

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		
Dec 23	Sep 23	June 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>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. 4 Outturn 2023-24 following the update to cabinet.</p>	<p>Revenue Position</p> <ul style="list-style-type: none"> As at quarter three the council is forecasting a potential pressure of 2.9m (1.6% 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 quarter three the capital budget remains fully funded with forecast expenditure of £35.0m and slippage of some £4.0m (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 £5.4m and £3.7m 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		
Dec 23	Sept 23	June 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>A full revision of the budget and future forecast and resulting savings requirements is presented to Full Council each February.</p> <p>To be presented to full council on 28/2/24</p>	<ul style="list-style-type: none"> The process for setting the budget for 2023-24 was completed and approved by Full Council in February 2023 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 	<ul style="list-style-type: none"> Provisional funding levels from Government are not published until December each year and confirmed in January. 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

		<p>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>
<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"> • 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 unavoidable cost pressures & undelivered savings, opportunities for income generation, efficiencies & opportunities for transformation bids 	<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 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>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"> • 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"> • 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	9 MEDIUM
Previous scores		
Dec 23	Sep 23	June 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>To address sickness levels staff are being signposted to support services such as Maximus and our internal Mental Health Champions network.</p> <p>A quarterly people management paper reporting on absence is reviewed by Corporate Management Team.</p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> New senior management restructure implemented; some recruitment remains ongoing. Phase 2 restructures continue to March 2024 	<ul style="list-style-type: none"> Recruitment to vacant posts and notice periods to start date are impacting on some delivery timescales. This is being managed through the directorate boards and corporate management team.
<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"> We have 99 members of staff currently undertaking apprenticeship programmes up to post graduate level. 	<ul style="list-style-type: none">
<p>Regular monitoring, analysis, and review of organisational health indicators.</p> <p>Sickness absence information is delivered regularly to Corporate Management Team (monthly and quarterly).</p> <p>Key performance indicators are reported as part of the quarterly performance management report to cabinet.</p> <p>Human Resources attend service boards to discuss absence trends and interventions.</p> <p>Review date 31/03/24</p>	<ul style="list-style-type: none"> Human resources management team have undertaken a review of the Absence & Wellbeing Strategy Action Plan. Areas that have not moved on as planned are being brought to the next Corporate Managers Meeting to agree next steps and further actions required to support managers and teams. 	
<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</p>	<ul style="list-style-type: none"> The apprenticeship levy is being fully utilised to support current staff to upskill or reskill as appropriate to support workforce planning. Short bitesize workforce planning sessions are 	<ul style="list-style-type: none"> Workforce plans are in place for most area of the Council supporting succession planning and recruitment of hard to fill vacancies. Work continues with those

so services can plan training and enable succession planning. Completion Date 31/03/24	<i>planned to refresh current plans in the light of reorganisation and reduced capacity.</i>	<i>areas that have not yet completed the work planning requirements.</i>
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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
16 VERY HIGH	6 LOW	12 HIGH
Previous scores		
Dec 23	Sep 23	June 23
12 HIGH	8 MEDIUM	8 MEDIUM
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
Leadership and management development Review Date 31/03/24	<ul style="list-style-type: none"> • <i>Second Developing Leaders Programme has begun with 19 participants from across the Council.</i> • <i>The first cohort continue to meet in their networks to progress their leadership journeys and will take part in the Culture Change programme action planning from April 2024</i> • <i>IWC and NHS colleagues regularly meet to discuss shared leadership programmes. 5 NHS staff are attending our Coaching Conversations for Managers course this month and we have put in a joint bid to host 360 leadership assessments.</i> • <i>The Leaders and Managers conversation held in October was well attended both face to face and an additional virtual session. It focused on refining our Customer Charter and the Culture Change Programme 2024.</i> • <i>A new Departmental Managers' Team network has been set up to improve collaboration across the Council and offer peer support to senior leaders.</i> 	<ul style="list-style-type: none"> •
Workforce development programmes/ Initiatives Review Date 31/03/24	<ul style="list-style-type: none"> • <i>The Learning Management system is being used increasingly to design bespoke programmes of learning and career pathways for departments within the council and external audiences e.g., town, parish and community councils and the local resilience forum and safeguarding boards.</i> 	
Delivery of ONE COUNCIL Action Plan Review Date 31/03/24	<ul style="list-style-type: none"> • <i>We have commissioned the South Central and West NHS organisational development team to work with us on assessing our current workforce culture and understand our ideal culture vision.</i> • <i>We have undertaken an organisation wide survey of staff which engaged 752 people.</i> • <i>Workshops are planned for February and March to engage more staff in the conversations. All this work will inform the new People and Organisational Development Strategy and action plan – July 2024</i> 	

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	11 MEDIUM
Previous Scores		
Dec 23	Sept 23	Jun 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
<p>Building on the improvements in standards.</p> <p><i>Early Years above National, KS2 improving but still below national, KS4 have seen improvements still below national, Post 16 uptake is positive.</i></p> <p><i>This data is initially released in summer. However, leadership and structural changes could affect risk so review quarterly.</i></p> <p>Review Date 31/08/24</p>	<ul style="list-style-type: none"> • <i>New Education, Inclusion and Access leadership team now in post. Led by an experienced Local Authority officer with school improvement experience.</i> • <i>High visibility of Officers across the school system to ensure school leaders anxieties regarding the partnership ending.</i> • <i>Hampshire's school improvement service being bought back in, retaining a known approach for schools. This will be reviewed over the course of this year.</i> • <i>Focused offer of support for schools, with school enhancing this with their own coordinated professional development offer, co-constructed with LA officers (IOW).</i> • <i>Attendance is a concern not only on the Island but nationally as attendance has not returned to pre-pandemic levels.</i> 	<ul style="list-style-type: none"> • <i>Financial pressures for small primary schools, which reduces their available resource and ability to offer a wider curriculum offer.</i> • <i>Number of pupils with SEN placed inappropriately within mainstream, reduces schools' ability to effectively meet needs and reduces resources.</i> • <i>Stability following the partnership ending.</i>
<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>77% of all IOW schools are good.</i> • <i>New Chief Inspector for OFSTED has re-trained all inspectors regarding well-being and mental health following the Ruth Perry suicide.</i> • <i>Need to consider long term school improvement model.</i> 	<ul style="list-style-type: none"> • <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</p>	<ul style="list-style-type: none"> • <i>New Education, Inclusion and Access leadership team now in post. All managers working closely together, under one service director</i> 	<ul style="list-style-type: none"> • <i>The workforce pressures around driving and delivering the complex Safety Valve (SV) programme need careful</i>

<p>synergies between departments and agencies that work with children including social care, health, and the Special Educational Needs (SEN) service.</p> <p>Review Date 31/03/24</p>	<p><i>as opposed to 3, creating a more cohesive, unified team.</i></p> <ul style="list-style-type: none"> <i>• New relationships between various stakeholders due to partnership ended being developed.</i> <i>• Safety Valve (SV) agreement projecting significant potential deficits, which could fall on the council. A number of factors effect this, a Department for Education (DFE) free school, which is a significant part of safety valve agreement; DFE cannot find a sponsor; high numbers of pupils who have an Education Health Plan (EHP) who are in Education Otherwise Than at School (EOTAS); high levels of Independent and Non-Maintained Special Schools (INMSS) packages, due to a lack of specialist places on Island. Number of pupils placed inappropriately in mainstream due to lack of specialist places. There is a need to make mainstream schools more inclusive and better able to meet the needs of all children.</i> 	<p><i>management, and great care needs to be taken to ensure that all Isle of Wight headteachers are involved and on board.</i></p> <ul style="list-style-type: none"> <i>• Not recruiting to the role that oversees the SV programme will present a substantial risk to its continuation.</i>
<p>Service Level Agreements are in place with Hampshire County Council to monitor performance for those areas that are being retained on a “buy-back” basis.</p>	<ul style="list-style-type: none"> <i>• Service risks are in place to monitor the individual service level agreements.</i> 	<ul style="list-style-type: none"> <i>•</i>
<p>Safety Valve Programme and Place Planning:</p> <p>Corporate Management Team will receive a quarterly update in relation to Place Planning and Safety Valve to monitor progress of mitigations.</p>	<ul style="list-style-type: none"> <i>• Director of Childrens Services is collating the figures for the programme reporting and the potential debt inherited by IWC in the event of a school closure.</i> <i>• A position update will be provided to CMT at the end of April to set the baseline for the new financial year.</i> <i>• There is also a service risk report to enable monitoring of mitigations.</i> 	<ul style="list-style-type: none"> <i>• Schools’ deficits plans are in place and will be further mitigated through the effective place planning programme.</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 (DCS).		
Inherent score	Target score	Current Score
16 VERY HIGH	5 LOW	9 MEDIUM
Previous scores		
Dec 23	Sep 23	Jun 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>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 31/03/24</p>	<ul style="list-style-type: none"> • 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. • 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. • Two step-up students starting in January 2024 will qualify in July 2025. • Three final year social work students who are due to qualify in Spring 2024. • 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 of previous experience they are starting with a level of skill and experience to build upon. • 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. • The market supplement which began at start of 2023 was reviewed in November 2023. The enhanced pay to social workers in 	<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 our commissioned supported accommodation are unable to do so. With the withdrawal of the supporting people grant by Housing the cost of supported accommodation has shunted to children's services. This has become a financial pressure and work is ongoing with providers to obtain affordable accommodation with some success, but more is required.

	<p>CAST and children in care has reduced the turnover rate from 27% to 7%.</p> <ul style="list-style-type: none"> • 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. • A new national marketing recruitment campaign involving social media has been developed to recruit permanent social workers. The proposed changes by the DfE to legislation on the use of agency social workers are to encourage a reduction on the reliance of agency social worker by restricting the terms by which local authorities engage them. • IW 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. • The social worker training programme (first year) and second year in practice is undertaken in partnership with HCC. Post partnership this will be provided locally. • The Isle of Wight approach to 'grow our own social workers is successful with the new family practitioners all training to be social workers. Once qualified and employed as social workers, a further eight family practitioner roles will be advertised as a route in being a social worker. 	
<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 31/03/24</p>	<ul style="list-style-type: none"> • All participation events and programmes are led by IWC independently of HCC and therefore are not 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>Quarterly Performance reports are viewed regularly by the Policy and Scrutiny Committee for Children's Services, Education and Skills.</p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> • All managers review daily/weekly and monthly performance management data to maintain oversight over practice and performance and to 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 daily and fortnightly by the Director of Childrens Services and Deputy Director.</p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> • <i>The daily review of caseloads is undertaken locally by IOW Managers.</i> • <i>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 agency social workers and family practitioners has moderated increases.
<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 31/03/24</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. • The regular auditing and quality assurance programme is undertaken locally by IOW Managers. • The monthly senior management review of auditing, and incorporation into the broader quality assurance framework was undertaken with the Hampshire leadership team. This will transfer and be reviewed by the new leadership arrangements that are agreed for IOW. 	
<p>Annual self- assessment and annual conversation between Director and Ofsted.</p> <p>The Quality Improvement Plan was reviewed and updated in July 2023 and the self-assessment for 2023 has been completed.</p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> • 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. • 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. • 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 was published on 15 December 2023. <i>The judgement</i> 	

	<p><i>was overall remaining good but with improvements required for children in need of protection. An Ofsted action plan has been drafted and is being implemented.</i></p>	
<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><i>There will be an options paper prepared for April to review the arrangements for services currently subject to SLA's and to propose options in relation to future plans.</i></p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> • The partnership between HCC and IOW Childrens Services Department will not have an impact on the ICB operating model. • 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. • <i>There are some Hampshire services that the Isle of Wight will continue to buy back for the first 12 months after the conclusion of the partnership before local decisions are made about such provision.</i> 	

STRATEGIC RISK 7		
Insufficient staffing capacity and skills within adult social care and housing services.		
Assigned to: Director of Adult Social Care		
Inherent score	Target score	Current Score
14 VERY HIGH	6 LOW	8 MEDIUM
Previous scores		
Dec 24	Sep 23	Jun 23
6 LOW	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 31/03/24</p>	<ul style="list-style-type: none"> <i>Recruitment activity continues to provide positive results with vacancies being filled in the majority of cases.</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.
<p>ASC recruitment and retention</p> <p>Review Date 31/03/24</p>	<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).
<p>Development of a departmental out of hours social work provision.</p> <p>Due date: April 2024</p>	<ul style="list-style-type: none"> <i>Consultation concluded.</i> <i>New stand-by arrangements will be in effect from 01/04/2024.</i> <i>Working party with trade union in place to support transition.</i> <i>From 01/04/2024 the councils' pay policy will prescribe the stand-by session payment and the rate of pay for call-out activities.</i> 	<ul style="list-style-type: none"> <i>Corporate review of Pay Policy underway.</i> <i>New standby rates will impact on staff willingness to participate in stand-by rota.</i> <i>Union involved and potential ballot of both ASC and Housing staff if new standby rate felt to be insufficient</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		
Dec 23	Sep 23	June 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 31/03/24	<ul style="list-style-type: none"> Targeted activity in relation to reviews to be refreshed to focus on more sustainable programmes of work for the future. 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 31/03/24	<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 31/03/24	<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 champion the 'place-based agenda' within the Integrated Care System (ICS) to ensure that the needs of our citizens are being appropriately considered within the Integrated Care Board (ICB) agenda.

Assigned to: Director of Adult Social Care

Inherent score	Target score	Current Score
16 VERY HIGH	MEDIUM 9	16 VERY HIGH
Previous scores		
Dec 23	Sep 23	June 23
16 VERY HIGH	N/A	N/A
Mitigation in Place / Planned	Update on Mitigation Activity/ Risk Status in the period	Current Pressure Points this period
<ul style="list-style-type: none"> Development of transfer agreement between NHS and IWC for care and support and funding arrangements <p><i>Review Date: 29/02/24</i></p>	<ul style="list-style-type: none"> Strengthening the discharge from hospital process to ensure that the right provision is in place for people and to reinforce a home first approach. Development of the Advocacy support available for people on Continuing Health Care (CHC) Reviewing our processes to access Continuing Health Care funding. Working a joint funding protocol between the Isle of Wight Council and the Integrated Care Board (ICB). Ensuring we are maximising the income of people receiving services through our financial assessment processes. 	<ul style="list-style-type: none"> The Integrated Care Board (IBC) budget is "targeting" savings against CHC services. ICB budget challenges are impacting on its ability to discharge its health functions. Wider NHS integration (off island) is affecting the ability to develop and maintain effective relationships and access to the people we need work closely with.

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
16 VERY HIGH	6 LOW	9 MEDIUM
Previous scores		
Dec 23	Sep 23	June 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
IW Market Position Statement <i>Due date 31/03/2024</i>	<ul style="list-style-type: none"> <i>Refreshed Market Position Statement is in development and approaching completion. Completion planned 31/03/2024.</i> 	<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 31/03/24	<ul style="list-style-type: none"> Planning for 2024/2025 financial year is underway. 	
Workforce pressures Review Date 31/03/24	<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 31/03/24	<ul style="list-style-type: none"> Capacity is improving due to increased recruitment success <i>however workforce levels continue to be monitored</i> with robust business continuity plans in place to provide emergency care and support if necessary. 	

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		
Dec 23	Sep 23	Jun 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
PFI – Establish and deliver available savings. Review Date: 31/03/24	<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>Potential savings options in excess of the additional £400k requirement have been identified and are being developed to put 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
PFI - Successfully resolve anomalies in the contract specification. Review Date: 31/03/24	<ul style="list-style-type: none"> Due to the size, complexity, and diversity of the contract there will be ongoing contractual issues throughout the contract, which will be kept under regular review as ongoing business activities. 	

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	12 HIGH
Previous scores		
Dec 23	Sep 23	Jun 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
<p>Regular monitoring of performance of the contract</p> <p>Review Date: 31/03/24</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"> Service Manager position is recently vacant which leaves a significantly lower capacity to monitor performance management and capital infrastructure. Recruitment in process.
<p>Ensure the delivery of Key Facilities through robust contract management.</p> <p>Due Date 31/03/24</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. The final test certification is expected to be achieved in the end of March 2024. 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. The ERF processed a total of 1,881 tonnes. This is the best performance so far and a significant improvement from the previous record of 1,220 tonnes in September 2023. The data for the month shows a total electricity export of 386,663 kWh, which is equivalent to the energy for one week of 7,030 average households 	<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		
Dec 23	Sep 23	Mar 23
12 HIGH	13 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 31/06/24	<ul style="list-style-type: none"> Progress against Corporate Plan is reported in the Quarterly Performance Management Report to Cabinet. 	<i>Corporate plan priorities for 2024/25 have been refreshed and restated.</i>
Quarterly Performance Management Report (QPMR) updates Review Date 31/04/24	<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"> 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.
Strategic capacity and interventions Review Date 31/06/24	<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">
Robust Programme Management Review Date 31/04/24	<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 31/03/24	<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>Childrens services are being supported to bring risks into the Isle of Wight risk management system now that the Hampshire partnership has ended. This will improve the oversight and local management of key risks.</i>
Increase in levels of unmet Housing Needs – Prevention Review Date 31/03/24	<ul style="list-style-type: none"> Focus continues to ensure effective management of our bespoke accommodation for which reduces the likelihood that the IWC will need to place households 	

	<p>off island and in unsuitable accommodation options as defined by legislation.</p> <ul style="list-style-type: none"> Progress continues to be made with the purchase of nine units of refugee housing to be used for families presenting as homeless. 	
<p>Increase in levels of unmet Housing Needs – Intervention.</p> <p>Acquisitions Strategy approved at Cabinet in July 2023.</p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> A Service Plan has been developed to capture actions required to maintain and improve the service. 	<ul style="list-style-type: none"> 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 Bed & Breakfast. A Bed & Breakfast Elimination Plan has been agreed with DLUHC <i>and monitoring is in place</i>
<p>Increase in levels of unmet Housing Needs - Recovery</p> <p>Review Date 31/03/24</p>	<ul style="list-style-type: none"> Brownfield Land Release Fund (BLRF) activity continues and is progressing. 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. Engagement with Registered Providers is in place and the number of social housing units being and to be built is improving. 	<ul style="list-style-type: none"> <i>Potential bids for BLRF 3 being assessed and the deadline for bidding is 14/02/24.</i>
<p>Delivery of the Climate Change and Environment Strategy</p> <p>Annual Review 31/01/25</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 with the main aims to achieve net-carbon zero status by 2030 for the Council, by 2035 for all school estates and for the Island by 2040 As part of the “Green Corridor” the council was successful in its bid bidding for £14 million from the governments next round of levelling up funding. This funding is proposed to be used on a “green link corridor” between Ryde and Yarmouth which will include several projects aimed at reducing car journeys and making routes both in town and between town more easily navigable for cyclist and walkers. 	<ul style="list-style-type: none"> <i>The Climate and Environment Manager started 1 January 2024.</i>
<p>The Corporate Management Team provide leadership and focus on maintaining service delivery during periods of potential political sensitivity.</p>	<ul style="list-style-type: none"> Audit and Governance Committee discussion led to reworking of the mitigations in place. Changes in the administration for the leader and cabinet roles were made on 20th September 2023. 	<ul style="list-style-type: none"> <i>The potential for a general election in May, may affect the decision making and could lead to delay in progressing some more difficult areas of business.</i>

<p>Robust decision-making processes are in place to support effective decision making through the cabinet process.</p> <p>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.</p> <p>Review: 31/03/24</p>	<ul style="list-style-type: none"> • During a debate at full council all councillors agreed to more collaborative working. The leader made an offer for several informal cross-party groups to be developed. 	
<p>Development of the Anti-poverty Strategy.</p> <p>Completion Date: 31/10/24</p>	<ul style="list-style-type: none"> • <i>A decision report was presented to Corporate Management Team in December.</i> • <i>A public consultation exercise will be undertaken to capture the priorities of the people we serve.</i> • The strategy vision has been developed with key stakeholders. • Key priorities within the strategy have been identified with key stakeholders to feed into the strategy development. 	<ul style="list-style-type: none"> • Ensuring the correct level of engagement from our communities to inform the strategy.

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		
Dec 23	Sep 23	Jun 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> <p>The Public Health and Emergency Management Teams continue to take part in relevant exercises testing preparedness and response arrangements.</p> <p>Review Date 01/06/2024</p>	<ul style="list-style-type: none"> • 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., <i>United Kingdom Health Security Agency (UKHSA)</i>. • The team’s annual learning and development programme includes training and capacity-building to ensure retention of capability to respond to a pandemic. • <i>In December 2023, the IWC Pandemic Influenza Plan was ‘stood down’ and replaced by a generic IWC Pandemic Framework. The framework has been developed considering lessons learnt from the COVID-19 pandemic response. Local preparedness and response to larger incidents/outbreaks will be exercised in 2024 to ensure practical arrangements are tested.</i> 	<ul style="list-style-type: none"> • <i>The public health team is preparing and ensuring arrangements are in place to respond to a possible rise in measles cases in the Southeast, working with partners across the health system. This is in the context of UKHSA declaring a national standard incident in January 2024.</i>
<p>Partner Organisations</p> <p>Review Date 31/06/24</p>	<ul style="list-style-type: none"> • Reviewing the epidemiological data and 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 - His Majesty’s Prison IOW 	
<p>Internal arrangements</p> <p>Review Date 31/06/24</p>	<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 	

	<p>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.</p> <ul style="list-style-type: none"> • A Public Health Incident Response Plan was 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 established command-and-control structures. 	
<p>External arrangements Review Date 31/06/24</p>	<ul style="list-style-type: none"> • Oversight of health protection matters is provided by the Health Protection Board, 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 have inputted into the consultation period and will actively participate in the schedule of exercises which will be led by the HIOW LRF. • The Public Health team will maintain awareness of the partnership between the IOW NHS Trust and PHUT and FUSION and work through the HIOW LHRP and LRF to ensure that impact of organisational changes on pandemic preparedness on the IOW is considered. 	

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		
Dec 23	Jun 23	Jun 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 31/03/24</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. 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 	<ul style="list-style-type: none"> Learning and recommendations from the debrief into the Council's response to adverse weather October & November 2023 <i>and the multi-agency "Livex" event held in October 2023</i> to be considered in future reviews and exercising of Business Continuity Plans.
<p>Secure paper copies of Revised Business Continuity Plans (BCP).</p> <p>Review date 31/03/24</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. All service areas have been reminded of this requirement. 	
<p>IWC - Cyber Incident Response Plan (developed and maintained by ICT)</p> <p>Plan Review date 31/03/24</p>	<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. The IWC Cyber Security Strategy was approved on 4th January 2024. The Cyber Security Strategy Action Plan has been created, it includes the 39 actions from the LGA report and progress on actions will be monitored by a corporate board. The Cyber Security Strategy Programme Board will be created – first meeting will be in March 2024. 	

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		
Dec 23	Sep 23	Jun 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>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 31/04/24</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 31/04/24</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. 	
<p>Adult Social Care, care market sustainability/ Care budget pressure:</p> <p>There has been extensive work to develop a 2023/4 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 31/03/24</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 31/03/24</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 continue to experience 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>Ongoing Review</p>		

STRATEGIC RISK 17

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.

Assigned to: Director of Neighbourhoods

Inherent Score	Target Score	Current Score
16 VERY HIGH	12 HIGH	12 HIGH
Dec 23	Sep 23	Jun 23
12 HIGH	12 HIGH	13 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 31/04/24</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 (MOU) 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>	<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. • Marine license in place. 	

NEW FEB 24 - STRATEGIC RISK 18

Description: Coastal erosion, the impact on the Island's infrastructure, roads and utilities and the financial implications that could bring.

Assigned to: Strategic Director – Communities

Inherent Score	Target Score	Current Score (Proposed)
16	12	13 HIGH
Previous Period	Previous Period	Previous Period
N/A	N/A	N/A
Mitigation	Update on Activity/Status	Pressure Points
<p>Coastal erosion and flood defence schemes in place to protect the coastline by preventing the natural processes in areas defined as hold the line or managed realignment in the Shoreline Management Plan 2010.</p> <p>Review: 30/09/24</p>	<ul style="list-style-type: none"> Coastal communities suffering loss of infrastructure such a breach on A3500. Significant storm damage to several defence assets following winter storms have put some defenced communities at greater risk. 	
<p>New investigation into the geomorphology of the undercliff at Bonchurch and other breach points is being commissioned.</p> <p>Review: 30/09/24</p>	<ul style="list-style-type: none"> Bonchurch landslide investigation report has identified the trigger points on the 10 Dec 2024 landslide and the next steps required for monitoring and risk management the area. 	
<p>New developments encouraged to incorporate property flood resilience and sustainable drainage systems (SuDS)to be adaptable to the effects of future climate change.</p> <p>Review: 30/09/24</p>	<ul style="list-style-type: none"> Low lying coastal areas which are frequently flooded or those which show evidence of significant erosion in policy defend areas may be more likely to deter investment and less likely to attract new businesses into the area. Developing a memorandum of understanding with Southern Water to support the rapid delivery of SuDS schemes to alleviate surface water overwhelming combined sewars. Project will rapidly reduce storm overflows to sea. 	
<p>Encouraging soft engineering such as beach replenishment and salt marsh restoration can provide a natural defence against coastal flooding and erosion. Increasing the maintenance of defence assets and to restore foreshore depths and slow the decline of hard infrastructure.</p>	<ul style="list-style-type: none"> Managing through the capital Repair schemes and the Partnership major FCERM projects with the Environment Agency 	

<p>Review: 30/09/24</p>		
<p>Community flood action groups with resilience plans enabling communities to be more prepared, efficient at responding and be able to recover more quickly from disruption.</p> <p>Review: 30/09/24</p>	<ul style="list-style-type: none"> Flood actions groups will be re-launched and supported following section 19 flood reports. 	
<p>Medium- and long-term strategy development for sustainable transport where coastal erosion and flooding is impacting the viability of highways.</p> <p>Review: 30/09/24</p>	<ul style="list-style-type: none"> Considerations for Military Road and Leeson Road are underway to protect the viability of the routes and associated economic losses if they cannot be maintained. 	
<p>Climate Assessment Tool and Decision Wheel is used in all cabinet decisions to ensure the impact is known and acknowledged.</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> 	
<p>National Digital Twin Programme in partnership with the Department for Business and Trade (DBT)</p> <p>Improve the management and optimisation of assets and eco-systems throughout their lifecycles.</p> <p>Improve our ability to plan for, and respond effectively to, events, as well analyse, learn from and adapt to changing circumstances.</p> <p>Review: 30/06/24</p>	<ul style="list-style-type: none"> One of the current use cases on the Isle of Wight demonstrator programme relates to asset resilience, emergency planning and response, including the ability to better respond to the need of vulnerable individuals. Digital twin-related technologies and processes offer the potential to better predict and manage these risks, by enabling stakeholders to simulate various scenarios and test preventative and reactive strategies. In turn, this provides the opportunity to increase the resilience of key infrastructure and services and improve emergency response, as well as contributing to the broader policy for climate resilience and emergency preparedness. 	<ul style="list-style-type: none"> The data will need to come from several static and dynamic sources and include historic data trend analysis and modelling of future demand as well as consideration of the impact of external factors such as changing weather patterns. By linking this information with other data sources, the use case can begin to look at how digital twins can enhance demand prediction, and increase situational awareness, and response.