re-referrals to understand if there were any themes. The main theme one being families experienced complex and multiple challenges meaning they were often re-referred. Audits inform our Quality Improvement Plan, our service-wide plan to improve our social work practice and to inform our annual self-assessment shared with Ofsted at our annual conversation with them.</i> | |
| <p>Annual self-assessment and annual conversation between Director and Ofsted</p> <p>Ofsted undertook a focussed inspection in July 2021 of the Isle of With Children's Social Care Service. The letter of findings was published early September 2021. 50168714 (ofsted.gov.uk).</p> | <ul style="list-style-type: none"> • A new Quality Improvement Plan (QUIP) was developed and updated in January and July to show progress. The self- assessment is being updated covering 2022 ahead of the annual conversation the Director and senior managers had with Ofsted in early 2023 • <i>The QUIP was reviewed and updated in December 2022.</i> • <i>The self-assessment for 2022 has been completed.</i> • <i>The annual conversation has been confirmed for 7th March 2023.</i> | |

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| Review Date 31/03/23 | | |
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| STRATEGIC RISK 7 | | |
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| 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 (proposed) |
| 14 RED | 6 GREEN | 8 AMBER |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 8 AMBER | 8 AMBER | 8 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| Pride in Practice – growing our own social work workforce COMPLETE | <ul style="list-style-type: none"> The Pride in Practice Strategy continues to deliver with ongoing activity to ensure we are growing our own social workers. | |
| Addressing especially hard to recruit roles Robust recruitment plan now in place to support recruitment to ‘hard to fill’ roles. Review Date 31/03/23 | <ul style="list-style-type: none"> Business case for Market Supplements, in line with council policy, to be applied to 7 specific roles which have now been advertised without success on multiple occasions now in development. | <ul style="list-style-type: none"> Against a backdrop of a national skills shortage in this area, the service still has vacancies in this specialist role but is continuing to advertise and promote the roles whilst also training existing staff to undertake these duties. |
| ASC recruitment and retention Review Date 31/03/23 | <ul style="list-style-type: none"> Vacancy monitoring is reviewed monthly. The ASCHN workforce plan has been completed and is now being implemented supporting with all recruitment and retention activity. Pay benchmarking information has been provided by HR to inform recruitment strategies | <ul style="list-style-type: none"> As above. The IWC is not only in competition with other local authorities for but also with other industries where pay rates have increased post pandemic (e.g., hospitality). |
| ASC Learning and Development Plan COMPLETE | <ul style="list-style-type: none"> In place and providing support to staff. | |
| New person-centred, strengths-based assessment forms COMPLETE | <ul style="list-style-type: none"> Improvement plans have been developed and implemented across the department following analysis and scrutiny of audit findings. This is now business as usual. | |

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| Maintain staffing levels during COVID-19 response COMPLETE | <ul style="list-style-type: none"> Pandemic response largely concluded. Staffing levels and activity reverted to 'business as usual' | |
| Agile working COMPLETE | <ul style="list-style-type: none"> All staff in ASC continue to work in an agile way, working from where they need to be. | |

| STRATEGIC RISK 8 | | |
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| Failure to identify and effectively manage situations where vulnerable adults are subject to abuse | | |
| Assigned to: Director of Adult Social Care and Assistant Director of Operations | | |
| Inherent score | Target score | Current score (proposed) |
| 16 RED | 6 GREEN | 8 AMBER |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 11 AMBER | 10 AMBER | 10 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| Protecting Vulnerable Adults Review Date 31/03/23 | <ul style="list-style-type: none">Review of IW Independent Living Strategy – (to be completed in January 2023)Focus on improving mental health and wellbeing is incorporated into all activities across Adult Social Care (including strategies, commissioning decisions and directly provided services)The review and refresh of the Carers Strategy continues to progress.Support for informal and family carers remains in place through the contract with Carers IWActivity underway to reduce the number of outstanding care support reviews by 50% by January 2023 | <ul style="list-style-type: none">Safeguarding continues to be a key area of focus with the number of referrals in each month continuing to increase. <i>Work continues to review safeguarding activity and levels.</i> |
| ASC Programme Board COMPLETE | <ul style="list-style-type: none">All ASC projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to the ASC Service Board. Highlight report reflects the corporate standard. | |
| ‘Deprivation of Liberty Safeguards’ (DoLS) backlog clearance programme Review Date 31/03/23 | <ul style="list-style-type: none">The number of applications awaiting assessment has fallen steadily over the last 12 months <i>because of targeted activity and effective triage. 255 applications are currently awaiting assessment compared with 509 a year ago.</i> | |
| Mental Health Action Plan Review Date 31/03/23 | <ul style="list-style-type: none">An action plan has been produced in response to the independent review of mental health social work practice – its development and delivery continues to be on target. | |

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| Safeguarding Action Plan COMPLETE | <ul style="list-style-type: none"> Review of the practice guidance is complete. Making Safeguarding Personal (MSP) toolkit for ASC practitioners in place. | |
| Learning Disability (LD) Homes Service improvement plans COMPLETE | <ul style="list-style-type: none"> We retain 2 residential care homes supporting people with learning disabilities and Westminster House which is a respite centre. All these services are rated as Good by Care Quality Commission (CQC). Each service now has a bespoke Service Improvement Plan which is being regularly and routinely monitored. | |
| Centralisation of outreach teams COMPLETE | <ul style="list-style-type: none"> The service is fully operational. | |

| STRATEGIC RISK 9 | | |
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| 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 (proposed) |
| 16 RED | 5 GREEN | 5 GREEN |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 10 AMBER | 10 AMBER | 10 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| COVID-19 Response COMPLETE | <ul style="list-style-type: none"> The national scheme to provide additional funding to Health partners to support with Hospital Discharge (HDS1 and HDS2) will now continue to 30/06/2022 | <ul style="list-style-type: none"> We have seen an increase in financial liability for care and support because of the Discharge to Assess policy implementation and continue to review monthly the impact of these arrangement to mitigate so far as is possible long-term effect. |
| ASC Programme Board COMPLETE | <ul style="list-style-type: none"> All ASC projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to the ASC Service Board. Highlight report reflects the corporate standard. | |
| Transformation programme and operational integration Review Date 31/03/23 | <ul style="list-style-type: none"> The Better Care Fund for 2022-23 Has been agreed and submitted The full review of the Regaining Independence Service is underway with a focus on greater levels of rehabilitation and | |

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| | reablement services being provided in peoples own homes <ul style="list-style-type: none"> IWC commissioned external review of Community Equipment Service is underway. | |
| Responsiveness to hospital escalations Review Date 31/03/23 | <ul style="list-style-type: none"> The System Resilience Board, takes ownership of the programmes of work arising from escalation and monitors the delivery of actions in a timely way. | |

| STRATEGIC RISK 10 | | |
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| Independent Social Care Sector Sustainability (Care Homes and Home Care) | | |
| Assigned to: Director of Adult Social Care | | |
| Inherent score | Target score | Current score (proposed) |
| 16 RED | 6 GREEN | 12 RED |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 12 RED | 12 RED | 12 RED |
| Mitigation | Update on Activity/Status | Pressure Points |
| IW Market Position Statement Due date 31/03/23 | <ul style="list-style-type: none"> Fair cost of care exercise and Market Sustainability Plan submitted on time. Engagement to develop final version of the MSP commenced in November 2022 | <ul style="list-style-type: none"> Independent provider fragility Lack of central government funding Affordability of care based on increased levels of dependency in the community |
| Occupancy Levels COMPLETE | <ul style="list-style-type: none"> Daily monitoring of the occupancy levels across all CQC registered Care Homes continues, through the National Capacity Tracker. We have now developed a weekly ratification process with providers to ensure that vacancy data is accurate. – This process is now considered as Business as Usual | |
| Levels of Fees Due date 31/03/23 | <ul style="list-style-type: none"> Fair Cost of Care exercise and Market Sustainability Plan submitted to DHSC on 14/10/2022 as required <i>and published on 01/02/2023.</i> <i>This process has informed fee setting for 2023/2024.</i> | <ul style="list-style-type: none"> Figures submitted by local providers were aspirational in terms of what they felt they/their staff were worth which was not necessarily reflective of actual cost pressures. The relatively low rate of returns to the fair cost of care exercise leads to |

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| | | <p>questions over the absolute validity of this exercise and whether it does truly reflect the cost of care on the Isle of Wight.</p> <ul style="list-style-type: none"> Current recruitment issues on the island mean that many of our providers are staffed well below the capacity needed to meet demand thereby not reflecting a more realistic cost of care provision. |
| Workforce pressures Review Date 31/03/23 | <ul style="list-style-type: none"> The lack of local workforce in the delivery of social care activity has been escalated as an area of concern to both national ADASS and the LGA. <i>Local providers have reported that recruitment is less challenging over the past few months but are nervous about the pressure linked to both recruitment and retention for the summer tourist period</i> | <ul style="list-style-type: none"> We continue to monitor the situation and to work with providers around business continuity plans and safe staffing levels. |
| Market Capacity – Homecare Review Date 31/03/23 | <ul style="list-style-type: none"> <i>Capacity is improving due to increased recruitment success however the fragility of the workforce continues to be monitored with robust business continuity plans in place to provide emergency care and support if necessary.</i> | |
| Capacity Tracker COMPLETE | <ul style="list-style-type: none"> The National Capacity tracker is now well established and is considered to be Business as Usual | |

| STRATEGIC RISK 11 | | |
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| Failure of the Highways PFI 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 (proposed) |
| 16 RED | 5 GREEN | 9 AMBER |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 7 AMBER | 8 AMBER | 8 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |

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| PFI – Establish and deliver available savings Review Date 31/03/23 | <ul style="list-style-type: none"> Most of the requirements for the Core Investment Period (CIP) have been satisfied and the contractor is now moving into the Routine Maintenance and Life Cycle Investment period for the remainder of the contract. The CIP Milestone 14 programme is progressing as planned and to schedule for completion by 31 March 2023. The majority of the first two phases of the programme of contract savings have been agreed. Island Roads have forward funded the savings amounts in the budget to meet the £1.5 m pa savings target. | <ul style="list-style-type: none"> <i>Achieving savings from Schedule 32 schemes, in the region of £200k pa, is currently behind schedule due to resourcing and ICT issues within Ringway Island Roads (RIR known as Opco). However, the risk to IWC has been mitigated by RIR guaranteeing the £1.5M saving on the Unitary Charge until the savings have been achieved.</i> |
| PFI - Successfully resolve anomalies in the contract specification Review Date 31/03/23 | <ul style="list-style-type: none"> Ongoing discussions are taking place to resolve other outstanding contract issues by end March 2023. | <ul style="list-style-type: none"> <i>Additional contractual issues are being identified, where RIR are reinterpreting the Contract to suggest RIR require additional payment to undertake contractual requirements. This is likely to be a direct result of the successful IWC resolution of recent disputes that have cost RIR a significant amount of money. IWC are raising these issues with Island Roads Services Ltd (IRSL known as SPV) to seek resolution.</i> |

| STRATEGIC RISK 12 | | |
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| Failure of the 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 (proposed) |
| 16 RED | 5 GREEN | 8 AMBER |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 8 AMBER | 8 AMBER | 8 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| Regular monitoring of performance of the contract Review Date 31/03/23 | <ul style="list-style-type: none"> Recycling rates and service satisfaction levels remain high. Performance remains good with almost 100 percent of municipal waste now being diverted from landfill and over 58 percent of household waste being recycled or composted. | <ul style="list-style-type: none"> <i>Contract now moved to Talia Waste Management UK under Ferrovial SE reducing the risk inherent with the sale of Amey Plc UK.</i> |

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| <p>Ensure the delivery of Key Facilities through robust contract management</p> <p>Due Date June 2023</p> | <ul style="list-style-type: none"> • <i>The Energy from Waste plant is currently operating and generating power as the commission tests are worked through. The final test certification is expected to be achieved in the summer 2023.</i> • <i>The facility is working through the stages of hot commissioning. The testing required of the contract is stringent to ensure that the product delivered built to and working at the standard required by the contract. During this testing the plant is slowly brought through stages to work toward full capacity. As is expected in this type of engineering project minor faults are picked up along the way and the plant is stopped to repair.</i> • All and any costs incurred by the delay will be met by the service provider. • All construction delay and associated additional costs of treating waste is entirely at the financial risk of the service provider and does not affect the diversion of waste from landfill or the recycle rates being achieved on the island. | <ul style="list-style-type: none"> • Construction risk and cost of residual waste above agreed contract rates sits with Ferrovial SE. • The council has maintained the service charge step down from August 2018 when the plant was originally due to be completed (prior Energos failure) meaning that <i>Ferrovial SE</i> must cover the treatment cost gap for sending waste to a mainland Energy Recovery Facility (ERF). • There is a risk further faults may occur and lead to plant shutdown and more delays. This is a risk of the hot commissioning process. |
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| STRATEGIC RISK 13 | | |
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| Achieving the vision for the Island | | |
| Assigned to: Chief Executive | | |
| Inherent score | Target score | Current score (proposed) |
| 14 RED | 6 GREEN | 12 RED |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 12 RED | 12 RED | 12 RED |
| Mitigation | Update on Activity/Status | Pressure Points |
| <p>Isle of Wight Corporate Plan 2021-25</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • Progress against Corporate Plan is reporting in the Quarterly Performance Management Report to Cabinet | <p>There are pressures related to strategic capacity and within some of the regeneration programme that will impact on some areas of delivery against the corporate plan.</p> |
| Quarterly Performance Management | <ul style="list-style-type: none"> • Regular reporting of finance and performance set against the corporate plan activities and metrics is made to the | |

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| Report (QPMR) updates Review Date 31/03/23 | <p>Cabinet and various committees with a scrutiny function.</p> <ul style="list-style-type: none"> • The new Corporate Plan is aligned to the council's vision for the Island and all the council's key activities and performance metrics derive from it. • Directorate Plans have also been produced and provide a framework for team and individual performance management | |
| Strategic capacity and interventions Review Date 31/03/23 | <ul style="list-style-type: none"> • Additional capacity in the senior management team was previously secured and is being used to address gaps in strategy and policy issues which will align to the corporate plan. • Key current themes are affordable housing, biosphere, and net zero; economic regeneration and reducing poverty. | <p><i>Due to the current budget cost pressures, an organisational redesign is required to reduce costs and achieve a structural balance. This could result in reductions in non-statutory activity, rationing of the council's priorities set out in the corporate plan,</i></p> <p><i>This will adversely affect the capacity capabilities within the IWC at all levels.</i></p> |
| Robust Programme Management Review Date 31/03/23 | <ul style="list-style-type: none"> • The programme management framework is becoming embedded throughout the organisation, aided by the oversight of the Strategic Programme Board and the Leader's Programme Review Board chaired by the Leader. • A comprehensive Project Management training pathway is in place including online, internal, and external courses. | <ul style="list-style-type: none"> • More 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. |
| Regeneration programme Review Date 31/03/23 | <ul style="list-style-type: none"> • The Regeneration Programme is a significant element of the work that is monitored closely by the Strategic Programme Board and the Councillor review board that is chaired by the Leader of the Council • Newport Harbour Masterplan Phase 1 will complete in August 2022 and the Supplementary Planning Document will be submitted to Cabinet <i>in Spring 2023</i> • Venture Quays site development progressing well following the award of £5.8m from the government's levelling up fund. Work is scheduled to commence in Autumn 2022 and complete by March 2024 • The project to bring the current road, adjacent land, and infrastructure the Camp Hill estate works started in August 2021 with the lighting works completed in September 2022. • <i>Standardisation of project documentation and improved reporting to the programme</i> | <ul style="list-style-type: none"> • Increasing costs for both labour and materials due to inflation could potentially mean that the scope of projects needs to be reviewed and or projects paused or deleted from the programme to ensure that critical priority projects are delivered |

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| | <i>boards is providing more accurate accounts of the projects' status</i> | |
| Strategic risk register Review Date 31/03/23 | <ul style="list-style-type: none"> • Annual review of the IWC Risk Management Strategy is in process, due date 28 February 2023. • An information session for members of the IWC Audit Committee was held in March 2022 and further sessions will take place throughout the year. • Directorates can self-serve updates and reports from the IWC Risk Management System. • <i>Additional support to the directorate service boards has raised the profile of service risk reporting, all directorates are actively engaging in the process to improve recording and reporting at service level.</i> • <i>Internal audit review in January gave risk management a rating of "assurance" evidencing the improvement across the council.</i> | |
| Increase in levels of unmet Housing Needs Review Date 31/03/23 | <ul style="list-style-type: none"> • Following the onset of COVID 19, the housing market on the IOW has fundamentally changed, resulting in few if any properties being available to rent on the open market. • Data indicates there has been an 82 percent reduction in available private rented properties reducing from an average of 350 homes per month being available up until December 2019, to around 60 homes per month by October 2021. • We are preventing more households than ever from becoming homeless but numbers of households needing accommodation provided by the local authority is increasing month on month which is increasingly challenging given the local housing market. | <ul style="list-style-type: none"> • Traditionally the Private Rented Sector accommodates around 19 percent of IOW households equating to around 15,000 families. Demand for rented properties is reported to be 376 percent higher than pre COVID levels, house prices increasing by 25 percent and people repurposing their properties for short term lets has triggered a significant housing market failure and has driven increasing numbers of displaced families to approach the council for social or "affordable" rented housing. • 35.89% increase in the number of families accommodated in Temporary Accommodation (April 2020 – April 2022) • 25% increase in the numbers of households prevented from homelessness. (August 2020-August 2022) |
| Increase in levels of unmet Housing Needs – Prevention Review Date 31/03/23 | <ul style="list-style-type: none"> • We have triggered a one-year extension of community support service contracts delivered by Citizens Advice Bureau, The Law Centre, and Wight Dash. • <i>Housing have negotiated an option to extend and increase our bespoke accommodation for families to manage our statutory duties and increase in demand for services. This option to maintain our enhanced emergency/ temporary accommodation offer has been</i> | <ul style="list-style-type: none"> • <i>Community support services will not be extended beyond the current contract term.</i> |

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| | <i>approved. This reduces the likelihood that the IWC will need to place households off island and in unsuitable accommodation options as defined by legislation.</i> | |
| Increase in levels of unmet Housing Needs - Intervention Review Date 31/03/23 | <ul style="list-style-type: none"> On the 17th January it was agreed to lease 10 units of bespoke accommodation from a local organisation to help the IWC meet the emergency accommodation needs of families during the period between April 2022- March 2023. As part of the Rough Sleeping Accommodation Project the Council has purchased 4 properties and engaged a partner to manage them and provide support services to the residents. | <ul style="list-style-type: none"> Limited officer resource to manage further bids to Homes England for additional properties. Delivery of the properties takes a lot more managing than was anticipated and puts a lot of strain on the teams involved. All match funding 106 monies have been used in the first round of properties. An "Acquisition Strategy" is being developed' and will be presented at cabinet for approval. |
| Increase in levels of unmet Housing Needs - Recovery Review Date 31/03/23 | <ul style="list-style-type: none"> On the 14th January 2022 cabinet, agreed to proceed with a modular relocatable housing development to help meet the needs of homeless families subject to approval of the annual budget by Full Council in February and approval of a Full Business Case by Cabinet. A 20-unit site in Newport Harbour for modular relocatable housing was scheduled to begin construction in November 2022 subject to planning approval being in place with occupation scheduled from June 2023 3 sites will be developed for housing as part of the Brownfield Land Release Fund (Berry Hill in Lake, former Weston Primary School site in Totland and Thompson House near Newport). Further discussion to evaluate the offers has been reported through the to the Housing Members Board in December. | <ul style="list-style-type: none"> Pressure points on this are the decisions by members on disposal and demolition <i>Tender not yet issued - June 23 delivery will be delayed</i> <i>Awaiting decision from Leader/Deputy on progressing with schemes that are compliant.</i> |
| Delivery of the Climate Change and Environment Strategy Review Date 31/03/23 | <ul style="list-style-type: none"> Following on from the Council declaring a Climate Emergency in 2019 a comprehensive Climate Change and Environment Strategy has been published with the main aims to achieve net-carbon zero status by 2030 for the Council, by 2035 for all school estates and for the Island by 2040 As part of the "Green Corridor" the council is bidding for £14 million from the governments next round of levelling up funding. This funding is proposed to be use on a "green link corridor" between Ryde and Yarmouth which will include a number of projects aimed at reducing car journeys and making routes both in town and between town more easily navigable for cyclist and walkers. Another aim will be to improvements to the bus | <p>All decisions taken by the Council need to consider their contribution towards achieving the aims of the Climate Change and Environment Strategy</p> |

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| | <p>infrastructure along the routes between Ryde and Yarmouth</p> <ul style="list-style-type: none"> • A new Procurement Strategy that ensures that goods and services procured are done so in a way that supports progress of the Climate Change and Environment Strategy was presented to Cabinet in September 2022 • All performance and activity information within the Quarterly Performance Management Report is linked to the most appropriate United Nations Sustainability Goal | |
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| STRATEGIC RISK 14 | | |
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| Additional demands placed upon the Isle of Wight Council and partners owing to a pandemic or similar large-scale outbreak | | |
| Assigned to: Director of Public Health | | |
| Inherent score | Target score | Current score |
| 16 RED | 12 RED | 12 RED |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 12 RED | 12 RED | 16 RED |
| Mitigation | Update on Activity/Status | Pressure Points |
| <p>Preparedness for other novel infectious disease (including COVID-19)</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • The Isle of Wight Council Public Health team works closely with the United Kingdom Health Security Agency on all infectious disease outbreaks on the Isle of Wight. • The IWC Pandemic Influenza Plan will be reviewed with lessons learnt from the COVID-19 pandemic response with consideration to broadening to a broader pandemic response plan. • The Public Health team works closely with the Isle of Wight Council's Emergency Management Team to ensure that Outbreak and Pandemic Influenza Plans are linked into other Council and Multi-agency Emergency Response Plans. | <ul style="list-style-type: none"> • With regards to COVID-19, the Isle of Wight Council Public Health team continues to carefully monitor and respond the situation but is now placing an emphasis on advising the public on how to live safely with respiratory infections, including Covid 19. • An Incident Response Plan specifically produced to work across both Public Health Teams, combined with staff receiving specific training set to role allocations will enhance the team's overall response capability. This plan is linked to the authority's own response arrangements and those of the Local Resilience Forums (LRF) to allow greater prominence within the command-and-control structures that are established. |
| Partner Organisations | <ul style="list-style-type: none"> • Communication with partners to establish pressures, including: | |

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| Review Date 31/03/23 | <ul style="list-style-type: none"> - United Kingdom Health Security Agency (UKHSA) - NHS – Trust and CCG - Multi-agency representative on the Island Resilience Forum - HIOW Integrated Care System - IOW Integrated Care Partnership - Local Resilience Forums (LRF) - Other Local Authorities | |
| Internal arrangements Complete – review is ongoing | <ul style="list-style-type: none"> • An Incident Response Plan has been produced specifically for the joint public health team. This combined with staff receiving specific training set to role allocations will enhance the team's overall response capability. • This plan is linked to the authority's own existing response arrangements and those of the Local Resilience Forum to allow greater prominence within the command-and-control structures that are established. • <i>Work with IOWC EP colleagues from April 2023 will take place in reviewing and amending further any additions requirements for Pandemic influenza response.</i> | |
| External arrangements Review Date 31/03/23 | <ul style="list-style-type: none"> • A COVID-19 working group brings together system-wide representatives to discuss the COVID-19 situation on the Island and escalate concerns which are then fed into the COVID-19 Health Protection Board chaired by the Director of Public Health (DPH). Tabletop exercises have been held at working group and health protection board level to test the plan. • An Island Tactical Co-ordination Group (ITCG) convenes at a multi-agency level, including police, fire, NHS Trust, ambulance, council, public health, CCG, Military, ferry companies, utilities, and prisons in case of a multiagency response. • <i>Hampshire and IOW Local Resilience Forum (HIOW LRF) have revised and are currently circulating the Pandemic Framework arrangements for consultation. IOWC Emergency Management and public health have inputted into the consultation period and the revised Framework will be published once approved at the HIOW LRF Executive.</i> | |
| Provision of up-to-date information | <ul style="list-style-type: none"> • The Council is no longer producing statistics regarding Covid infection rates | |

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| Next review due COMPLETE | or vaccination take up. Instead, in line with central government policy, the council is tailoring its messages around living safely with Covid 19 | |
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| STRATEGIC RISK 15 | | |
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| Dealing with threats to business continuity (including cyber incidents) | | |
| Assigned to: Assistant Chief Executive and Director of Strategy | | |
| Inherent score | Target score | Current score (proposed) |
| 12 RED | 6 LOW | 9 AMBER |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| 9 AMBER | 9 AMBER | 9 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| Revised Business Continuity Plans completed Review Date 30/06/23 | <ul style="list-style-type: none"> Emergency Management will issue a revised template to include the listing of all ICT systems, consequence of failure and the continuity arrangements. These will be issued to all service managers requiring a new version of their Business Continuity Plan (BCP) be registered with Emergency Management within four weeks of receiving the revised template. Plan reviews to be undertaken every 12 months. <i>An emergency planning exercise, led by the strategic manager for ICT and digital services (and SIRO, senior information risk officer) is being planned for 2023, specifically to address the threat of a cyber-attack.</i> <i>A cyber security culture exercise is also planned for March 2023 to raise awareness of cyber security and everyone's responsibility for it.</i> | <ul style="list-style-type: none"> Two BC Plans remain outstanding: Highways PFI and Waste & Coastal services business continuity plans are to be updated <i>by Feb 2023</i>. Reviews of all current business continuity plans, including arrangements for loss of ICT, are taking place throughout the year, including walkthroughs of plans with managers and staff to assist with the checking of their robustness in the event of needing to be enacted. This also considered the potential for planned power outages. |
| Secure paper copies of Revised Business Continuity Plans Review date 31/12/22 | <ul style="list-style-type: none"> All services must ensure that there is a paper copy of their current BCP that is copied and circulated to key staff so that the plan can be enacted in the event of significant loss of ICT systems. All service areas have been reminded of this requirement. | |
| Revised Business Continuity Plans distributed, and staff trained COMPLETE | <ul style="list-style-type: none"> Service Managers will ensure appropriate awareness training is in place for the staff to know what actions they should all take in the event of loss or disruption to services. | |

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| | <ul style="list-style-type: none"> All services have been advised of this requirement. | |
| IWC - Cyber Incident Response Plan (developed and maintained by ICT) Plan Review date May 2023 | <ul style="list-style-type: none"> A Cyber Incident Response Plan has been drafted to provide a structured and systematic incident response process for all cyber security incidents that affect any of the Isle of Wight Council's information technology (IT) systems, network, data, and information assets, <i>including the council's data held or IT services provided by third-party vendors or other service providers.</i> | |
| Hampshire, Isle of Wight Local Resilience Forum Cyber Resilience Framework COMPLETE | <ul style="list-style-type: none"> <i>This Framework ensures a co-ordinated multi-agency approach to a cyber incident within an agency, that may impact on other agencies through interdependencies between systems.</i> | |

| STRATEGIC RISK 16 – NEW | | |
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| Ability to manage the impact of the cost-of-living crisis (CoLC) on the council's activities and sustain service delivery Assigned to: Chief Executive | | |
| Inherent score | Target score | Current score (proposed) |
| 12 RED | 9 AMBER | 12 RED |
| Previous scores | | |
| Dec 22 | Sep 22 | Jul 22 |
| N/A | N/A | N/A |
| Mitigation | Update on Activity/Status | Pressure Points |
| Recovery Cell – Chaired by Director of Regeneration The Health and Well-being Board requested the recovery cell continues, the aim is to co-ordinate and share intelligence through its cross-partnership approach, with public sector partners and third sector agencies. | Key areas of activity include: <ul style="list-style-type: none"> Housing and the Housing Market Challenges Mental Health and general well-being Support services for Education Recovery The cost of living The energy agenda Poverty Activities undertaken to support the above include: <ul style="list-style-type: none"> Development of a support compendium for Housing Associations, Adult Social Care, and the NHS. They use this to | 44% increase in Personal Independence Plans (PIP) compared to last year – people trying to increase income |

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| <p>Maintain and develop the recovery action plan.</p> <p>IN PLACE MEETS MONTHLY</p> | <p>signpost residents (and staff) to sources of support and information.</p> <ul style="list-style-type: none"> • Delivery of warm spaces (West Wight Churches / Aspire / Ventnor Town Council) • Food security event • Food pantries at key locations • Keep Warm Winter event hosted by Footprint Trust • Advice First Aid. This gives volunteers and organisations an understanding of how to sign post, where to signpost, confidentiality etc. Accessing over 120 people within the community • Delivering the Household Support Fund money through Connect for Communities | |
| <p>Impact Analysis undertaken at Service Level to identify the impact across the council</p> <p>COMPLETE</p> | <ul style="list-style-type: none"> • All key service leads have contributed to the discussions to collate the service level impacts. • The impact assessment details all service impacts and the mitigations that are in place in each area. • The impact assessment was shared with Corporate Management Team for sign off and key themes within the assessment were used to develop the strategic risk for the council. • Each service area will use the impact assessment to review and manage the service risks in their areas and will record the most relevant impacts on their service risk registers to ensure effective monitoring and progress against mitigations. • Each service area will use the impact assessment to review and manage the service risks in their areas and will record the most relevant impacts on their service risk registers to ensure effective monitoring and progress against mitigations | |
| <p>Advice and Information provided to our own workforce to support the Health and Wellbeing of council staff.</p> | <ul style="list-style-type: none"> • Regular staff supervision sessions focus on wellbeing and providing opportunities for conversations around any difficulties. • Signposting towards health and wellbeing pages on the intranet • Managers ensure staff can access and utilise the council pool cars. | |

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| <p>COMPLETE – UPDATES CONTINUE AS REQUIRED</p> | <ul style="list-style-type: none"> • Human Resources (HR) continue to raise awareness through regular communication of health and wellbeing hub pages. Signposting managers and employees to relevant courses available via learning hub. • HR continue to track compliance with the Attendance Management and Wellbeing Strategy. Regular updates are shared with Corporate Management Team. | |
| <p>Additional support and training in the contact centre and help centres to support the increased number of contacts to the council requesting financial support.</p> <p>Fortnightly debt panel meetings with ASCHN colleagues to provide support</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • Increase in communication from financial support services for customers leading to greater numbers of applications for Debt Relief Orders, bankruptcies, Individual Voluntary Arrangements (IVAs) etc. This has been mitigated by the creation of a team to manage applications under the Breathing Space initiative • The contact centre is capturing the number of calls received into the Contact Centre and Help Centres from residents seeking guidance on the impact of cost-of-living crisis. Specific FAQs have been developed for use when offering advice both over the telephone and customer enquiries at help centres. • Recruitment to a fixed term post to allow training and increase capacity ahead of potential demand. • Increase in calls to the Revenues and Benefits service due to customers not being able to pay their council tax/needing to claim benefits. • More specialist assistance from the council tax team and monitoring of silver number to maximise performance and ability to deal with additional calls, cross training staff to increase capacity. • Training of advisors to discuss what payments a customer can make to assist collection rates. In liaison with service areas i.e., homeless team • Training of contact centre advisors on these skills as a priority to assist with increase in calls. Signposting to other organisations for assistance | |

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| <p>Impact on Council Income identified and actions in place to provide additional training to staff, support for government funding and signposting to appropriate external support services.</p> <p>Impact on some council owned property occupiers is mitigated through the government funding for energy which is being monitored.</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • Training for staff to support additional flexibility for payment arrangements with reviews, recruitment for further staff on a fixed term basis to support potential increase in calls. • Welfare Officer role in place to assist with applications for support, signposting etc • Staff training to be undertaken to highlight fraudulent activity and the referral process in place for housing benefit fraudulent activity with the Department for Work and Pensions as well as the Local Council Tax Support Scheme through Portsmouth city council fraud officer. • HR have reissued the Whistle Blowing policy to all staff through the vine and other comms channels. | <ul style="list-style-type: none"> • Potential increase in fraudulent activity because of residents experiencing financial crisis, could include fraudulent benefit claims, not notifying of changes in circumstances on time. • Increase in number of households unable to pay council tax, rents or other paid for services provided by the council. • Pressure on household and schools' budgets impacts on discretionary spend (travel to venues, admissions/ tickets. Impacts on income targets across leisure and heritage services. |
| <p>Council services have assessed the impact of known and anticipated contractual service price increases because of inflation.</p> <p>They have identified ways in which these costs can be mitigated either through a reduction in the volume of service requirements, reduction in overall service delivery or delay of purchase requirements.</p> <p>They have also submitted the evidence base for price increases needed to manage the budget setting process.</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> • The ICT and Digital Service revenue budget has undergone a zero-based budget exercise to make sure that all historic inflationary budget pressures not previously addressed and current cost of living budget pressures are appropriately assigned to the service provision area to allow for more accurate budget monitoring to take place. • Services constantly adjust and respond to local, regional, and national economic challenges and amend service and responses on a continuous basis. • Services continue to renegotiate contracts with key providers where possible. • The IWC have taken advantage of the Government's Salix project to install Air source heat pumps and solar panels to help reduce utility bills and our carbon footprint • Some IWC leisure sites could be used for meetings / classrooms / evening classes as already open and there are meeting rooms available, also studios are available in the afternoons. • To reduce Leisure site utility bills, pool temperatures have been lowered by half a degree. | |

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| | <ul style="list-style-type: none"> Leisure sites do not have the resource to advertise & promote these areas currently. | |
| <p>Adult Social Care, care market sustainability/ Care budget pressure:</p> <p>There has been extensive work to develop a budget that supports key statutory services resulting in a Council Tax increase of 4.99% (2.0% of which is raised specifically to be passported to Adult Social Care).</p> <p>Budget proposals (subject to full council agreement) to support adult social care through increased spending in Adult Social Care of £7.6m being greater than the funding provided by the Adult Social Care precept and the additional Social Care Grant from Central Government.</p> <p>Adult social care continues to support the providers to the best extent possible, have incurred overspend because of increased demand and higher rates of care.</p> <p>Negotiating with Integrated Care Board for joint funding arrangements for complex care and thereby contributing to the provider costs</p> <p>Review Date: 31/03/23</p> | <ul style="list-style-type: none"> Continue to support the providers to the best extent possible, have incurred overspend because of increased demand and higher rates of care. Negotiating with Integrated Care Board for joint funding arrangements for complex care and thereby contributing to the provider costs Bidding for winter pressures monies to meet demand System wide workforce strategy being developed Targeted island wide adult social care recruitment campaign and dedicated free website for providers and potential job seekers Rising energy costs likely to lead to an increase in number of households that are at risk or in fuel poverty. | <p>The actual cost of providing these services (e.g., recruiting and retaining staff, service overheads, etc) is increasing at a rate and to a level that exceeds the funding allocated to current contractual arrangements and budget forecasts. In the absence of further funding, this will may result in cost pressure and adverse financial performance against ASCHN budgets.</p> |
| <p>An increase in child poverty will likely impact the demand on and need for a range of services</p> | <ul style="list-style-type: none"> Recruitment of social workers remains a priority and is actively undertaken daily. | <p>If more children require help or protection, this will increase the pressure across all areas of Children's Services which is</p> |

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| <p>from early help to child protection.</p> <p>Despite the challenging financial position, the council faces, within the budget proposals to be agreed at full council, there is proposed increase spending in Children's Services of £4.3m</p> <p>IOW has been successful in being granted funding and status as within the Family Hub Trailblazer scheme to extend and enhance the current Family Hub offer.</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> Children's services intend to recruit to the family help model which will add some capacity across the service. | <p>experiencing high levels of demand post pandemic</p> |
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| STRATEGIC RISK 17 - NEW | | |
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| <p>Description: Failure of coastal defences (where the policy is to “hold the line”) resulting in high risk to people, property, infrastructure and land, significant impact on communities and the council finances. The Isle of Wight Council has a vested responsibility for controlling coastal erosion under the Coast Protection Act 1949.</p> <p>Assigned to: Director of Neighbourhoods</p> | | |
| Inherent Score | Target Score | Current Score (Proposed) |
| 16 VERY HIGH | 13 HIGH | 15 VERY HIGH |
| | | |
| Dec 22 | Sep 22 | Jul 22 |
| N/A | N/A | N/A |
| Mitigation | | |
| <p>Partnership with the Environment Agency has identified 4 priority areas (Yaverland. Bembridge. Shanklin. Ventnor) to refurbish existing coastal defences to reduce growing impacts of coastal erosion, flooding,</p> | <ul style="list-style-type: none"> Ventnor Coastal Protection Scheme: EA managed procurement is progressing although subject to a delay. Programme reviews underway to consider impacts on original proposals of the more urgent works for 4 frontages identified by recent surveys and the current IWC emergency works (see pressure points). Original planned scheme completion 2029. Yaverland Seawall Refurbishment Scheme: ground investigations are underway in Jan 2023. Scheme completion planned for 2026. | <ul style="list-style-type: none"> Ventnor Eastern Cliff Esplanade sea defences failure in Nov 22. IWC managed emergency works to stabilise site. EA will fund both emergency works and the next phase of more substantial urgent works to be managed by IWC which will take place in 2023. Urgent works will maintain the seawall until the main Ventnor scheme is completed in 2029. |

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| <p>and land sliding on communities.</p> <p>These locations are eligible for national government funding (FCERM Grant in Aid) through local partnership funding contributions, the amounts of which depend on the cost: benefit ratio of each scheme.</p> <p>The EA are managing the 4 main schemes</p> <p>Review Date 31/03/23</p> | <ul style="list-style-type: none"> Shanklin Seawall Refurbishment Scheme: ground investigations underway in Jan 2023. Scheme completion planned for 2026. Bembridge Embankment Road: topographic survey commenced and discussions continued with Natural England regarding environmental limitations / seasonal constraints for the planned ground investigations. Scheme completion planned for 2026. | <ul style="list-style-type: none"> EA main schemes are not scheduled to start until 2026 at the earliest. Potential for assets to deteriorate/fail during this period. For the Bembridge scheme nesting and wintering bird season constraints have the risk of causing a delay and limiting which options are possible to complete the scheme. |
| <p>Memorandum of understanding with Coastal Partners (Havant County Council) who are conducting twice annual T28 condition surveys on all IWC maintained coastal assets.</p> | <ul style="list-style-type: none"> We have identified key areas where coastal assets have degraded to a poor or failure condition and are a risk to people, property, and environment. | <ul style="list-style-type: none"> |
| <p>Capital bid for 2023/24</p> | <ul style="list-style-type: none"> We have submitted a capital bid for 2023/24 to make repairs to assets identified by Coastal Partners to support slowing down their degradation. Capital bid includes a project officer to focus on delivering the capital works. | <ul style="list-style-type: none"> Awaiting capital budget decision on 22 Feb 2023. |
| <p>Oversight for coastal management has been consolidated into the responsibility of the Strategic Manager of Environment and Waste. This will provide a coordinated, strategic, and operational approach to integrated coastal zone management.</p> | <ul style="list-style-type: none"> The emergency works at Ventnor Eastern Cliffs Esplanade has been managed by IWC and has been acknowledged by the EA as an exemplar example of partnership working and leadership to swiftly manage a complex coastal defence failure. | |