

STRATEGIC RISK 1		
Lack of financial resource and the ability to deliver the council's in-year budget strategy		
Assigned to: Director of Finance and Section 151 Officer		
Inherent Score	Target Score	Current Score (June 23)
16 VERY HIGH	5 LOW	5 LOW
Previous scores		
Mar 23	Dec 22	Sep 22
5 LOW	5 LOW	5 LOW
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<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>The Council maintains a Corporate Contingency for general and unidentified risk at circa. £3.5m per annum</p> <p>Next review will be for Qtr. 4 (draft outturn) 2022-23</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 by 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.
<p>Review of Corporate Finance Risks</p> <p>Position reviewed at the end of each quarter.</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

	<p><i>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></p> <ul style="list-style-type: none"> <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> 	<p><i>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></p>
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STRATEGIC RISK 2		
Lack of financial resource and the ability to deliver the council's medium-term financial strategy		
Assigned to: Director of Finance and Section 151 Officer		
Inherent Score	Target Score	Current Score (June 23)
16 VERY HIGH	9 MEDIUM	9 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
9 MEDIUM	9 MEDIUM	9 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<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 28/2/24</p>	<ul style="list-style-type: none"> <i>The process for setting the budget for 2023-24 was completed and approved by Full Council in February 2023</i> <i>Full Council approved an indicative savings requirement of £2m for the financial year 2024-25. The process to identify savings and prepare the budget for 2024-25 will commence in the Summer/Autumn 2023</i> <i>The budget and associated indicative savings proposals will be presented to Full Council for approval in February 2024</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 (2024-25, 2025-26, 2026-27)</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> <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>

		<ul style="list-style-type: none"> • <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 and 2023-24 to recognise the additional costs of delivering services on an Island. Future allocations for 2024-25 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>
<p>Delivery of:</p> <p>Income generation / efficiencies</p> <p>Services reductions and early identification of unavoidable cost pressures/unachievable income targets to allow effective mitigation planning</p> <p>Review - ongoing</p>	<ul style="list-style-type: none"> • <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 Cabinet to explore unavoidable cost pressures & undelivered savings, opportunities for income generation, efficiencies & opportunities for transformation bids</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 budget setting process and is subject to affordability.</i>
<p>Maintain ultimate Council Tax collection rate at 98.3% & minimise the opportunity for fraud</p> <p>Review date – 30/09/23</p>	<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> 	<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</i>

	<ul style="list-style-type: none"> Processes in place to review discounts and exemptions to verify reductions being claimed Empty properties are under review to ensure the correct status is recorded in the council tax database to ensure data for the CTB1 return is accurate which in turn will maximise government funding. 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 Working closely with Portsmouth Fraud team to prosecute those who are accessing the public purse fraudulently 	<p>resource for the administration of government initiatives to assist residents with financial support</p> <ul style="list-style-type: none"> Potential increase in caseload for Local Council Tax Support, reducing Council Tax income levels
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STRATEGIC RISK 3		
Insufficient staffing capacity and skills		
Assigned to: Director of Corporate Services		
Inherent Score	Target Score	Current Score (June 23)
16 VERY HIGH	9 MEDIUM	12 HIGH
Previous scores		
Mar 23	Dec 22	Sep 22
12 HIGH	10 MEDIUM	10 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Monitoring Staff Capacity Review Date 30/09/23	<ul style="list-style-type: none"> To address sickness levels staff are being signposted to support services such as Maximus 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. A quarterly people management paper reporting on absence is reviewed by CMT. Current application process for voluntary redundancies has closed and consideration by CMT prior to compulsory redundancies being instigated. 	<ul style="list-style-type: none"> 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.

<p>Delivery of recruitment and retention strategy and action plan</p> <p>Delivery Due date 30/09/23</p>	<ul style="list-style-type: none"> • <i>Work has been completed on simplifying and improving manual processes following consultation with hiring managers.</i> • <i>A dedicated recruitment team has been formed within HR with expanded scope to support hard to recruit roles, develop an internal talent / casual bank, and facilitate the use of contingent labour</i> • <i>Whilst the bid for a new e-recruitment system was rejected late 2022, work has commenced on an in-house solution with ICT called the candidate profile. This will deliver some essential automation and quality of life upgrades for stakeholders in the recruitment process and will enhance the council's image.</i> • <i>Work is ongoing to draw insights from recruitment data using Power BI and will start to be delivered to management teams in the same way as sickness absence data.</i> • <i>Further pay benchmarking is due to take place in quarter 1 23/24 with a further analysis of results</i> 	<ul style="list-style-type: none"> • <i>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.</i>
<p>Regular monitoring, analysis, and review of organisational health indicators</p> <p>Review date 30/09/23</p>	<ul style="list-style-type: none"> • <i>Sickness absence information is delivered regularly to CMT (monthly and quarterly), KPIs are reported as part of the QPMR, and HR attend service boards to discuss absence trends and interventions.</i> • <i>This is an ongoing area of work and further development of Power BI and further sources of data are being planned as outlined in the strategy action plan</i> 	<ul style="list-style-type: none"> • <i>Resourcing and a lack of additional funding has been identified as a key issue for the delivery of the absence strategy and wider service initiatives</i> • <i>Competing priorities place pressure on our ability to deliver desired outcomes.</i>
<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>Completion Date 31/10/23</p>	<ul style="list-style-type: none"> • <i>This plan has been delivered and rolled out across the council with HR and L&D delivering workforce planning sessions across all the major directorates.</i> • <i>Directorates are now being supported in the development of workforce plans and are at varying stages of maturity.</i> • <i>Themes which are similar across the organisation include: better use of apprenticeships, better job design, clearer career pathways, improved recruitment processes, talent management and maintaining a healthy work life balance.</i> • <i>These themes and actions to address them will feature in the refreshed People and Organisation Development Strategy which is due in October 2023.</i> 	<ul style="list-style-type: none"> • <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>

STRATEGIC RISK 4		
A change in organisational culture fails to keep a pace with the speed of organisational change, negatively impacting on the delivery of the required transformation to deliver the corporate plan		
Assigned to: Director of Corporate Services		
Inherent Score	Target Score	Current Score (June 23)
16 VERY HIGH	6 LOW	8 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
8 MEDIUM	6 LOW	6 LOW
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Leadership and management development Review Date 31/07/23	<ul style="list-style-type: none"> <i>The second Leadership and Management Conference is planned for 17th July 2023. The theme will be 'Moving forward in the new organisation'.</i> <i>To date 9 people have completed higher level leadership and management apprenticeship programmes, with 32 currently studying. Adult Social Care & Housing Needs have 21 people on management pathway apprenticeships with 1 in Children's Services, 4 in Corporate Services, 1 in Neighbourhoods and 5 in Strategy.</i> <i>Pilot Developing Leaders concluded with a presentation from participants to the CX. CMT have requested a second course in this financial year.</i> 	
Workforce development programmes/ Initiatives Review Date 31/07/23	<ul style="list-style-type: none"> <i>Corporate Services have made a commitment to staff being enabled to set aside three hours a month as a minimum for L&D activity.</i> <i>The 'Focus on the Front' project has specifically focussed on reviewing frontline staff access to essential learning by reviewing their access to IT equipment, their system log ins and ensuring that they have time to learn a requirement of their roles.</i> <i>Leisure services are currently trialling tablets for frontline staff to be able to access their mandatory training whilst at work.</i> 	<ul style="list-style-type: none"> <i>There are some concerns over connectivity at leisure sites and work is being undertaken by IT on access for staff.</i>
Delivery of the council's BIG Action Plan Review Date 31/07/23	<ul style="list-style-type: none"> <i>Refresh of People and OD Strategy in October 23 will be informed by corporate plan refresh, staff survey results, new organisational framework and the workforce planning refresh. Quarterly reporting to CMT on its action plan should therefore resume from Jan 24</i> 	<ul style="list-style-type: none"> <i>The delivery of all this activity and its contribution to the overall development of the organisation is reliant on staff capacity.</i>

<p>Maintaining ICT Networks and systems to facilitate large scale agile working</p> <p>COMPLETED</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. • 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 • <i>There is now a digital strategy programme board in place with representatives from all directorates as board members. The aim of the board is to prioritise and allocate available resources for any proposed digital developments and needs in line with corporate priorities.</i> 	<ul style="list-style-type: none"> • 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>Capital bids submitted as part of the 2023/34 budget round for the rolling programme of equipment replacement was approved. This resource allocation is to meet the end-of-life product rotation for existing equipment but does allow for greater flexibility.</i>
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STRATEGIC RISK 5		
Failure to improve educational attainment		
Assigned to: Director of Children's Services		
Inherent score	Target score	Current Score (June 23)
16 VERY HIGH	6 LOW	10 MEDIUM
Previous Scores		
Mar 23	Dec 22	Sep 22
10 MEDIUM	10 MEDIUM	10 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<p>Building on the improvements in standards</p> <p>Review Date 30/06/23</p>	<ul style="list-style-type: none"> • 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>Workstreams to support improved outcomes for pupils in schools are well underway in all key stages, with the 2023 examination season starting shortly.</i> • <i>Attendance continues to be a key focus. Intensive work is paying dividends, but the cultural shift</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. • <i>Small primary schools in particular are feeling the financial pressures keenly which is reducing their available resource to tackle key issues that predominate with families subject to</i>

	<i>required to re-set the importance of good attendance in the hearts and minds of families will take some time.</i>	<i>disadvantage: attendance and therefore attainment</i>
<p>Ensuring schools are good (as rated by Ofsted) for all children</p> <p>Review Date 31/03/23</p>	<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. 	<ul style="list-style-type: none"> Some schools have had very tough times over COVID; their improvement trajectories have slowed. This adds pressure to the Ofsted judgements improving as swiftly as would have been the case previously. <i>Small primary schools in particular are feeling the financial pressures keenly which is further reducing their available resource to tackle key issues that are required by Ofsted to be well developed, such as curriculum across all subjects in primary schools</i>
<p>Leading a cohesive system for children based on effective partnership working</p> <p>Continued development of strong relationships and synergies between departments and agencies that work with children including social care, health, and the Special Educational Needs (SEN) service.</p> <p>Review Date 30/06/23</p>	<ul style="list-style-type: none"> Continue the positive work on transition that began between primary and secondary schools during the pandemic, and between schools and post-16 providers. <i>The Safety Valve programme is notable in enhancing the development of relationships between partner agencies and also parent voice. This is an incredibly complex piece of work that we expect to increase support for the young people of the Isle of Wight that have SEND.</i> 	<ul style="list-style-type: none"> <i>The workforce pressures around driving and delivering the complex Safety Valve programme need careful management, and great care needs to be taken to ensure that all Isle of Wight headteachers are involved and on board.</i>

STRATEGIC RISK 6		
Failure to identify and effectively manage situations where vulnerable children are subject to abuse		
Assigned to: Director of Children's Services		
Inherent score	Target score	Current Score (June 23)
16 VERY HIGH	5 LOW	9 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
9 MEDIUM	7 MEDIUM	7 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Enhancement of our offer to recruit and	<ul style="list-style-type: none"> <i>Family Time (Contact) between looked after children and their parents moved during March 23 from the previous provider</i> 	<ul style="list-style-type: none"> The recruitment of both permanent and agency social workers

<p>retain includes: A review of the market supplement, the appointment of additional Family Practitioners, investing in training apprentice, step up and general social work students, and the creation of a senior social worker role for career progression.</p> <p>Review Date 30/09/23</p>	<p><i>to the council following the provider giving notice.</i></p> <ul style="list-style-type: none"> <i>Family Practitioners have been recruited to CAST (Children’s Assessment and Support Teams) as part of the family help offer on the island. All of these workers have completed their induction and are case holding some children. They receive a high level of oversight and support, and this has been a very successful introduction.</i> <i>The Senior Social Work posts are currently being recruited to from internal positions and we then are working towards full staffing.</i> <i>Eight apprentice social workers currently undertaking their training. One due to qualify as a social worker in June, six next June and another one the following year. We are currently recruiting for our next intake of apprentice social workers. We also have two step up students who are about to qualify and will be remaining with us as social workers.</i> 	<p>remains a challenge locally and nationally.</p> <ul style="list-style-type: none"> The recruitment of in-house foster carers remains a pressure. We need a range of carers to match to meet the needs of children. Work is ongoing to progress the Modernising Placements Programme. 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. This has become a financial pressure and work is ongoing to work with providers to obtain affordable accommodation with some success, but more is required.
<p>Corporate Parenting Board</p> <p>Corporate parenting board meetings taking place quarterly.</p> <p>Review Date 30/09/23</p>	<ul style="list-style-type: none"> 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. Corporate Parenting Board is held regularly and includes contributions from health, education and social care in children and adults. Children and young people currently choose not to attend but do feed views back and forth via their participation leads who are in attendance. 	<ul style="list-style-type: none"> We are currently working on increasing attendance with a particular focus on more councillors, more partners, and encouraging children to attend to represent the HYPE (Hear Young People’s Experience) care experienced children and young people’s group.
<p>Multi-agency integrated commissioning board</p> <p>Review Date 30/09/23</p>	<ul style="list-style-type: none"> Isle of Wight is part of the integrated commissioning approach with Hampshire to align with developments around the new Integrated Care System and Partnership Board. 	
<p>Quarterly performance reports to Scrutiny Committee</p> <p>Review Date 30/09/23</p>	<ul style="list-style-type: none"> Performance reports are viewed regularly by the Policy and Scrutiny Committee for Children’s Services, Education and Skills. 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. Increased investment will ensure an increase in capacity to meet these increased and high rates of demand.
<p>Caseloads continue to be scrutinised by senior management on a weekly basis</p>	<ul style="list-style-type: none"> Caseloads were high during the period when we found recruitment more challenging, but this has now reduced again to below the agreed maximum for staff. 	<ul style="list-style-type: none"> There continues to be an increase in demand and caseloads had been higher as a result, but additional recruitment of social workers and family practitioners has enabled these to come down

<p>and fortnightly by the Director of Childrens Services and Deputy Director.</p> <p>Review Date 30/06/23</p>	<ul style="list-style-type: none"> • Caseloads are currently scrutinised on a daily basis by managers. This is to ensure that with the additional investment the caseloads remain at a reasonable number despite higher numbers of children being referred in. 	<p>and this is being monitored very closely to ensure that this continues to be the case.</p>
<p>Quality assurance framework (monthly case audits concentrating on quality of practice)</p> <p>Review Date 30/06/23</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. 	
<p>Annual self-assessment and annual conversation between Director and Ofsted</p> <p>Review Date 30/06/23</p>	<ul style="list-style-type: none"> • The Quality Improvement Plan was reviewed and updated in <i>January 2023</i>. • The self-assessment for 2022/23 has been completed. • The annual conversation <i>took place on 7th March 2023</i>. 	

STRATEGIC RISK 7		
Failure to recruit acceptable quality of professional practice across Adult Social Care (ASC) and Housing Needs		
Assigned to: Director of Adult Social Care		
Inherent score	Target score	Current Score (June 23)
14 VERY HIGH	6 LOW	8 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
8 MEDIUM	8 MEDIUM	8 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<p>Addressing especially hard to recruit roles</p> <p>Robust recruitment plan now in place to support recruitment to 'hard to fill' roles.</p> <p>Review Date 30/09/23</p>	<ul style="list-style-type: none"> • <i>Recruitment has improved with a number of 'home grown' professionals completing their formal training and able to apply for vacant posts through our usual recruitment activity. Outline business case in development to support overseas recruitment.</i> 	<ul style="list-style-type: none"> • Against a backdrop of a national skills shortage in this area, the service still has vacancies in a number of key specialist roles but continues to advertise and promote the roles whilst also training existing staff to undertake these duties.

ASC recruitment and retention Review Date 30/09/23	<ul style="list-style-type: none"> Vacancy monitoring is reviewed monthly. 	<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).
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STRATEGIC RISK 8		
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 (June 23)
16 VERY HIGH	6 LOW	8 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
8 MEDIUM	11 MEDIUM	10 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Protecting Vulnerable Adults Review Date 30/09/23	<ul style="list-style-type: none"> Targets activity in relation to reviews continues. A review of our safeguarding service is underway focusing on more effective ways to triage high volumes of referrals which do not meet the appropriate threshold. 	<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. Work continues to review safeguarding activity and levels.
'Deprivation of Liberty Safeguards' (DoLS) backlog clearance programme Review Date 30/09/2023	<ul style="list-style-type: none"> The number of applications awaiting assessment continues to be managed and robust triage systems are in place. 	
Mental Health Action Plan Review Date 30/09/2023	<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. 	

STRATEGIC RISK 9		
Failure to secure the required outcomes from the integration of adult social care and health Assigned to: Director of Adult Social Care		
Inherent score	Target score	Current Score (June 23)
16 VERY HIGH	5 LOW	5 LOW
Previous scores		
Mar 23	Dec 22	Sep 22
5 LOW	10 MEDIUM	10 MEDIUM

Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Transformation programme and operational integration Review Date 30/09/23	<ul style="list-style-type: none"> Planning for the 2023 to 2025 Better Care Fund is underway in line with national requirements 	
Responsiveness to hospital escalations Review Date 30/09/23	<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		
Independent Social Care Sector Sustainability (Care Homes and Home Care)		
Assigned to: Director of Adult Social Care		
Inherent score	Target score	Current Score (June 23)
16 VERY HIGH	6 LOW	9 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
12 HIGH	12 HIGH	12 HIGH
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
IW Market Position Statement Due date 30/09/2023	<ul style="list-style-type: none"> Work to update the Market Position Statement is underway and we remain on target for the refresh to be delivered in Autumn 2023. 	<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. This process is now considered as Business as Usual 	
Levels of Fees Review date 30/09/23	<ul style="list-style-type: none"> Planning for 2024/2025 financial year is underway. 	
Workforce pressures Review Date 30/09/2023	<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. Locally recruitment pressures have eased over the past few months. 	<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 30/09/23	<ul style="list-style-type: none"> 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. 	
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STRATEGIC RISK 11		
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 (June 23)
16 VERY HIGH	5 LOW	9 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
7 MEDIUM	7 MEDIUM	8 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
PFI – Establish and deliver available savings Review Date 30/09/23	<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 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"> Achieving savings from Schedule 32 schemes, in the region of £200k pa, <i>continues to fall further behind</i> 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.
PFI - Successfully resolve anomalies in the contract specification Review Date: 31/10/23	<ul style="list-style-type: none"> <i>Due to the reinterpretation of the contract, there will be ongoing contractual issues throughout the contract, so this should be kept under regular review instead of having a date for completion.</i> <i>Some Progress on resolving contractual interpretation issues, which have been resolved by IWC's engagement with Island Roads Services Ltd (IRSL known as SPV), without the presence of RIR.</i> <i>Ongoing discussions will continue with IRSL, whilst seeking legal advice on the priority issues.</i> 	

STRATEGIC RISK 12		
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 (June 23)
16 VERY HIGH	5 LOW	8 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
8 MEDIUM	8 MEDIUM	8 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Regular monitoring of performance of the contract Review Date 30/09/23	<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"> Contract now moved to Talia Waste Management UK under Ferrovial SE reducing the risk inherent with the sale of Amey Plc UK.
Ensure the delivery of Key Facilities through robust contract management Due Date July 2023	<ul style="list-style-type: none"> 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. 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. Service provider has notified contract management team that the final acceptance test will commence mid May. Should this continuous operation be passed at the required levels the plant will be deemed "accepted" 	<ul style="list-style-type: none"> Construction risk and cost of residual waste above agreed contract rates sits with Ferrovial SE. There is a risk further faults may occur and lead to plant shutdown and more delays. This is a risk to the acceptance test.

STRATEGIC RISK 13		
Achieving the vision for the Island		
Assigned to: Chief Executive		
Inherent score	Target score	Current Score (June 23)
14 VERY HIGH	6 LOW	12 HIGH
Previous scores		
Mar 23	Dec 22	Sep 22
12 HIGH	12 HIGH	12 HIGH
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Isle of Wight Corporate Plan 2021-25 Review Date 30/09/2023	<ul style="list-style-type: none"> Progress against Corporate Plan is reported in the Quarterly Performance Management Report to Cabinet. A review of the Corporate Plan is scheduled for Summer 2023. 	
Quarterly Performance Management Report (QPMR) updates Review Date 31/09/23	<ul style="list-style-type: none"> Regular reporting of finance and performance set against the corporate plan activities and metrics is made to the Cabinet and various committees with a scrutiny function. 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. 	
Strategic capacity and interventions Review Date 30/09/2023	<ul style="list-style-type: none"> Key current themes are affordable housing, biosphere, and net zero; economic regeneration and reducing poverty. 	<ul style="list-style-type: none"> <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, This will adversely affect the capacity capabilities within the IWC at all levels.</i>
Robust Programme Management Review Date 31/09/23	<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. 	
Regeneration programme	<ul style="list-style-type: none"> Newport Harbour Masterplan Phase 1: <i>Phasing plan received from Andrew Appleby. The viability of the programme has been updated and phased delivery plan reviewed by members regeneration</i> 	

<p>Review Date 31/09/23</p>	<p><i>board. Supplementary Planning Document will be submitted to Cabinet in November 2023</i></p> <ul style="list-style-type: none"> • Venture Quays site development progressing following the award of £5.8m from the government's levelling up fund. Work is scheduled to complete by March 2024 	
<p>Strategic risk register</p> <p>Review Date 30/09/23</p>	<ul style="list-style-type: none"> • <i>During March and April upgrades and additional features were implemented in the IW Risk Management System to improve usage and reporting functionality.</i> • <i>Additional support to the directorate service boards has raised the profile of service risk reporting, all directorates are engaging in the process to improve recording and reporting at service level.</i> 	
<p>Increase in levels of unmet Housing Needs – Prevention</p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> • <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 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> • <i>A grant has been received for Refugee Housing and this will deliver 9 units to be used for families presenting as homeless. An additional officer has been funded from the HFU grant to support the management of any refugees presenting as homeless</i> 	
<p>Increase in levels of unmet Housing Needs - Intervention</p> <p>Review Date 31/09/23</p>	<ul style="list-style-type: none"> • <i>As part of the Rough Sleeping Accommodation Project the Council has purchased 5 properties and engaged a partner to manage them and provide support services to the residents.</i> • <i>An Acquisition Strategy has been drafted to support longer term need for temporary accommodation. This is due to go to Cabinet in July 23 and aims to provide 25 units per year.</i> 	
<p>Increase in levels of unmet Housing Needs - Recovery</p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> • <i>3 sites will be developed for housing as part of the Brownfield Land Release Fund (BLRF). Update reports have been presented to Housing Members Board and work on disposal of the sites is progressing</i> • <i>A further bid for BLRF 2 was submitted for 3 further sites. The outcome will be known in Autumn 23.</i> 	
<p>Delivery of the Climate Change</p>	<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 	<ul style="list-style-type: none"> • <i>Vacant post causing time pressure to complete work to update the strategy and continue offering professional advice.</i>

<p>and Environment Strategy</p> <p>Review Date 31/09/23</p>	<p>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</p> <ul style="list-style-type: none"> 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. 	
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STRATEGIC RISK 14		
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 (June 23)
16 VERY HIGH	12 HIGH	12 HIGH
Previous scores		
Mar 23	Dec 22	Sep 22
12 HIGH	12 HIGH	16 VERY HIGH
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<p>Preparedness for other novel infectious disease (including COVID-19)</p> <p>Review Date 30/12/23</p>	<ul style="list-style-type: none"> <i>The Public Health team regularly reviews surveillance data on novel/emerging infectious diseases provided by national and regional teams within UKHSA.</i> <i>The Public Health team’s annual learning and development programme includes training and capacity-building to ensure retention of capability to respond to a pandemic.</i> <i>In October 2023, the IWC Pandemic Influenza Plan will be ‘stood down’ and replaced by a generic IWC Pandemic Framework. The framework will be developed to take into account lessons learnt from the COVID-19 pandemic response and exercised in winter 2023 to ensure practical arrangements are tested.</i> <i>The Public Health team will work closely with the IWC Emergency Management Team to ensure that the new Pandemic Framework is linked into other Council and Multi-agency Emergency Response Plans.</i> <i>The Public Health and Emergency Management Teams will continue to take part in relevant exercises testing preparedness and response arrangements to large scale infectious disease outbreaks and pandemic led by the HIOW LRF or other organisations, e.g. UKHSA.</i> 	<ul style="list-style-type: none"> <i>An internal consultation on the draft IWC Pandemic Framework will take place over the summer months. It is possible that the timing of the consultation and publication date of the Framework may need to be delayed to take into consideration the corporate restructuring process.</i>

<p>Partner Organisations</p> <p>Review Date 30/12/23</p>	<ul style="list-style-type: none"> • Communication with partners to establish pressures, including: <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 - <i>His Majesty’s Prison IOW</i> 	
<p>Internal arrangements</p> <p>Review Date 30/12/23</p>	<ul style="list-style-type: none"> • <i>The Public Health team’s Health Protection Standard Operating Procedure (SOP) was reviewed and refreshed in May 2023. This provides a framework for the internal, public health response to a notification of an outbreak or incident involving an infectious disease. In the early stages of a pandemic, this SOP may provide the framework for initial response arrangements.</i> • An Incident Response Plan has been produced specifically for the Public Health team. This combined with staff receiving specific training set to role allocations will enhance the team’s overall response capability. • The Public Health Incident Response Plan is linked to the authority’s own existing response arrangements and those of the HIOW Local Resilience Forum to allow greater prominence within the command-and-control structures that are established. 	
<p>External arrangements</p> <p>Review Date 30/12/23</p>	<ul style="list-style-type: none"> • <i>Oversight of health protection matters is provided by the Health Protection Board, which is chaired by the Director of Public Health. The main areas of focus for the Board are communicable diseases and vaccination. The Board brings together Council departments and external partners who are key to protecting the health of our local population and is a forum to jointly plan and coordinate activity on all health protection issues.</i> • An Island Tactical Co-ordination Group (ITCG) will convene at a multi-agency level, including police, fire, IOW NHS Trust, ambulance, council, public health, Military, ferry companies, utilities, and prisons in case of a multi-agency response at a local level. • <i>The HIOW Local Health Resilience Partnership holds the strategic risk overview of all health-related risks across HIOW LRF, including a pandemic risk. A HIOW LRF Pandemic Framework was published in early 2023. The IWC Emergency Management and Public Health team have inputted into the consultation period and will actively participate in the schedule of exercises which will be led by the HIOW LRF.</i> • <i>The Public Health team will maintain awareness of the partnership between the IOW NHS Trust and PHUT and work through the HIOW LHRP and LRF to ensure that impact of organisational changes on pandemic preparedness on the IOW is considered.</i> 	

STRATEGIC RISK 15		
Dealing with threats to business continuity (including cyber incidents)		
Assigned to: Assistant Chief Executive and Director of Strategy		
Inherent score	Target score	Current Score (June 23)
12 HIGH	6 LOW	9 MEDIUM
Previous scores		
Mar 23	Dec 22	Sep 22
9 MEDIUM	9 MEDIUM	9 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Revised Business Continuity Plans completed Review Date 31/07/23	<ul style="list-style-type: none"> Plan reviews to be undertaken every 12 months and table-top tested at planned intervals. <i>Business Continuity Policy to be reviewed Sept 2023, in line with outcomes of restructure</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 (date to be confirmed), specifically to address the threat of a cyber-attack. <i>A cyber security culture exercise was completed in March 2023 to raise awareness of cyber security and everyone's responsibility for it.</i> <i>Engagement with the Local Government Association cyber 360 security culture review programme was completed in June 2023. A report will be provided by end of July and feedback to CMT and Cllrs will be arranged. Initial feedback has been generally positive with some ideas for areas of improvement provided.</i> 	
Secure paper copies of Revised Business Continuity Plans Review date 31/07/23	<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. 	
IWC - Cyber Incident Response Plan (developed and maintained by ICT) Plan Review date 30/09/23	<ul style="list-style-type: none"> A Cyber Incident Response Plan (CIRP) 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, including the council's data held or IT services provided by third-party vendors or other service providers. 	

	<ul style="list-style-type: none"> The CIRP will be reviewed post corporate structure changes to ensure all contacts are still relevant and all areas represented. 	
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STRATEGIC RISK 16		
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 (June 23)
12 HIGH	9 MEDIUM	12 HIGH
Previous scores		
Mar 23	Dec 22	Sep 22
12 HIGH	N/A	N/A
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<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>Review Date 30/06/23</p>	<ul style="list-style-type: none"> The contact centre is capturing the number of calls received from residents seeking guidance on the impact of cost-of-living crisis. 	
<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 31/07/23</p>	<ul style="list-style-type: none"> <i>The alternative energy rebate schemes open until the end of May continue to provide financial support to residents.</i> 	<ul style="list-style-type: none"> Potential increase in fraudulent activity. Increase in number of households unable to pay council tax, rents or other paid for services provided by the council.
<p>Council services have assessed the impact of known and anticipated contractual service price increases because of inflation.</p> <p>Mitigated either through a reduction in the volume of service requirements, reduction in overall service delivery or delay of purchase requirements.</p> <p>Review Date 30/09/23</p>		

<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>Review Date: 30/09/23</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 Targeted island wide adult social care recruitment campaign and dedicated free website for providers and potential job seekers 	<ul style="list-style-type: none"> 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 adult social care budgets.
<p>An increase in child poverty will likely impact the demand on and need for a range of services from early help to child protection.</p> <p>Review Date 30/09/23</p>	<ul style="list-style-type: none"> Recruitment of social workers remains a priority and is actively undertaken daily. Childrens services intend to recruit to the family help model which will add some capacity across the service. 	<ul style="list-style-type: none"> If more children require help or protection, this will increase the pressure across all areas of Children's Services which is experiencing high levels of demand post pandemic

STRATEGIC RISK 17		
<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 (June 23)
16 VERY HIGH	13 HIGH	13 HIGH
Mar 23	Dec 22	Sep 22
15 VERY HIGH	N/A	N/A
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<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, and land sliding on communities.</p>	<ul style="list-style-type: none"> Ventnor Coastal Protection Scheme: 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 Current Pressure Points). Original planned scheme completion 2029. Yaverland Seawall Refurbishment 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>These locations are eligible for national government funding (FCERM Grant in Aid).</p> <p>Review Date 30/09/23</p>	<ul style="list-style-type: none"> • Shanklin Seawall Refurbishment 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"> • <i>The highways roadworks availability matrix conflicts with the environmental constraints for ground investigation works.</i>
<p>Memorandum of understanding with Coastal Partners who are conducting twice annual T28 condition surveys on all IWC maintained coastal assets.</p> <p>Review Date 30/09/23</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. • <i>Governance structure has been reviewed to provide control and oversight for the programme.</i> 	
<p>Oversight for coastal management is led by of the Strategic Manager of Environment and Waste. This will provide a coordinated, strategic, and operational approach to integrated coastal zone management.</p> <p>Review Date 30/06/23</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. • <i>Currently awaiting the outcome of the marine license, this has caused minor delay which is being managed.</i> 	