

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
16 VERY HIGH	5 LOW	9 MEDIUM
Previous scores		
Sep 23	June 23	Mar 23
9 MEDIUM	9 MEDIUM	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. £4m per annum</p> <p>Next review will be for Qtr. 3 2023-24</p>	<p>Revenue Position</p> <ul style="list-style-type: none"> As at quarter two the council is forecasting a potential pressure of 3.2m (1.8% of net revenue budget) This most significant pressures forecast are in Adults and Children's Services. Other pressure areas include Leisure Centre income. Actions to mitigate these pressure areas are being developed. This pressure is currently being offset in part 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 two the capital budget remains fully funded with forecast expenditure of £32.7m and slippage of some £4.6m (representing budgeted spending that will now take place in 2024/25) 	<p>Revenue Position</p> <ul style="list-style-type: none"> The main pressure areas are within Adults and Children's Services with net forecast overspend of £5.3m and £3.0m respectively but being offset by Treasury Management, concessionary fares and contingencies. £2.1m of the pressure within Adult Social Care and the £0.3m shortfall in income associated with Leisure Services is related to the legacy impact from the pandemic. Therefore, a total of £2.4m will be funded from the Covid-19 contingency. It should also be noted that there is a risk to this forecast position as the financial year progresses and the impact of further inflationary and demand pressures due to the current economic climate.

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
16 VERY HIGH	9 MEDIUM	9 MEDIUM
Previous scores		
Sep 23	June 23	Mar 23
9 MEDIUM	9 MEDIUM	9 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
A full revision of the budget and future forecast and resulting	<ul style="list-style-type: none"> The process for setting the budget for 2023-24 was completed and 	<ul style="list-style-type: none"> Provisional funding levels from Government are not published until

<p>savings requirements is presented to Full Council each February.</p> <p>Due date 28/2/24</p>	<p>approved by Full Council in February 2023</p> <ul style="list-style-type: none"> • 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 has commenced. • The budget and associated indicative savings proposals will be presented to Full Council for approval in February 2024 	<p>December each year and confirmed in January.</p> <ul style="list-style-type: none"> • Savings requirements are currently estimated at a minimum of £2m per annum for the next three financial years (2024-25, 2025-26, 2026-27) • 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) • Reserves need to be maintained at a level that provides sufficient financial resilience to enable the delivery of the Medium-Term Financial Strategy • 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. • 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 • 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.
<p>Delivery of:</p> <p>Income generation / efficiencies</p> <p>Services reductions and early identification of unavoidable cost pressures/unachievable income targets to allow</p>	<ul style="list-style-type: none"> • 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. • The budget process includes a series of meetings with Directors and Cabinet to explore 	<ul style="list-style-type: none"> • Ability to fund new initiatives that require an initial subsidy. See note above regarding the conditions for borrowing. • 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

<p>effective mitigation planning.</p> <p>Review - ongoing</p>	<p>unavoidable cost pressures & undelivered savings, opportunities for income generation, efficiencies & opportunities for transformation bids</p>	<p>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.</p>
<p>Maintain ultimate Council Tax collection rate at 98.3% & minimise the opportunity for fraud.</p> <p>Working closely with Portsmouth Fraud team to prosecute those who are accessing the public purse fraudulently.</p> <p>Review – Ongoing</p>	<ul style="list-style-type: none"> • 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. • Business Centre team working closely with services evaluating the key controls for financial transactions to ensure processes are robust , maximise income and remove any opportunity to defraud. 	<ul style="list-style-type: none"> • Continued increase in the number of residents contacting the council relating payment concerns due to cost of living increases. • The national DWP Legacy Benefits Transfer will impact on the vulnerable people who currently claim council tax support as they transition to universal credit. The transition is managed by DWP but there will be impact on people who cannot claim online who will come into the council for support. DWP have a dedicated phone line for enquiries and the business centre are prepped and planning for additional support requirements.

STRATEGIC RISK 3		
Insufficient staffing capacity and skills		
Assigned to: Director of Corporate Services		
Inherent Score	Target Score	Current Score
16 VERY HIGH	9 MEDIUM	12 HIGH
Previous scores		
Sep 23	June 23	Mar 23
12 HIGH	12 HIGH	12 HIGH
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<p>Monitoring Staff Capacity</p> <p>Review Date 31/12/23</p>	<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. • A quarterly people management paper reporting on absence is reviewed by CMT. • <i>New senior management restructure implemented; some recruitment is remains ongoing. Phase 2 restructures to commenced within directorates to take place from Oct 2023 -March 2024</i> 	<ul style="list-style-type: none"> • <i>There are robust plans in place to assist with the exit arrangements for the ceasing of the strategic partnership with Hampshire County Council for the leadership and management of children’s services on the Island. There is a project board in place that oversees the delivery of transition plans.</i>

<p>Delivery of recruitment and retention strategy and action plan</p> <p>Delivery Due date 31/03/24</p>	<ul style="list-style-type: none"> • <i>Work commenced to improve external careers pages and application process.</i> • <i>Apprenticeships continue to be promoted across the Council.</i> 	<ul style="list-style-type: none"> • <i>As a result of significant new funding for key projects, there will be a requirement for focused recruitment to project management positions to ensure we have capacity to manage and implement.</i>
<p>Regular monitoring, analysis, and review of organisational health indicators</p> <p>Review date 31/12/23</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>Monitoring and review of Absence & Wellbeing Strategy Action Plan</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 31/03/24</p>	<ul style="list-style-type: none"> • <i>There will be a refreshed People and Organisation Development Strategy aiming for October 2023.</i> • <i>Workforce plan development to follow on from refresh of Council Plan</i> 	<ul style="list-style-type: none"> • <i>New completion date has moved from October 2023 to March 2024 linked to the review/update of the Corporate Plan, following which the workforce planning exercise will be done.</i>

STRATEGIC RISK 4		
<p>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.</p> <p>Assigned to: Director of Corporate Services</p>		
<p>Inherent Score</p>	<p>Target Score</p>	<p>Current Score</p>
<p>16 VERY HIGH</p>	<p>6 LOW</p>	<p>12 HIGH</p>
<p>Previous scores</p>		
<p>Sep 23</p>	<p>June 23</p>	<p>Mar 23</p>
<p>12 HIGH</p>	<p>8 MEDIUM</p>	<p>8 MEDIUM</p>
<p>Mitigation in Place / Planned</p>	<p>Update on Mitigation Activity/ Risk Status in the period</p>	<p>Current Pressure Points this period</p>
<p>Leadership and management development</p>	<ul style="list-style-type: none"> • <i>Management career pathway has been mapped and will be published on the Learning Hub</i> 	<ul style="list-style-type: none"> •

<p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> Developing Leaders Programme 2 is in planning for delivery from January 24 We will retain the Developing Leaders Cohort Meeting to affect change in the organisation. Workshop has taken place between IWC and NHS to understand our leadership programme offer and to identify any gaps. The Leaders and Managers conversation held in July was well attended and focused on engaging and interacting with residents and customers to reinforce the need to ensure transacting with the Council is simple, our communications are clear, in plain English and understandable by all members of the community. 	
<p>Workforce development programmes/ Initiatives</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> Planning for the cessation of the Hampshire and IW formal partnership has begun and support for Ofsted themed visits. 	<ul style="list-style-type: none"> Fortnightly project boards are taking place to deliver the operational plans for the ending of our strategic partnership with Hampshire County Council in the leadership and management of children's services on the Island. This work may impact capacity to deliver other areas of work
<p>Delivery of ONE COUNCIL Action Plan</p> <p>Review Date 31/01/24</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Culture change work will require senior manager support and staff capacity to deliver

STRATEGIC RISK 5		
Failure to improve educational attainment.		
Assigned to: Director of Children's Services (DSC).		
Inherent score	Target score	Current Score
16 VERY HIGH	6 LOW	10 MEDIUM
Previous Scores		
Sept 23	June 23	Mar 23
10 MEDIUM	10 MEDIUM	10 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Building on the improvements in standards	<ul style="list-style-type: none"> An analysis of the GCSE results and attendance demonstrates the correlation between good attendance and attainment. <i>In 2022</i>, for those children with regular attendance their GCSE grades were above 	<ul style="list-style-type: none"> Analysis of the data shows that the gaps between the attainment of the whole cohort and those experiencing

<p>Review Date 31/12/23</p>	<p>the national average whereas those that were persistently absent (10% absent) their grades were three grades lower on average than the rest of their peers. Promoting good attendance is therefore a key strand of our school improvement work.</p> <ul style="list-style-type: none"> • Workstreams to support improved outcomes for pupils in schools are well underway in all key stages, with the 2023 examination season starting shortly. • Attendance continues to be a key focus. Intensive work is paying dividends, but the cultural shift required to re-set the importance of good attendance in the hearts and minds of families will take some time. • Much of the school improvement services sit outside of the IOW / Hampshire County Council (HCC) partnership arrangements and it is intended that most will continue unchanged. The Project Group will be working to mitigate any risk that may be associated with the ending of the partnership, although this is considered to be low if service as usual is maintained. The leadership of the school improvement work, currently undertaken by HCC staff requires new IoW leadership to be achieved through recruitment into the new structure. If appropriate arrangements are not in place to recruit to key positions in appropriate timescales, or the recruitment is not successful, then this risk narrative will be updated and the rating will be reviewed as much higher risk. 	<p>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.</p> <ul style="list-style-type: none"> • 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 disadvantage: attendance and therefore attainment
<p>Ensuring schools are good (as rated by Ofsted) for all children.</p> <p>Review Date 31/10/24</p>	<ul style="list-style-type: none"> • <i>There have been a number of inspections in which schools have remained good, however there has been one inspection (Greenmount primary school) in which a school was awarded a requires improvement judgement, and this represents the 3% drop.</i> • Much of the school improvement services sit outside of the partnership arrangements, and risks will be reviewed to the Project Group. If appropriate arrangements are not in place to appropriate timescales to continue the place planning work effectively, then this risk narrative will be updated and the rating will be reviewed. 	<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. • 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

<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 31/12/23</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>As noted above, much of the school improvement services sit outside of the partnership arrangements, and risks will be reviewed to the Project Group. If appropriate arrangements are not in place to recruit to key positions in appropriate timescales, then this risk narrative will be updated and the rating will be reviewed.</i> • <i>A paper regarding the proposed transfer of the Safety Valve (SV) management arrangements has been received by the Isle of Wight team. It includes a recommendation that a post is recruited to that will replace the current TP oversight of the programme.</i> 	<ul style="list-style-type: none"> • The workforce pressures around driving and delivering the complex Safety Valve (SV) 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>Not recruiting to the role that oversees the SV programme will present a substantial risk to its continuation.</i>
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STRATEGIC RISK 6		
Failure to identify and effectively manage situations where vulnerable children are subject to abuse.		
Assigned to: Director of Children's Services (DCS).		
Inherent score	Target score	Current Score
16 VERY HIGH	5 LOW	9 MEDIUM
Previous scores		
Sep 23	Jun 23	Mar 23
9 MEDIUM	9 MEDIUM	7 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<p>Enhancement of our offer to recruit and 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 31/12/23</p>	<ul style="list-style-type: none"> • <i>There are nineteen apprentice social workers completing their training in Children's services. This includes all eight of CAST family practitioners and one family practitioner from CWD. One apprentice completed his training this year and is now employed by Children's Services, as a social worker.</i> • <i>Six apprentices are due to qualify as social workers in July 2024, one in Sept 2024, six in July 2025 and six in July 2026.</i> • <i>Two step-up students starting in January 2024 will qualify in July 2025.</i> • <i>Three final year social work students who are due to qualify in Spring 2024.</i> • <i>This should allow us to fill leaving social workers over the next few years with newly qualified staff who have completed their training with us and reduce our need to rely on agency workers. We have invested in senior social workers to support these staff to develop and as our apprentices have a range</i> 	<ul style="list-style-type: none"> • The recruitment of both permanent and agency social workers remains a challenge locally and nationally. • 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

	<p><i>of previous experience they are starting with a level of skill and experience to build upon.</i></p> <ul style="list-style-type: none"> • Hampshire DCS and senior leaders do make decisions and have accountability for social care budgets. This will need to transfer to the new senior management arrangements agreed for IOW. • IOW are not in any partnership arrangement with Hampshire in relation to agency staff used in social care teams. HCC have, at times of staff shortages and subsequent performance challenges, seconded staff from HCC to IOW which has provided the ability to add capacity at short notice. This will not be possible after the partnership has ended and therefore there is an associated risk here. <i>IOW Service Managers are beginning to prepare Team Manager's to deputise for them to add resilience in the Service manager cohort, similar arrangements are in place to support the area director.</i> • The social worker GETS training programme (first year) and second year in practice is undertaken in partnership with HCC. This will be reviewed alongside other aspects of the current partnership arrangements to inform a decision on future direction. 	<p>unable to do so. This has become a financial pressure and work is ongoing with providers to obtain affordable accommodation with some success, but more is required.</p>
<p>Corporate Parenting Board</p> <p>Corporate parenting board meetings taking place quarterly and includes contributions from health, education and social care in children and adults.</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> • All participation events and programmes are led by IWC independently of HCC and therefore this will not be impacted by the ending of the partnership. The Corporate Parenting Board is an IWC member led Board and again operates independently from HCC and the partnership arrangements. 	<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>The Integrated Care Board (ICB) operates across the whole Hampshire and IOW geographical area and both IWC and HCC will continue to work with health partners as we currently do.</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> • <i>The partnership between HCC and IOW Childrens Services Department will not have an impact on the ICB operating model.</i> • <i>There are no joint commissioning arrangements for large scale / core operational functions between the two Local Authorities. There are some smaller scale functions that are jointly commissioned, such as the contract for Foster Talk (advocacy service) and Community Care Inform. These contracts will be reviewed as part of the partnership de-coupling arrangements and a further update on this can be provided at the next reporting period.</i> 	
<p>Quarterly Performance reports are viewed regularly by the Policy and Scrutiny</p>	<ul style="list-style-type: none"> • All managers review daily/weekly and monthly performance management data to maintain oversight over practice and 	<ul style="list-style-type: none"> • The sustained Increase in demand (referrals/assessments) puts pressure on the

<p>Committee for Children’s Services, Education and Skills.</p> <p>Review Date 31/12/23</p>	<p>performance and to identify and address areas for improvement.</p> <ul style="list-style-type: none"> • <i>Current arrangements for the provision of reports and performance information will need to change when the partnership arrangements end. The Data and Information Team, who provide the data, operate across both local authorities, as well as the senior managers who provide management oversight and scrutiny of data and reporting. This will all be included in the review of partnership arrangements to support the IOW to maintain these functions.</i> 	<p>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>
<p>Caseloads continue to be scrutinised by senior management on a daily basis and fortnightly by the Director of Childrens Services and Deputy Director.</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> • <i>The daily review of caseloads is undertaken locally by IOW Managers and there is no need for this to change when the partnership arrangements end. The fortnightly review with the DCS and senior management will need to change and transfer to the new leadership arrangements that are agreed for IOW.</i> 	<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>Quality assurance framework (monthly case audits concentrating on quality of practice).</p> <p>The senior management team also undertake an audit of audits on a monthly basis to quality assure the auditing process.</p> <p>Review Date 31/12/23</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>The regular auditing and quality assurance programme is undertaken locally by IOW Managers and there is no need for this to change when the partnership arrangements end. The monthly senior management review of auditing, and incorporation into the broader quality assurance framework is currently undertaken with the Hampshire leadership team. This will need to transfer and be reviewed by the new leadership arrangements that are agreed for IOW.</i> 	
<p>Annual self-assessment and annual conversation between Director and Ofsted.</p> <p>The Quality Improvement Plan was reviewed and updated in January 2023 and the self-assessment for 2022/23 has been completed.</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> • <i>The next self-assessment is due in January 2024, within the window of the current partnership. The self-assessment will be completed in partnership with the current Hampshire leadership as per previous years and submitted.</i> • <i>The date of the next annual conversation has not been confirmed by Ofsted but is likely to be after the partnership has ended on 31 January and will therefore be led by the new Children’s Services leadership for IOW.</i> • <i>Children’s Services had a fully graded 2 week Ofsted Inspection of Local Authority Children’s Services w/c 23 October 2023. The final moderated report and judgment will be published on 15 December 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
14 VERY HIGH	6 LOW	6 LOW
Previous scores		
Sep 23	Jun 23	Mar 23
8 MEDIUM	8 MEDIUM	8 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Addressing especially hard to recruit roles. Robust recruitment plan now in place to support recruitment to 'hard to fill' roles. Review Date 31/12/23	<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"> <i>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.</i>
ASC recruitment and retention Review Date 31/12/23	<ul style="list-style-type: none"> <i>Vacancy monitoring is reviewed monthly.</i> 	<ul style="list-style-type: none"> <i>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).</i>

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
16 VERY HIGH	6 LOW	8 MEDIUM
Previous scores		
Sep 23	June 23	Mar 23
8 MEDIUM	8 MEDIUM	8 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Protecting Vulnerable Adults Review Date 31/12/23	<ul style="list-style-type: none"> <i>Targeted activity in relation to reviews continues.</i> <i>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.</i> 	<ul style="list-style-type: none"> <i>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.</i>

<p>'Deprivation of Liberty Safeguards' (DoLS) backlog clearance programme</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> The number of applications awaiting assessment continues to be managed and robust triage systems are in place. 	
<p>Mental Health Action Plan</p> <p>Review Date 31/12/23</p>	<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. 	

<u>STRATEGIC RISK 9</u>		
<p>Failure to secure the required outcomes from the integration of adult social care and health.</p> <p>Assigned to: Director of Adult Social Care</p>		
Inherent score	Target score	Current Score
16 VERY HIGH	5 LOW	5 LOW
Previous scores		
Sep 23	June 23	Mar 23
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>Transformation programme and operational integration</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> <i>The 2023/2025 Better Care Fund plan has been submitted for approval by the regional team in line with national requirements</i> 	<ul style="list-style-type: none"> <i>Agreement in relation to the allocation of mandatory funding from the ICB continues to be challenging.</i>
<p>Responsiveness to hospital escalations</p> <p>Review Date 31/12/23</p>	<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. 	

<u>STRATEGIC RISK 10</u>		
<p>Independent Social Care Sector Sustainability (Care Homes and Home Care)</p> <p>Assigned to: Director of Adult Social Care</p>		
Inherent score	Target score	Current Score
16 VERY HIGH	6 LOW	9 MEDIUM
Previous scores		
Sep 23	June 23	Mar 23
9 MEDIUM	9 MEDIUM	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 31/12/23	<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
Levels of Fees Review date 31/12/23	<ul style="list-style-type: none"> Planning for 2024/2025 financial year is underway. 	
Workforce pressures Review Date 31/12/23	<ul style="list-style-type: none"> Locally recruitment pressures have eased over the past few months. 	<ul style="list-style-type: none"> We continue to monitor the situation and to collaborate with providers around business continuity plans and safe staffing levels.
Market Capacity – Homecare Review Date 31/12/23	<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> 	

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
16 VERY HIGH	5 LOW	9 MEDIUM
Previous scores		
Aug 23	Jun 23	Mar 23
9 MEDIUM	7 MEDIUM	7 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: 31/12/23	<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. <i>Island Roads are required to assist in identifying an additional £400K of savings for consideration by the council to take effect from 24/25.</i> <i>Potential savings options are being developed to put before the PFI Board for consideration.</i> 	<ul style="list-style-type: none"> Achieving savings from Schedule 32 schemes, in the region of £200k pa, continues to fall further 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. 23/24 saving are £1.9m although IR are still to confirm acceptance of this figure.

<p>PFI - Successfully resolve anomalies in the contract specification.</p> <p>Review Date: 31/12/23</p>	<ul style="list-style-type: none"> Due to <i>the size, complexity, and diversity</i> of the contract there will be ongoing contractual issues throughout the contract, <i>which will be kept under regular review as ongoing business activities.</i> 	
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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
16 VERY HIGH	5 LOW	8 MEDIUM
Previous scores		
Aug 23	Jun 23	Mar 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>Regular monitoring of performance of the contract</p> <p>Review Date: 31/12/23</p>	<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.
<p>Ensure the delivery of Key Facilities through robust contract management.</p> <p>Due Date 31/01/24</p>	<ul style="list-style-type: none"> The Energy from Waste plant is currently operating and generating power as the commission tests are worked through. <i>The final test certification is expected to be achieved in the end of 2023.</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. 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
14 VERY HIGH	6 LOW	12 HIGH

Previous scores		
Aug 23	Mar 23	Dec 22
13 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 31/01/24	<ul style="list-style-type: none"> Progress against Corporate Plan is reported in the Quarterly Performance Management Report to Cabinet. 	<i>A review of the Corporate Plan is scheduled to take place during late 2023.</i>
Quarterly Performance Management Report (QPMR) updates Review Date 31/01/24	<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 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. 	<ul style="list-style-type: none"> <i>A full review of QPMR metrics and redesign of the format of the report is underway with service directors and key stakeholders. Any proposed change in metrics must be agreed with the cabinet member and corporate management team.</i>
Strategic capacity and interventions Review Date 31/12/23	<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"> Due to the current budget cost pressures, the organisational redesign required to reduce costs and achieve a structural balance 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.
Robust Programme Management Review Date 31/01/24	<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"> <i>Changes that have come into effect as a result of the organisational redesign require a refresh of governance arrangements to ensure assurance of projects that are continuing.</i>
Strategic risk register Review Date 31/12/23	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> <i>Changes that have come into effect as a result of the organisational redesign require a refresh of risk management reporting and ownership arrangements, directorates are being supported to get risks and mitigations up to date following the changes.</i>
Increase in levels of unmet Housing Needs – Prevention Review Date 31/03/24	<ul style="list-style-type: none"> <i>Focus continues to ensure effective management of our bespoke accommodation for which reduces the likelihood that the IWC will need to place households off island and</i> 	

	<p><i>in unsuitable accommodation options as defined by legislation.</i></p> <ul style="list-style-type: none"> • <i>Progress continues to be made with the purchase of nine units of refugee housing to be used for families presenting as homeless.</i> 	
<p>Increase in levels of unmet Housing Needs - Intervention</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> • <i>An action plan is being developed and implemented to deliver the aims of the Acquisitions Strategy approved at Cabinet in July 2023.</i> • <i>A Service Plan has been developed to capture actions required to maintain and improve the service.</i> • <i>The shortage of accommodation, social and private sector, is impacting on the number of families in temporary accommodation and the length of time families are in B&B. A B&B Elimination Plan is being progressed with DLUHC</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>Brownfield Land Release Fund (BLRF) activity continues and is progressing.</i> • <i>A further bid for BLRF 2 was submitted for three further sites. This bid was successful and work is progressing for the disposal of these sites.</i> • <i>Engagement with Registered Providers is in place and the number of social housing units being and to be built is improving.</i> 	
<p>Delivery of the Climate Change and Environment Strategy</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> • <i>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</i> • <i>As part of the “Green Corridor” the council was successful in its bid 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.</i> 	<ul style="list-style-type: none"> • <i>Vacant post causing time pressure to complete work to update the strategy and continue offering professional advice. Interviews for the Climate and Energy Manager are in process and the new manager will be in place before the end of the year.</i>
<p>The Corporate Management Team provide leadership and focus on</p>	<ul style="list-style-type: none"> • <i>Audit and Governance Committee discussion led to reworking of the mitigations in place.</i> 	

<p><i>maintaining service delivery during periods of potential political sensitivity.</i></p> <p><i>Robust decision-making processes are in place to support effective decision making through the cabinet process.</i></p> <p><i>Isle of Wight Council has regard to the Local Government Association (LGA) Guidance relating to local authorities which do not have any overall political control.</i></p> <p>Review: 31/03/24</p>	<ul style="list-style-type: none"> • <i>Changes in the administration for the leader and cabinet roles were made on 20th September 2023.</i> • <i>During a debate at full council all councillors agreed to more collaborative working. The leader made an offer for a number of informal cross party groups to be developed.</i> 	
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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
16 VERY HIGH	12 HIGH	12 HIGH
Previous scores		
August 23	Jun 23	Mar 23
12 HIGH	12 HIGH	12 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>The Public Health team regularly reviews surveillance data on novel/emerging infectious diseases provided by national and regional teams within UKHSA.</p>	<ul style="list-style-type: none"> • The team’s annual learning and development programme includes training and capacity-building to ensure retention of capability to respond to a pandemic. • The Public Health (PH) 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. The 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>In December 2023, the IWC Pandemic Influenza Plan will be ‘stood down’ and replaced by a</i> 	<ul style="list-style-type: none"> • <i>An internal consultation on the draft IWC Pandemic Framework will take place over the summer months. The Pandemic Framework will be completed by is December 2023</i>

Review Date 31/12/23	<i>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 2023/24 to ensure practical arrangements are tested.</i>	
Partner Organisations Review Date 31/12/23	<ul style="list-style-type: none"> • <i>Reviewing the epidemiological data and communication with partners to establish pressures, including:</i> <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 - His Majesty’s Prison IOW 	
Internal arrangements Review Date 31/12/23	<ul style="list-style-type: none"> • 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. • A Public Health 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. 	
External arrangements Review Date 31/12/23	<ul style="list-style-type: none"> • 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. • 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. • 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 	

	<p>have inputted into the consultation period and will actively participate in the schedule of exercises which will be led by the HIOW LRF.</p> <ul style="list-style-type: none"> The Public Health team will maintain awareness of the partnership between the IOW NHS Trust and PHUT and <i>FUSION</i> and work through the HIOW LHRP and LRF to ensure that impact of organisational changes on pandemic preparedness on the IOW is considered. 	
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STRATEGIC RISK 15		
Dealing with threats to business continuity (including cyber incidents)		
Assigned to: Chief Executive		
Inherent score	Target score	Current Score
12 HIGH	6 LOW	9 MEDIUM
Previous scores		
Aug 23	Jun 23	Mar 23
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>Revised Business Continuity Plans completed.</p> <p>Review Date 31/12/23</p>	<ul style="list-style-type: none"> Plan reviews to be undertaken every 12 months and table-top tested at planned intervals. Business Continuity Policy reviewed and updated August 2023, to reflect learning from Covid 19 and making the policy more generic in approach, preventing the need to amend the document as result of future restructures. <i>Review of Business Continuity Plans, in respect of reporting structures, to be undertaken in April 2024, in line with timescales for corporate restructure phase 2</i> A cyber security culture exercise was completed in March 2023 to raise awareness of cyber security and everyone's responsibility for it. An emergency planning exercise, led by the strategic manager for ICT and digital services (and SIRO, senior information risk officer) <i>was undertaken in September 2023. This specifically addressed the threat of a cyber-attack.</i> 	<ul style="list-style-type: none"> <i>Learning and recommendations from the debrief into the Council's response to adverse weather October & November 2023 to be considered in future reviews and exercising of Business Continuity Plans.</i>
<p>Secure paper copies of Revised Business Continuity Plans (BCP).</p>	<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. 	

Review date 31/12/23	<ul style="list-style-type: none"> All service areas have been reminded of this requirement. 	
IWC - Cyber Incident Response Plan (developed and maintained by ICT) Plan Review date 31/12/23	<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. The CIRP will be reviewed post corporate structure changes to ensure all contacts are still relevant and all areas represented. <i>The Local Government Association cyber 360 security culture review report was received in August. The findings were shared with councillors, corporate management team and key stakeholders. Recommendations from the review form the basis of a cyber security strategy for the council, which is awaiting cabinet approval, together with an associated action plan designed to continue business resilience.</i> 	

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
12 HIGH	9 MEDIUM	12 HIGH
Previous scores		
Aug 23	Jun 23	Mar 23
12 HIGH	12 HIGH	12 HIGH
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Additional support and training in the contact centre and help centres to support the increased number of contacts to the council requesting financial support. Review Date 31/12/23	<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 31/12/23</p>	<ul style="list-style-type: none"> The alternative energy rebate schemes open until the end of May continue to provide financial support to residents. 	<ul style="list-style-type: none"> Increase in number of households unable to pay council tax, rents or other paid for services provided by the council.
<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 31/12/23</p>	<ul style="list-style-type: none"> Pressure continues to be identified in areas of joint funding and complex needs. We continue to seek to engage with the ICB in relation to this area. Link commissioners are in place for all local care providers to ensure that we have high quality regular engagement capable of identifying any market changes that could impact on local people as early as possible. 	<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 31/12/23</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
<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 31/12/23</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><u>STRATEGIC RISK 17</u></p>
<p>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
16 VERY HIGH	12 HIGH	12 HIGH
Aug 23	Jun 23	Mar 23
12 HIGH	13 HIGH	15 VERY HIGH
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<p>Partnership with the Environment Agency (EA) has identified four 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> <p>These locations are eligible for national government funding (FCERM Grant in Aid).</p> <p>Review Date 31/01/24</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 four 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. • 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"> • 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. • The highways roadworks availability matrix conflicts with the environmental constraints for ground investigation works.
<p>Memorandum of understanding with Coastal Partners who are conducting twice annual T28 condition surveys on all IWC maintained coastal assets.</p> <p>Complete</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. • Governance structure has been reviewed to provide control and oversight for the programme. 	
<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 31/01/24</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>Marine license in place, urgent works 5 days ahead of programme which will positively affect the outturn costs.</i> 	

STRATEGIC RISK 18 * NEW *		
The ending of the partnership between IWC and HCC for Children’s Social Care and associated de-coupling arrangements.		
Assigned to: Director of Children’s Services		
Inherent Score	Target Score	Current Score
16 VERY HIGH	5 LOW	9 MEDIUM
Aug 23		
9 MEDIUM	N/A	N/A
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<p>Cross LA Project Board and associated working strands led by all branches in Children’s Services.</p> <p>Review Date: 31/12/23</p>	<ul style="list-style-type: none"> Final partnership end date of 31 January 2024 has been agreed by both Chief Executive’s. <i>A future working arrangement options paper was presented to Cabinet at their meeting of 14 September 2023. Cabinet approved the recommended option to return the leadership and management of all children’s services functions in house, with arrangements for the buyback of specialist services for a minimum period of twelve months.</i> <i>HCC and IOW senior leaders are engaged in overseeing a cross council programme of work to identify and manage impacts on all related activity for the dissolution of the strategic partnership and recommissioning of specialist buy-back services.</i> <i>IOW and HCC human resource teams are engaged in the necessary planning and operational delivery for staff who may be affected by the change in business model for the future delivery of services.</i> <i>There has been a comprehensive programme of work established to manage the transition to the new business model for the operation of children’s services on the Island.</i> <i>There are project boards in place and regular briefings undertaken with relevant stakeholders, staff and elected members.</i> 	