

## Strategic Risk Register as at 02-07-2021

STRATEGIC RISK 1					
Lack of financial resource and the ability to deliver the council's in-year budget strategy for 2020/21			Assigned to:  Director of Finance and Section 151 Officer		
Inherent score	Target score	Current Score	Previous scores		
			Feb 21	Sep 20	Jun 20
<b>16 RED</b>	<b>5 GREEN</b>	<b>12 RED</b>	<b>12 RED</b>	<b>14 RED</b>	<b>3 GREEN</b>
<b>Mitigation</b>					
<b>Close monitoring of revenue spend</b>	<p>Budget positions are reported quarterly to service management, CMT and Cabinet.</p> <p><i>The draft financial accounts for 2020-21 are due to be completed by 31 July and therefore an updated position as at the end of Quarter 4 is not yet available.</i></p>				
<b>Close monitoring of income realisation against target</b>	<p>Income realisation is monitored monthly and reported to cabinet quarterly.</p> <p><i>The draft financial accounts for 2020-21 are due to be completed by 31 July and therefore an updated position as at the end of Quarter 4 is not yet available.</i></p>				
<b>Close monitoring of achievement of savings plans</b>	<p>Achievement of savings are monitored monthly and reported to cabinet quarterly.</p> <p><i>Savings plans have been impacted by the Covid-19 pandemic. Any shortfalls will be accounted for in the reported 2020/21 outturn when this is available.</i></p>				
<b>Close monitoring of capital spend</b>	<p>Budget positions are reported quarterly to service management, CMT and Cabinet.</p> <p><i>The draft financial accounts for 2020-21 are due to be completed by 31 July and therefore an updated position as at the end of Quarter 4 is not yet available</i></p>				
<b>Manage the Financial Impact of the COVID-19 Pandemic on the Isle of Wight Council</b>	<p>A key impact for the council of the pandemic has been the impact on the council's budget. Having set a budget for 2020-21 immediately before the onset of the Covid-19 emergency. A detailed report was presented to the Corporate Scrutiny Committee on 09 June 2020 outlining the council's response to the pandemic to date and the estimated financial impact. At that point in time and after two tranches of emergency funding from the government an estimated financial gap of £9.8m was reported.</p> <p>At that time it remained uncertain whether or not there would be further funding allocated from Central Government to help meet the £9.8 million shortfall. It was therefore reported that given the council's obligation to plan its financial management responsibly and given the forecast deficit of £9.8m, compared with the available headroom of £3.2 million in General Reserves, the Cabinet had</p>				

	<p>begun the process of developing a Deficit Recovery Strategy to enable the Council to continue to operate without the need to consider emergency spending controls and service reductions under a S114 Notice.</p> <p>Further to this, the Leader presented to Full Council on 15 July a Deficit Recovery Strategy totalling some £11.5 million to combat the forecast deficit of £9.8 million but also providing some headroom in the event of further financial pressures. This is replicated below:</p> <ul style="list-style-type: none"> <li>• Placing on hold schemes from the Capital Programme totalling some £4.5 million</li> <li>• Use of the Corporate Contingency up to £2 million (representing 60 per cent of the total)</li> <li>• Use of the Transformation Reserve of up to £2 million (representing 50 per cent of the uncommitted balance)</li> <li>• Use of Reserves earmarked for short term risks where that risk has now been mitigated (e.g. the pending court case regarding Christ the King sixth form buildings which has now been successfully defended by the council) £3 million</li> </ul> <p>A further two tranches of emergency funding of £1.2 million and £1.1 million were announced in July and October 2020. The government also announced its intention to provide a scheme whereby a proportion of Sales Fees and Charges income losses could also be recovered. Furthermore, the government announced a Local Income Tax Guarantee Scheme to provide for a proportion of losses in Council Tax and Business Rates.</p> <p><i>As per the Budget Report to Full Council in February 2021, the council resolved to set aside a contingency of £14.2m to provide for the legacy impact of Covid-19 over the next three financial years. This comprised the headroom in the Deficit Recovery Strategy of some £10.3m and the final tranche of the Covid-19 Emergency Grant of £3.9m provided by the Government for 2021-22.</i></p>
<p><b>Charging of severely disabled people for social care (Norfolk decision)</b></p>	<p><i>ASC undertake finance and charging assessments to determine individuals' eligibility to contribute towards the cost of their care and support. In line with other local authorities the council takes in to account higher rate benefits when undertaking this calculation. This generates approx. £1.2 million per year of additional income for ASC. In a recent court decision (Norfolk CC) consideration was given to the lawfulness of doing this and the court found that higher rate benefits should be disregarded and therefore calculations only based on standard or lower rates of benefits. Recent legal advice secured by NAFAO indicates that the judgement is flawed and advocated for continuing to levy charges in accordance with the regulations and local policy. This approach creates risk of potential legal challenge for all local authorities. to mitigate the risk, we are seeking advice and recommendations from Legal Services as to the steps we need to take to reduce the risk and potential success of any challenge. A report is being prepared for CMT.</i></p>
<p><b>Provider Annual Fee Review</b></p>	<p><i>RESOLVED – The next annual fee review will commence in September 2021</i></p>

<b>NHS Funding for discharge</b>	<i>This has recently been extended for the 1st 2 quarters of 2021/2022 with funding reduced from 6 weeks to 4 weeks in Q2. The cessation of the HDS2 funding will see the majority of the packages of care previously funded by the NHS through the discharge funding for the initial 6 weeks (now 4 weeks) reverting to requiring funding from the local authority. To mitigate the potential financial impact the enhanced fees paid to local providers under the HDS2 scheme will cease from the end of Q2 with our standard fees being applied to all packages of care thereafter.</i>
<b>Sleep in liability</b>	<i>RESOLVED - For the past 3 year the courts have been considering the liability of providers to pay National Minimum Wage (NMW) to sleep in workers. The Supreme Court ruled on this issue last month and dismissed the appeal determining that NMW is not payable for all hours of a sleep-in shift but ONLY for the hours of that shift that the worker is actually awake and working. No further mitigation is required. This financial risk is resolved.</i>

STRATEGIC RISK 2					
<b>Lack of financial resource and the ability to deliver the council's medium-term financial strategy</b>			<b>Assigned to:</b>  <b>Director of Finance and Section 151 Officer</b>		
Inherent score	Target score	Current score	Previous scores		
			Feb 21	Sep 20	Jun 20
<b>16 RED</b>	<b>9 AMBER</b>	<b>16 RED</b>	<b>16 RED</b>	<b>16 RED</b>	<b>13 RED</b>
<b>Mitigation</b>					
<b>Updated medium term financial strategy (MTFS)</b>	<p>The MTFS is reviewed regularly by Financial Management as part of the budget setting process. A full revision of the budget and future forecast and resulting savings requirements is presented to Full Council each February.</p> <p>There is a significant impact on the 2020/21 budget of the Covid-19 Pandemic. The government allocation of additional funding will be incorporated into the budget, but current indications are that there is a significant risk this will not be sufficient to fully cover the total of additional spending and lost income. Regular monitoring reports will be sent to the MCHLG and both CMT and Cabinet will be kept informed of the overall impact of additional expenditure due to Covid-19</p>				
<b>2020/21 budget setting process</b>	The budget for 2020/21 was agreed by Full Council in February 2020. The budget includes the identification of £4.5 million of savings, the delivery of which will be monitored throughout the year. A capital programme of £44.2 million was also agreed and will be subject to regular monitoring throughout the year.				
<b>2021/22 budget setting process</b>	The budget process for 2021/22 commenced in July 2020. The Fairer Funding Review and the 75 per cent Business Rates retention that would have informed the 2021/22 budget setting process have been delayed and will not take place before the 2021/22 budget is set. <i>It has also been confirmed that there will be a one-year Comprehensive Spending Review and Local Government Finance Settlement instead of the three years that was initially planned.</i>				

The budget for 2021/22 was approved at Full Council in February 21.

### STRATEGIC RISK 3

**Insufficient staffing capacity and skills**

**Assigned to:**

**Director of Corporate Services**

**Inherent score**

**Target score**

**Current score**

**Previous scores**

**Feb 21**

**Sep 20**

**Jun 20**

**16 RED**

**8 AMBER**

**9 AMBER**

**9 AMBER**

**9 AMBER**

**9 AMBER**

#### Mitigation

**Monitoring Staff Capacity**

*Demands upon services continue to be seen although as we move through the recovery phase, there has been a slight decline in response resource requirements. Attention is now being focussed towards the re-opening of services where permitted and consideration of the future ways of working that will afford learning gained from the pandemic to be delivered.*

*The wellbeing of our staff remains a concern and continued efforts are being made to provide access to support and response to any issues of concern. In addition to the council's annual staff survey, there has now been one of the supporting quarterly pulse surveys undertaken which are all being used to update and refresh our BIG Action Plan designed to develop our organisational culture and practices in accordance with what staff identify as being important to them for improvement.*

*It is considered that at this point in time that the rating of this risk remains at Amber but with an improving position now that the recovery phase is being entered into.*

**Delivery of recruitment and retention strategy and action plan**

The overall aim to address known occupational staffing capacity issues is to secure:

- an improvement in the council being recognised as a good employer
- a reduction in the number of interims and agency staff required in critical occupational roles
- more timely recruitment through increased efficiency in recruitment processes
- the right people, in the right place, at the right time.

The council's recruitment policy and practice guidelines have been refreshed to make sure that they are easily accessible and to navigate. On-line training resources have been developed to support recruiting managers that can be accessed as and when it is required. The focus is to continue providing support to managers in their use and these remain under review for further improvements to be identified. The annual staff survey was completed in November 2020 and whilst the full analysis is yet to be undertaken due to the Covid-19 response, the initial findings continues to show significant improvements in the way staff feel about the council as their employer.

	<p>The appointment of a recruitment specialist has been key to securing improvements in the management of the council's managed service for temporary agency staff, working closely with services where agency services are often required to maintain the delivery of statutory and other essential services, to establish ways in which such spend can be reduced, as well as to engage with locally approved suppliers and secure their sign up to the agency framework and to support the local economy wherever possible. Exploration of additional marketing techniques has also seen improvements in the delivery of recruitment campaigns through social media; national occupational recruitment drives and utilisation of on-line recruitment advert sources. Recently this project work has been expanded to provide support to the successful delivery of the national kickstart programme within the council.</p> <p>In the absence of sufficient capital resources being available for the period 2020/21, the bid for the procurement of a new e-recruitment system was unsuccessful. Progress is being made to undertake mapping of all the stages in recruitment and selection processes to ascertain where pressure points exist; duplication occurs and streamlining could be achieved. This will then enable the identification of process areas that are priority for securing improvements and to ascertain where and what technology solutions are feasible to support automation wherever possible. Due to the priority needs of delivering the Covid-19 response as a result of national lockdown, this work has been paused until such time as it is possible to return to business as usual.</p> <p><i>A new project board has been established and become operational to take the planned work forward in developing our recruitment policy and practices. The key area of focus is to examine our recruitment processes further to establish ways in which both the manager and candidate experience can be improved, timescales to appoint reduced and automation of processes by other means explored. An extensive piece of work is almost at conclusion to map out all the "as is" aspects of the recruitment and appointment process to allow for areas that are cause most challenges to be redefined and given priority attention to.</i></p>
<p><b>Regular monitoring, analysis and review of organisational health indicators</b></p>	<p>Organisational Health indicators are reviewed by Cabinet every six months. The last update having been provided to their meeting in February 2021.</p> <p>The corporate management team continue to receive a whole council monthly sickness absence report to provide strategic oversight and monitoring of required actions to secure improvements. Directors also receive monthly reports for their directorate service areas, and which are required to be reviewed and follow up actions instigated with managers. This will continue throughout the year to ensure that proactive management action is taken to address any issues of concern.</p> <p>The joint consultative meetings with the council's recognised trade unions now also has a regular agenda item to consider the organisational health indicator data and is a useful forum for discussion on any matters of concern to staff.</p> <p>Absence monitoring continues to show an overall downward trend in the number of staff reporting as being ill which appears to correlate with the changes to more flexible working options for office based work activity However, that trend due to the virus is starting to see a slight increase in infection related illnesses.</p>

	<p>The rate of sickness absence has now reduced (from an average of 8.6 days per employee in March 2020 to 6.0 in December 2020). There has also been a corresponding reduction in the number of long-term absences and multiple periods of sickness absence. The corporate management team have considered a report on a review of the current absence management strategy and has agreed the proposed next iteration and action plan that is now being finalised.</p> <p>The mental health working group that oversee the delivery of the agreed action plan that underpins the council's commitment to the mental health pledge continues to provide a range of information, guidance and signposting to sources of professional help. There are trained mental health first aiders in most service areas, who provide a valuable contact point for staff in need of help.</p> <p>The corporate management team are continuing to receive monthly absence reports as a means to maintain oversight of any concerns or issues that may emerge. Absence levels continue to remain stable at the levels that have been seen throughout the period of the pandemic.</p>
<p><b>Workforce planning</b></p>	<p>The council's quarterly pulse survey and staff survey results show that there have been significant improvements secured as a result of the revised performance review process that was introduced in 2019 and in completion rates. However, this new process needs to be embedded and continued effort to ensure that every member of staff has an annual BIG conversation to agree work objectives and to identify the support required in delivering them as well as identification of career development aspirations that can assist with longer term workforce planning.</p> <p><i>We have been successful in securing funding from the Local Government Association to assist us in developing our workforce planning approach, succession planning and talent management arrangements. This work is in early stages but will see the beginning of the work that was put on hold due to the pandemic situation.</i></p>
<p><b>Reducing the impact of loss of staff through sickness or self-isolation on service delivery</b></p>	<p>The following measures continue to remain in place to reduce the impact on service delivery as a result of the coronavirus.</p> <ul style="list-style-type: none"> <li>• Staff not engaged in critical frontline services are working from home wherever possible in order to prevent the spread of infection and this has been reviewed in recent weeks to ensure that all those who can work from home are doing so. All council buildings have now been reconfigured to be Covid-19 secure for any staff who may be required or have no alternative to working from home to operate in a safe working environment. Risk assessments have been completed and published for each of the buildings and are fully compliant with government guidelines.</li> <li>• Personal protective equipment (PPE) is in use in accordance with public health England guidelines and appropriate supplies being maintained.</li> <li>• There are regular communications with staff to remind them of good hygiene practises and social distancing requirements.</li> <li>• Regular staffing reports are in place to monitor and review staffing levels in critical services to enable redeployment to areas of need.</li> <li>• There is a redeployment strategy in place and implemented that guides the process and considerations for the effective deployment of staff during emergency situations.</li> <li>• Wherever possible staff are being re-deployed into critical front line and other related Covid-19 response activities with appropriate training and support.</li> </ul>

	<ul style="list-style-type: none"> <li>• There is a human resource pandemic policy in place to assist managers in the effective deployment of staff during the crisis period.</li> <li>• Testing of staff in critical front-line service areas is in place as is the roll out of a vaccination programme in line with central government guidelines</li> </ul> <p>The annual flu vaccination programme for front line staff and other business critical roles has been completed.</p> <p>Frontline care workers and other eligible staff are currently being supported to participate in the Covid-19 vaccination programme for their protection and maintenance of essential service delivery. All council staff of all ages have now been offered the Covid-19 vaccine.</p>
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<b>STRATEGIC RISK 4</b>					
<b>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</b>			<b>Assigned to:</b>  <b>Director of Corporate Services</b>		
Inherent score	Target score	Current score	Previous scores		
			Feb 21	Sep 20	Jun 20
<b>16 RED</b>	<b>6 GREEN</b>	<b>6 GREEN</b>	<b>6 GREEN</b>	<b>6 GREEN</b>	<b>6 GREEN</b>
<b>Mitigation</b>					
<b>Leadership and management development</b>	<p>There is now a regular quarterly programme of manager conferences taking place as an opportunity for professional development, networking and the development of corporate initiatives that seek to improve people management within the council.</p> <p>There is also a corresponding leadership forum in place that meets on a quarterly basis for senior managers.</p> <p>A “growing leaders” network is also in place to aid the development and testing of new corporate people management and workforce development initiatives as well as to act as a think tank for common problems and issues.</p> <p>These leadership and management forums have actively been in operation during the period of the pandemic situation as a means of both support and collective development of new ways of working and tackling challenges that have arisen as a result of Covid19 and these continue to operate.</p> <p>The council’s new digital learning resource hub continues to expand, offering a wide range of learning activities to managers and staff. Many activities that were once face to face learning activities are now being redesigned as on-line resources. This has become particularly important during the period of the pandemic and has been specifically been utilised for the purposes of training redeployed staff and to keep managers and staff engaged in relevant learning.</p>				

	<p><i>Consideration is now being given to the longer term People and Organisational Development strategy that is required to underpin the future working culture and operational practices that will and can be adopted as a result of the learning and experiences during the pandemic which by necessity has changed the way in which our public services are delivered.</i></p>
<p><b>Workforce development programmes/ initiatives</b></p>	<p>A corporate programme of core learning and development is in place, utilising a combination of face to face, virtual and eLearning opportunities and is designed around the essential learning needs of staff.</p> <p>The new learning management system (The Learning Hub) continues to be utilised to support staff with the specific needs presented by the pandemic situation but has also seen the introduction of a wider range of learning activities for staff and managers many of which would have previously only been undertaken utilising face to face learning activities. <i>A substantial piece of work is to be undertaken this year looking at the future of learning and for work which aims to build staff/manager responsibility for their own learning and that of their teams.</i></p> <p><i>The council narrowly missed the apprenticeship targets set by Government this year due to the pandemic but remains a high achiever in terms of CPD apprenticeship programme use.</i></p>
<p><b>Delivery of the council's BIG Action Plan</b></p>	<p>While the focus of all activity has by necessity been targeted at supporting the council's response to the pandemic situation, the ethos of the BIG Action Plan has continued to be delivered and is now a key part of the recovery plan.</p> <p><i>A refreshed plan to take into account the feedback of staff and managers during the period of the pandemic and changes necessary to accommodate new ways of working has been completed.</i></p>
<p><b>Maintaining ICT Networks and systems to facilitate large scale agile working</b></p>	<p>The rollout of replacement equipment, updated software and remote telephony programme activity continues and includes the provision of additional technology provisions to underpin the pandemic response.</p> <p>Business continuity plans continue to be reviewed and monitored to ensure the ICT infrastructure, networks and systems remain operational.</p> <p>The agile change team remain in place to provide assistance to staff and teams in the use of technology for remote working and maximising the potential of available technology.</p>

STRATEGIC RISK 5					
Failure to improve educational attainment			Assigned to:  Director of Children's Services		
Inherent score	Target score	Current score	Previous scores		
			Feb 21	Sep 20	Jun 20
16 RED	6 GREEN	10 AMBER	10 AMBER	10 AMBER	11 AMBER
<b>Mitigation</b>					
<b>Ensure schools open successfully for all pupils from the start of the autumn term 2020.</b>		<ul style="list-style-type: none"> <li>All schools remained open for the children of critical workers and vulnerable children during all periods of lockdown.</li> <li>Since 8 March, all schools reopened for all students in line with government guidance.</li> <li>Extensive preparation took place to ensure schools were Covid-19 secure in line with public health guidance.</li> <li>The Isle of Wight have had higher proportions of children of school age attending school than nationally since 8 March. Typically, primary attendance has been around 96% and secondary around 92%. The Isle of Wight Council has received positive feedback from the DfE on our attendance levels.</li> </ul>			
<b>Ensure schools are prepared to undertake partial closures in the event of a positive test within the school community.</b>		<ul style="list-style-type: none"> <li>All schools were invited to attend seminars run jointly by public health and the school improvement team to ensure they understood the procedures in the event of a positive case.</li> <li>Flow diagrams have been produced for all school leaders to follow in the event of a positive case.</li> <li>There have been limited numbers of positive cases in the Island's schools reflecting the low rates of transmission in the community.</li> <li>Where there have been positive cases public health advice has been sought appropriately and followed rigorously.</li> <li>The school improvement team has supported school leaders in the event of positive cases alongside colleagues in public health and the communications team where necessary.</li> </ul> <p>Where there has been a positive case and students have had to self-isolate, the schools have successfully switched to remote learning.</p>			
<b>Delivering Educational Excellence – building on the improvements in standards</b>		<ul style="list-style-type: none"> <li>The work of the school improvement team is now increasingly focused on supporting educational attainment in the current Covid-19 climate, however, support for schools around other aspects of managing Covid-19 is still prioritised where needed.</li> <li>The primary school improvement team is currently preparing for reviews of every school with the termly challenge visit and bespoke improvement support. The process has been flexed to take account of the absence of 2019 attainment data.</li> <li>The secondary school improvement team is continuing with the planned programmes of support which have also been flexed in light of the absence of 2019 attainment data.</li> <li>Regular discussions with academies</li> <li>The school improvement team's shift to more traditional school improvement work is being delivered through both remote work and face</li> </ul>			

	<p>to face meetings in schools during the summer term, with appropriate risk assessments in place.</p> <ul style="list-style-type: none"> <li>• Supporting governing bodies to improve</li> <li>• Training opportunities that raise awareness and improve safeguarding practices</li> <li>• Identifying a 'targeted offer'</li> <li>• Implementing a high quality and cohesive professional offer</li> <li>• Investing in recruitment and retention strategies</li> <li>• Developing an 'affordable schools' strategy</li> <li>• Continue to work with schools preparing for inspection under the new Ofsted framework that was implemented in September 2019 although this is suspended currently.</li> <li>• Supporting schools that are subject to a Section 8 monitoring visit by Ofsted. Outcomes from all Section 8 monitoring visits have been very positive.</li> <li>• Support schools with a range of initiatives to support educational recovery post Covid-19.</li> </ul>
<p><b>Delivering Educational Excellence – ensuring schools are good for all children</b></p>	<ul style="list-style-type: none"> <li>• Use the programme of termly visits to evaluate the performance of vulnerable groups of children and the provision for them and support schools in bringing about improvements</li> <li>• Further develop schools' leadership of teaching and learning, getting it right for all pupils including the more vulnerable</li> <li>• Provide ongoing support and challenge in relation to exclusions and attendance</li> <li>• Work with local stakeholders to develop a better transition between schools and employment.</li> <li>• Develop support to parents of home educated children.</li> <li>• 73.5 per cent of IW schools are currently rated good or outstanding and signs from inspections undertaken in 2019/20 is that this will improve over the coming months once Ofsted inspections resume after their current suspension due to the Covid-19 pandemic.</li> </ul>
<p><b>Delivering Educational Excellence – leading a cohesive system for children based on effective partnership working</b></p>	<ul style="list-style-type: none"> <li>• Work in partnership with the two dioceses who provide many of the Island's schools</li> <li>• Liaise with education partners including teaching schools, trusts and others to focus their potential for impact</li> <li>• Work with south coast universities to promote excellence, aspiration and opportunities for routes into higher level education</li> <li>• Support and challenge for all schools that become academies.</li> <li>• Improving community perceptions of education on the Island Enhance careers advice and guidance and engagement with industry and commerce.</li> </ul>

STRATEGIC RISK 6					
Failure to identify and effectively manage situations where vulnerable children are subject to abuse			Assigned to:  Director of Children's Services		
Inherent score	Target score	Current score	Previous scores		
			Feb 21	Sep 20	Jun 20
16 RED	5 GREEN	7 AMBER	7 AMBER	7 AMBER	7 AMBER
<b>Mitigation</b>					
<b>Covid-19 Response</b>	<p>All of our statutory timescales for visits and meetings remain the same. We have significantly increased face to face visiting to nearly normally levels and where this is not possible continue using technology to ensure we see children and families through digital means – WhatsApp, Teams and a number of other similar approaches.</p> <p>The service is fully operational, and we continue to operate as near to normal as we can.</p> <p>Contact between looked after children and their parents has been re-established where it is safe to do so</p> <p>Childrens Reception team (CRT) and Multi agency safeguarding hub (MASH) continue to receive contacts and referrals in the usual way and to respond to these within statutory timescales, demand is above the average levels for this time of year. <i>The number of children subject to a child protection plan has risen by 50 per cent in the last 12 months.</i></p> <p>Children's Social care continue to work closely with Education/Schools to support vulnerable children. Where a child known to children's social care is not attending school, we are working together to further support attendance.</p> <p>Placements and supported accommodation are two areas of pressure due to increased demand and challenges in making new placements with foster carers/residential providers due to the concerns regarding Covid-19.</p>				
<b>Corporate Parenting Board</b>	<p>The Ofsted inspection report published on 7 January 2019 highlights that:</p> <p>“Corporate parenting is much stronger across the council since the last inspection. The Corporate Parenting Board receives regular, comprehensive performance data and reports, enabling effective scrutiny and challenge. The Corporate Parenting Board maintains a strong focus on achieving positive outcomes for children in care and care leavers. A high number of young people are supported to attend university and the council actively promotes apprenticeships, particularly for those with care experience. ‘Hearing young people’s experience’ (HYPE), Isle of Wight’s children in care council, is an active and influential part of the Corporate Parenting Board.”</p> <p>Corporate Parenting Board meetings are taking place quarterly virtually at the current time. A programme of activities has been organised in July (dependent on restrictions being lifted) for corporate parents, elected members and senior managers to participate with children open to children’s social care.</p>				

	<p><i>Corporate Parenting Strategy and action plan were agreed by the Corporate Parenting Board in March 2020 (virtually due to Covid-19). A virtual CPB has continued to take place since June 2020-the board continues to be well attended by Councillors, all statutory partners and young people, scrutiny of performance and response to Covid-19 were main items.</i></p>
<p><b>Multi-agency integrated commissioning board</b></p>	<p>Care leavers have been actively involved in improving service delivery, such as through the tendering process for the new supported housing pathway and the local offer for care leavers.” (Ofsted 2018)</p> <p>Children’s social care has completed its “Pathways to Independent Adulthood” supported accommodation tender. New providers are in place-although have been impacted by Covid-19, limiting capacity.</p> <p><i>Children’s Services were involved with the new Housing Services commissioning strategy to ensure synergy and that young people’s needs are identified within the tender.</i></p> <p><i>A new SEND strategic board is taking forward the joint commissioning agenda-between LA/CCG addressing recommendations of the recent SEND inspection.</i></p> <p>A joint health commissioning/Children’s Services strategic group has been established across HCC and IOW-first meeting took place in July 2020 - a new funding framework across CCG and LA is being developed for complex cases.</p>
<p><b>Quarterly performance reports to Scrutiny Committee</b></p>	<p>Performance reports are viewed regularly by the Policy and Scrutiny Committee for Children’s Services.</p> <p>Performance continues to be scrutinised internally at this current time, through IW Performance Action Group and the joint Hants and IW Children and Families Management Team Performance meeting.</p> <p>In addition to the normally monthly performance monitoring, weekly performance management data is being considered including numbers of contacts and referrals (including types of referrals), numbers of vulnerable children attending school, % of child protection conferences held within timescales and numbers of children entering care, % of staff sickness. <i>This is supporting our understanding and response to the impact of Covid-19 and subsequent planning for recovery.</i></p>
<p><b>Regular scrutiny of social work caseloads</b></p>	<p>The Ofsted inspection report published on 7 January 2019 highlights that: “The vast majority of practitioners say that their caseloads are manageable. Inspectors found that a small number of caseloads were too high. The local authority has secured further financial investment to reduce caseloads further.”</p> <p>The average caseloads increased this quarter (from 19 to 21) -due to increased demand. Additional investment in social worker capacity has been secured to support the increased demand due to Covid-19.</p> <p>Caseloads continue to be scrutinised by senior management on a weekly basis. It is expected that demand will continue at a higher level than normal.</p> <p><i>The RAFT team have expanded to include 2 x children and young people’s mental health practitioners. Together with adult mental health and substance</i></p>

	<p><i>misuse workers, and family support workers, they are delivering support and interventions to enable children to live safely at home. The volunteer co-ordinator and volunteers have been incorporated into RAFT.</i></p>								
<p><b>Quality assurance framework (monthly case audits concentrating on quality of practice)</b></p>	<p>Audits began in April 2018 and are continuing. <i>They include practice observations, service user feedback and auditing of supervision files. Quarterly reports are provided to senior managers which identify key themes, and these become a focus for workforce development.</i></p> <p>“A comprehensive quality assurance programme, combined with the rigorous use of performance information, enables leaders to maintain effective oversight of practice. Performance meetings take place in every part and level of the service. Regular auditing by managers and senior leaders, alongside social workers, provides helpful opportunities for reflection and learning” (Ofsted 2018)</p> <p>Monthly meetings now take place to review audits and actions and quality of practice. The senior management team also undertake an audit of audits on a quarterly basis to quality assure the auditing process.</p> <p><i>Case auditing is being maintained during lockdown. A virtual peer review was undertaken by HCC in Sept 2020. Isle of Wight staff continue to participate in peer reviews in Hampshire districts.</i></p>								
<p><b>Annual self-evaluation and annual conversation between Director and Ofsted</b></p>	<p>An Ofsted inspection of children’s social care services took place in November 2018, with the report published in January 2019.  <a href="https://files.api.ofsted.gov.uk/v1/file/50048228">https://files.api.ofsted.gov.uk/v1/file/50048228</a></p> <p>Judgement highlighted below:</p> <table data-bbox="443 1205 1455 1469"> <tr> <td>The impact of leaders on social work practice with children and families</td> <td>Good</td> </tr> <tr> <td>The experiences and progress of children who need help and protection</td> <td>Good</td> </tr> <tr> <td>The experiences and progress of children in care and care leavers</td> <td>Good</td> </tr> <tr> <td>Overall effectiveness</td> <td>Good</td> </tr> </table> <p><i>An annual self-evaluation was produced for the annual conversation with Ofsted in March 2021. The self-evaluation highlights strengths and areas for development, which Ofsted will use as basis for future inspections. The annual conversation addressed the progress made since the inspection and reviewed response to Covid-19. Ofsted published new guidance on them re-starting inspections from September 2020.</i></p>	The impact of leaders on social work practice with children and families	Good	The experiences and progress of children who need help and protection	Good	The experiences and progress of children in care and care leavers	Good	Overall effectiveness	Good
The impact of leaders on social work practice with children and families	Good								
The experiences and progress of children who need help and protection	Good								
The experiences and progress of children in care and care leavers	Good								
Overall effectiveness	Good								

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	Previous scores		
			Feb 21	Sep 20	Jun 20
<b>14 RED</b>	<b>6 GREEN</b>	<b>8 AMBER</b>	<b>8 AMBER</b>	<b>8 AMBER</b>	<b>10 RED</b>
Mitigation					
<i>Pride in Practice – growing our own social work workforce</i>	<i>We have developed a Pride in Practice Strategy which was launched with managers across the department on 14 April 2021. This Strategy looks at the quality standards needed across the department – and how we will support and encourage staff to meet those standards. It includes specific sections on “growing our own” social work and other specialist staff – and we now have 9 staff undertaking the apprenticeship SW programme.</i>				
<i>Addressing especially hard to recruit roles</i>	<i>Focus is also on the recruitment to specialist roles (AMPHs) in the Mental Health Social Work team. Against a backdrop of a national skills shortage in this area we have been successful in recruiting team members who commenced work with the Council in January 21, and we are offering existing staff the opportunity to train as AMHPs. The service still has vacancies in this specialist role but is continuing to advertise and promote the roles with increasing use of social media emphasising the values of the IW Council and the benefits of relocating to the Isle of Wight</i>				
<i>ASC recruitment and retention</i>	<p><i>Vacancy monitoring within ASC now forms part of the monthly ASC Service Board Performance Report. The past 3 months has seen an overall reduction of number of vacancies, improved retention and time to hire of candidates.</i></p> <p><i>Ongoing pro-active attendance management, with the support of a dedicated Attendance Officer, is proving highly effective in managing and supporting staff with periods of absence.</i></p> <p><i>We are currently undertaking recruitment for a number of key senior roles within the department which have recently become vacant.</i></p>				
<i>ASC Learning and Development (L&amp;D) Plan</i>	<p>Ongoing work with Human Resources and L&amp;D is ensuring that staff have access to training appropriate to their roles as well as supporting workforce development and career pathways.</p> <p>Formal training and development is complemented by the ongoing offer from the ASC Practice Development Unit.</p>				
<i>New person-centred, strengths-based assessment forms</i>	<p>We have experienced some delay in finalising the work in this area as a direct result of the impact of the pandemic.</p> <p>We have continued to focus on sharing learning and best practice, and this is being done through a programme of ‘lessons learned’ sessions. In addition, the</p>				

	<p>strengths-based case auditing which was introduced in 2020 as part of the pride in practice Quality framework continues to focus on service improvement.</p> <p>A new Quality and Audit Lead has been appointed and is now in post. The lead will be working alongside managers and deputies to development improvement plans following analysis and scrutiny of audit findings.</p>
Maintain staffing levels during Covid-19 response	<p><i>The continued impact of Covid-19 locally has been felt across ASC and Housing Needs including in our internal care provider services. We continue assessing our staffing levels on a daily basis as we did throughout the pandemic. The staffing position has greatly improved with no teams reporting staff shortages due to Covid-19 since 13 April 2021. We are focusing on the support required with the introduction of mandatory vaccination for care home staff and this will continue to be a priority over the next few months. A deep dive in relation to our staff teams has been undertaken to inform the support we will put in place.</i></p>
Agile working	<p><i>All staff in ASC continue to work in an agile way. Covid-19 has resulted in the development at pace of virtual working across the entire Department.</i></p>

STRATEGIC RISK 8					
Failure to identify and effectively manage situations where vulnerable adults are subject to abuse			Assigned to:		
			<b>Director of Adult Social Care</b> <b>Assistant Director of Operations</b>		
Inherent score	Target score	Current score	Previous scores		
			Feb 21	Sep 20	Jun 20
<b>16 RED</b>	<b>6 GREEN</b>	<b>10 AMBER</b>	<b>12 RED</b>	<b>12 RED</b>	<b>12 RED</b>
Mitigation					
<b>Protecting Vulnerable Adults during Covid-19 Pandemic</b>		<p><i>All ASC staff continue to be focused on protecting vulnerable adults in the Islands communities.</i></p> <p><i>We continue to support care providers with our daily bulletin and weekly calls from commissioners to provide bespoke support.</i></p> <p><i>Development of best practice during Covid-19 through our Ethical Task and Finish Group has continued to be of benefit to our local system. Building on the national recognition of the work around resilience and mental capacity the task and finish group has now delivered practice guidelines for supporting informal and family carers and is moving on to focus on the development of best practice and support required in relation to mandatory vaccination in care homes for older people.</i></p> <p><i>Safeguarding continues to be a key area of focus and June 2021 saw a reduction in the number of safeguarding referrals received by the team. The team continue to be busy and have seen an increase in calls requiring advice and signposting during the same period. Performance continues to be good with 97.6 per cent of safeguarding meeting being held within 7 days demonstrating timely and effective triage.</i></p>			

<p><b>ASC Programme Board</b></p>	<p>All ASC projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to the <i>ASC Service Board</i>. Highlight report reflects the corporate standard.</p> <p>Highlights and key issues from the ASC Programme Board are included in a council wide summary report of all programme activity that is presented on a bi-monthly basis to the Strategic Programme Board (whose membership is the same as the Corporate Management Team) and a Councillor review board.</p>
<p><b>'Deprivation of Liberty Safeguards' (DoLS) backlog clearance programme</b></p>	<p>Additional funding for assessments was allocated for 2020/21 although use of this funding was delayed as a result of the pandemic. <i>Due to Covid-19 non-essential assessments are on hold and with care homes in lockdown the DOLS team continues to triage incoming referrals and prioritise them necessary.</i> As a result, we have seen a build-up of priority 1 referrals in care homes and these are being continually monitored until it is possible to undertake the required assessments assessment. Outstanding issues continue to be of concern and the number of assessments which are outstanding continues to be closely monitored.</p>
<p><b>Mental Health Action Plan</b></p>	<p>An action plan has been produced in response to the independent review of mental health social work practice – the Mental Health Team has been heavily engaged in its development and delivery continues to be on target.</p>
<p><b>Safeguarding Action Plan</b></p>	<p>Review of the practice guidance is complete; Making Safeguarding Personal (MSP) toolkit for ASC practitioners in place.</p> <p>The last independent review of this area was in November 2019 and as a result a report was taken to the September 2020 meeting of the Safeguarding Adults Board to proposing a repeat of the MSP audit at the end of the year in order to evaluate the success of the action plan. This has been delayed as a result of the pandemic but is an action that will be progressed as soon as possible.</p>
<p><b>Learning Disability (LD) Homes Service improvement plans</b></p>	<p>We retain 2 residential care homes supporting people with learning disabilities and Westminster House which is a respite centre. All of these services are rated as Good by CQC.</p> <p>Assurance Audits are undertaken regularly by the Nominated Individual, the Service Manager and the Group Manager the results of which are reported on a monthly basis to the departmental service board.</p>
<p><b>Centralisation of outreach teams</b></p> <p><b>Complete</b></p>	<p>Service now located at Sandown Barrack Block and CM2000 system is fully operational.</p> <p>The Outreach team have received their first formal inspection from the Care Quality Commission (CQC) and have been rated 'Good' across all domains</p>

STRATEGIC RISK 9					
Failure to secure the required outcomes from the integration of adult social care and health			Assigned to:  Director of Adult Social Care		
Inherent score	Target score	Current score	Previous scores		
			Feb 21	Sep 20	Jun 20
16 RED	6 GREEN	10 AMBER	12 RED	12 RED	12 RED
<b>Mitigation</b>					
<b>Covid-19 Response</b>	<p><i>The Government has confirmed the continuation of NHS funding to fund the care and support of people being discharged from hospital and to avoid hospital admission: for six weeks in Q1 (March through June) and 4 weeks in Q2 (July through September). The impact of the cessation of funding is being considered and we continue to work closely with CCG colleagues to ensure a consistent use of resources together with joint commissioning and delivery arrangements.</i></p> <p><i>Our Discharge to Assess arrangements have been recognised as a model of good practice nationally and we are one of 6 or so sites selected to participate in the national evaluation commissioned by the Department for Health and Social Care (DHSC).</i></p> <p><i>We have been advised that further funding will be made available by DHSC to support local providers with infection control and rapid testing of staff and care home residents. We are awaiting confirmation of our allocation and the grant conditions.</i></p>				
<b>ASC Programme Board</b>	<p>All ASC projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to the ASC Service Board. Highlight report reflects the corporate standard.</p> <p>Highlights and key issues from the ASC Programme Board are included in a council wide summary report of all programme activity that is presented on a bi-monthly basis to the Strategic Programme Board (whose membership is the same as CMT) and a Councillor review board chaired by the Leader.</p>				
<b>Transformation programme and operational integration</b>	<p>The onwards care and independence workstream of the Island's Health and Care Plan comprises the following initiatives:</p> <ul style="list-style-type: none"> <li>• The Integrated Care &amp; Discharge Team</li> <li>• The Regaining Independence service</li> <li>• Integrated Localities</li> <li>• Technology in Care Homes</li> <li>• Early Help</li> <li>• Raising Standards</li> <li>• The Dementia Strategy</li> <li>• Learning Disability Integration</li> <li>• New Community Care model</li> </ul>				

	<p>Most recently we have established a Community Operational Group to take ownership of these programmes of work and this is chaired jointly by the DASS and NHS IoW Trust Director of Community Services.</p> <p>The Integrated Care Partnership receives routine reports of progress across these areas via the system programme office.</p>
<b>Responsiveness to hospital escalations</b>	Discharge to Assess in line with the national directive continues to work well locally. Daily huddles to support with discharge are in place with oversight being provided through Clinical Commissioning Group, Trust and ASC senior leaders. A focus on improving and maintaining hospital flow has driven a number of process changes as clearer more consistent data collection to enable evidence-based decision making has become available.

<b>STRATEGIC RISK 10</b>																														
<b>Independent Social Care Sector Sustainability (care Homes and Home Care)</b>			<b>Assigned to:</b>  <b>Director of Adult Social Care</b>																											
<b>Inherent score</b>	<b>Target score</b>	<b>Current score</b>	<b>Previous scores</b>																											
			<b>Feb 21</b>	<b>Sep 20</b>	<b>Jun 20</b>																									
<b>16 RED</b>	<b>6 GREEN</b>	<b>12 RED</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>																									
<b>Mitigation</b>																														
<b>Occupancy Levels</b>	<p>The impact of Covid-19 has led to reduced occupancy levels in some care homes. This is being carefully monitored and proactively managed. As at 25/06/2021 occupancy levels are as identified below.</p>																													
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<p>Decreasing levels of occupancy increase risk of provider failure. This is managed through weekly contact by a link commissioner and open dialogue with local providers to minimise risk of a care home closing or a provider exiting the marketplace on short notice.</p>																														

<b>Levels of Fees</b>	<i>Following formal consultation with the Independent sector the council has determined its fee rates for 2021/2022. For Homecare our rate remains competitive and aligns positively with comparator authorities. For Residential Care and Nursing Care we now benchmark in the 4th quartile of all English single tier and county councils. The gap between the council's rate and that of those who fund their own care is increasing leading to potential subsidisation by privately funded individuals of care and support for those eligible for funding under the Care Act. This creates an inequality, reduces financial stability for local providers and has the potential to lead to care home closures or the inability to secure support for those funded by the council.</i>
<b>Personal Protective Equipment</b>	<i>RESOLVED - We continue to provide support with urgent and emergency PPE requirements through our central local authority operated PPE store but demand has significantly decreased. NHSC continue to operate a FREE PPE portal for registered providers.</i>
<b>Workforce pressures</b>	<i>The increase in both the tourism and hospitality industry together with the announcement in relation to mandatory vaccination has had a negative impact on the social care workforce. We are seeing capacity reduced as a result of an increase in vacancy levels and higher staff turnover. We continue to monitor the situation and to work with providers around business continuity plans and safe staffing levels. The workforce situation locally is mirrored across the South East ADASS (Association of Directors of Adult Social Services) region and has been escalated as an area of concern to both national ADASS and the LGA.</i>
<b>Market Capacity – Homecare</b>	<i>Historic challenges in relation to capacity in the domiciliary care marketplace has been the subject of an extensive review leading to the re-procurement of homecare services. The new contract for homecare commenced from 01/02/2021 and has impacted positively on the ability to meet need for homecare across the Island. The workforce pressures highlighted have impacted on care homes and home care providers over the past 8 weeks. Business Continuity Plans are being reviewed with local providers to ensure continuity of care where there may be workforce challenges.</i>
<b>Capacity Tracker</b>	<i>The development of the national capacity tracker has provided a level of oversight for commissioners of adult social care services that previously wasn't available. This is assisting in understanding not only available capacity and staffing levels but also provides some early warning signs where provider fragility or failure is likely to become a concern. Access to this information is enabling early support to be provided and the market to become more stable.</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	Previous scores		
			Feb 21	Sep 20	Jun 20
16 RED	5 GREEN	8 AMBER	8 AMBER	8 AMBER	8 AMBER
<b>Mitigation</b>					
<b>PFI – Establish and deliver available savings</b>	<p>A savings programme has been established and agreed with Island Roads and reports made to a dedicated savings board. <i>The programme aims to deliver savings in three phases with a majority of the first two phases having been agreed and implemented and the remaining elements by Sept 2021. The third phase of savings are to be agreed and completed by September 2023. The savings are a balance between a requirement to achieve contract savings and maintaining acceptable standards of service delivery.</i></p> <p><i>An agreement is now in place between the service provider and the council to facilitate the completion of the Core Investment period of the contract (Milestone 14) by March 2023.</i></p>				
<b>PFI - Successfully resolve anomalies in the contracts specification</b>	<p>Savings will result from changes to the contract specification and to the standard of service being delivered. The level of reduction in service standards will be a balance between the need to achieve the required savings and maintaining an acceptable standard of service delivery. These changes also need to be accepted by the lenders who provide the required up-front capital investment.</p>				

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	Previous scores		
			Feb 21	Sep 20	Jun 20
16 RED	5 GREEN	8 AMBER	8 AMBER	8 AMBER	8 AMBER
<b>Mitigation</b>					

<p><b>Ensure the delivery of Key Facilities through robust contract management</b></p>	<p><i>The Energy from Waste Plant passed its Readiness Tests and has been issued a certificate of Readiness by the Independent Certifier. This means that the individual component parts are all electrified and have been tested in isolation to ensure they pass installation and operational tests. This signifies the successful end to cold commissioning. Hot Commissioning and preparation for the acceptance tests has now commenced.</i></p> <p><i>The Hot commissioning phase is now underway during which incinerator box will be slowly heated to operational temperature a number of times, and trial loads of fuel from non-recyclable waste will go through the plant. Each test will help the engineer finetune the plant to achieve the maximum electrical efficiency, and optimal operating environment. However, the Amey (IOW) Service Provider has indicated that the Acceptance Tests are now anticipated to be complete at the end of August 2021. All construction delay is entirely the financial risk of our service provider and does not affect the diversion of waste from landfill or the recycle rates being achieved on the island.</i></p> <p>Construction risk and cost of residual waste above agreed contract rates sits with Amey. The council has maintained the service charged step down from August 18 when the plant was originally due to be completed (prior Energos failure) meaning that Amey have to cover the treatment cost gap for sending waste to a mainland ERF.</p> <p><i>Through the robust adherence to the target rates set out in the contract despite the delay in the erf completion, the contract is now achieving a 99.8 per cent diversion from landfill of all contract waste and continues to exceed recycling targets.</i></p> <p>All and any costs incurred to the delay will not be at the Council's cost.</p> <p>HWRCs were initially closed in line with the Govt lockdown restrictions but were reopened with stringent social distancing measures in May 2020. The booking system that was introduced as part of the reopening protocol has proved to be very popular, and with some adjustments, will remain in place permanently. The booking system and number of bookings has remained steady moving into the most recent lockdown.</p> <p>All household collections have continued during the Covid-19 restrictions and recycling rates have remained high.</p>
<p><b>Regular monitoring of performance of the contract</b></p>	<p>Performance of the contract is monitored through reporting by Amey and pro-active monitoring of the elements that make up the Client Management System (CMS), and by the Waste and Recycling Contract Management Team (WaR-CMT). The council in partnership with Amey has agreed a supplemental meeting prior to each Monthly Meeting to review payments and performance deductions.</p> <p>Weekly contract operations &amp; construction meetings are held to review a weekly report on service delivery and issue. This is followed with a detailed monthly report are provided by the contractor at monthly contract meetings along with a detailed monthly construction report.</p> <p><i>Performance is currently good with almost 100 per cent of municipal waste now being diverted from landfill and over 58 per cent of household waste being recycled or composted</i></p>

STRATEGIC RISK 13					
Achieving the vision for the Island			Assigned to: Chief Executive		
Inherent score	Target score	Current score	Previous scores		
			May 21	Feb 21	Sep 20
14 RED	6 GREEN	12 RED	12 RED	12 RED	12 RED
<b>Mitigation</b>					
<b>Covid-19 Response and longer terms impacts of the pandemic</b>	<p>The Council is producing a comprehensive Recovery Plan looking at minimising the economic hit the Island will take as a result of the Covid-19 pandemic. Of particular focus will be the tourism, transport, agriculture and care sectors.</p> <p>A comprehensive <a href="#">Recovery Plan</a> was presented to Cabinet on 10 September 2020. The plan is based around 3 main pillars: -</p> <ul style="list-style-type: none"> <li>• <b>Community recovery</b> <ul style="list-style-type: none"> <li>○ Operate effective outbreak control arrangements and communicate key behaviours</li> <li>○ Address inequality of impact of Covid-19 on vulnerable groups</li> <li>○ Establish sustainable community response and recovery arrangements</li> </ul> </li> <li>• <b>Economic recovery</b> <ul style="list-style-type: none"> <li>○ Create a skills system responsive to changing employer demand</li> <li>○ Support our residents into appropriate employment pathways</li> <li>○ Enable our residents to unlock their potential through upskilling, reskilling, training provision and apprenticeships</li> <li>○ Support our existing and new businesses to survive in the short term and to adapt and thrive in the new post-Covid economy</li> <li>○ Encourage our businesses to be inclusive and resilient, by tackling low pay, in-work poverty and to reduce their carbon emissions</li> <li>○ Work with our anchor institutions and major employers to utilise our supply chains and increase spend with local businesses</li> </ul> </li> <li>• <b>Place recovery</b> <ul style="list-style-type: none"> <li>○ Increase the supply and accessibility of homes of all tenures across the Island, and the supply of workspace that responds to changing needs</li> <li>○ Improve physical and digital connectivity in and between all of our settlements and the rest of the world</li> <li>○ Achieve sustainable, welcoming places with inclusive public realm improvements in our towns that are accessible for all</li> </ul> </li> </ul> <p>The plan has also taken into consideration other factors such as Environment Change, Brexit, Covid- 19 new outbreaks and Financial pressures</p> <p>Additionally, plans are in place for allowing the Council to go about business as usual in terms of how it will use office accommodation under self-distancing</p>				

	<p>rules and how staff can be assisted in adapting to working from home for a significant period of time.</p>
<p><b>Quarterly Performance Management Report (QPMR) updates</b></p>	<p>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.</p> <p><i>The corporate plan is being refreshed in 2021 to take account of the achievements made by the council and changes in its operating environment. This plan will be aligned to the council's vision for the Island and all of the council's key activities and performance metrics derive from it. Service plans and individual employee objectives are being refreshed and will align to the corporate plan.</i></p> <p>The performance report section of the QPMR is now available online through a series of interactive graphs.</p>
<p><b>Strategic capacity and interventions</b></p>	<p>Additional capacity in the senior management team has been secured and is being used to address gaps in strategy and policy issues which will align to the corporate plan.</p> <p>A key challenge is in maintaining a planned proactive approach to the delivery of corporate objectives and not being distracted by populist agendas, which in themselves may require additional resource.</p> <p>Key themes for the coming period are commercialisation, digitalisation, housing, financial sustainability and one public service. All of these will have to be done in the light of the current Covid-19 Pandemic and form part of the Recovery Plan</p>
<p><b>Robust Programme Management</b></p>	<p>The programme management framework is becoming embedded throughout the organisation, aided by the oversight of the Strategic Programme Board and the Councillor review board chaired by the Leader.</p> <p>A greater degree of challenge is now being applied to the council's core programmes of work to ensure their timely delivery and impact on the Island's vision. This challenge includes periodic health checks on the programmes and projects that are reported to the Strategic Programme Board. As part of the Recovery Plan strategic projects were reviewed in line with how they support the Recovery Plan.</p>
<p><b>Regeneration programme</b></p>	<p>A number of key Regeneration staff are presently redeployed in various areas of the Councils Covid-19 response. However, the strategy at the moment is to complete the necessary planning feasibility studies and planning approvals where already commenced.</p> <p>The Programme underwent a substantive review in light of the financial impact to the council of the Covid-19 pandemic and its wider impact on other economic sectors such as Housing. The results of this review were shared with Councillors Regeneration Board in July 2020 who agreed which priorities will be taken forward over the next 18 months. HR and financial resources will be realigned to meet these objectives.</p>

<p><b>Strategic risk register</b></p>	<p>Strategic risks are those that are most likely to have a negative impact on the whole council and its aspirations, should they come to be. Therefore, these risks are reviewed by the corporate management team on a monthly basis. An updated Strategic Risk Register was provided to the GOLD Command group to reflect the impact of the Covid-19 pandemic.</p> <p>A Risk Management Framework is in place. This framework is prescriptive in how risks are managed and updated and at which levels of the organisation they should be reported and escalated. A new training course has been developed for staff entitled “Introduction to Risk Management” which will further embed the Risk Management Framework and was delivered for the first time in February. Due to the Covid-19 pandemic further face to face training was suspended but this training was recommenced after being redesigned for delivery via Microsoft Teams in October 2020 with further sessions in December 2020 and February 2021</p> <p>The Strategic Risk Register is presented at each meeting of the Audit Committee and clearly indicates to them where mitigation has altered or has not been updated.</p>
<p><b>Increase in levels of unmet Housing Needs</b></p>	<p><i>The Pandemic has brought many “hidden homeless” to the direct attention of the housing needs service – who have provided emergency accommodation to as many as 80 people at any one time in response to the Government’s call to get “everyone in” on 26th March 2020. In addition, lockdown has placed many households under significant strain which has resulted in a rise in the numbers of people who are fleeing domestic abuse and approaching us because of relationship breakdown.</i></p> <p><i>Finally, we are experiencing an increase in households approaching us for immediate support as a consequence of their landlords giving them notice to evict – with the eviction freeze coming to an end. Added to a very buoyant private rental market, where affordable family sized accommodation is extremely scarce and keenly sought after, this combination of factors has the potential to create the “perfect storm” whereby demand is so significantly outstripping supply that we may be forced back into a situation whereby we have to use bed and breakfast accommodation for families beyond six weeks.</i></p>
<p><b>Increase in levels of unmet Housing Needs - Prevention</b></p>	<p><i>The HRA 2017 mandates the IOW Council to deliver homelessness prevention services to households 56 days prior to being made homeless. We have extended this offer to align with the 6 months eviction notice period which is helping us identify households at risk of homelessness as early as possible giving us the best chance of intervening.</i></p> <p><i>We have recommissioned supporting people services to deliver a more targeted early help/ homelessness prevention services which we envisage will divert households from statutory services and therefore reduce approaches to the local authority as homeless.</i></p> <p><i>We are considering a request to increase our AIG and specialist housing court desk services to meet the increasing need that is reported /projected.</i></p> <p><i>We continue to develop digitalised service offer to streamline processes and maximise resource utilisation.</i></p>
<p><b>Increase in levels of unmet Housing Needs - Intervention</b></p>	<p><b>Workforce</b></p> <p><i>We have recruited some additional staff on fixed term contracts, financed through the Homelessness Prevention Grant. Current intelligence suggests that the resource is sufficient to meet the current and projected need to ensure we are effectively able to meet our statutory functions. We continue to monitor the</i></p>

	<p>situation and will work dynamically respond in accordance with business continuity plans and safe staffing levels.</p> <p><b>Accommodation</b>  <i>Single Homeless Pathway - We have created a single homeless pathway which will be enhanced further by Howard House in June 2021. This provision combined with a suite of existing accommodation offers provide capacity to manage the existing and expected pressures.</i></p> <p><i>Family accommodation - We have a suite of accommodation options but there are risks that the longer term needs will be unable to be met by the resource capacity we have available primarily because of the inability to create throughput into the PRS and Social Housing service offer. Worst case scenario the local authority could consider bespoke accommodation options for families to negate the use of B and B through interventions which could include caravans, but given this is likely to be complicated by the increase of staycations and the cost of this intervention which significantly exceeds base budget projections. B and B would be the last fallback but would present legal issues if flow was unable to be created within the maximum 6-week timescale.</i></p> <p><b>Partnership(s)</b>  <i>The two primary reasons for homelessness is due to the loss of an AST or a relationship breakdown. We are working with PRS landlords and letting agents to consider how we can open up the market when we have been unable to prevent all household types being placed at risk of homelessness. This is being achieved through workshops and forums we have created or are attending. We are also looking at how we can enhance our mediation toolkit to try and negate the breakdown of relationships.</i></p> <p><i>Mental health is the highest and most prevalent need for households that present as homelessness – we are therefore working with system partners and looking at how we can adopt and support the implementation of the ‘no wrong door’ strategy and community based model being driven by the NHS Trust.</i></p> <p><i>Homelessness and Rough Sleeping Strategy Action plan is being refreshed and will seek to continue to work towards an integrated system in relation to homelessness stopping all household types falling between the gaps of services and systems.</i></p> <p><i>Ultimately to end homelessness we need more affordable housing, but this does not provide an immediate solution to the risks that are posed. This is being addressed through the Housing Strategy albeit recognising the local challenges.</i></p>
<p><b>Increase in levels of unmet Housing Needs - Recovery</b></p>	<p><i>We are horizon scanning and working across the corporate and wider systems - locally and nationally to look at innovative solutions to both prevent homelessness and increase housing supply. (see actions set out in Housing and Homelessness and Rough Sleeping strategies)</i></p> <p><i>In addition, we have completed a bid for RSI 4 which will provide some funding to help meet pressures projected in relation to single homelessness, bridging gaps between systems and services for the financial year 2021/22</i></p> <p><i>We are planning to submit an application for RSAP (July 2021)</i></p>

STRATEGIC RISK 14					
Additional demands placed upon the Isle of Wight Council and partners owing to pandemic flu or similar large-scale outbreaks			Assigned to:  Director of Public Health		
Inherent score	Target score	Current score	Previous scores		
			May 21	Feb 21	Sep 20
16 RED	12 RED	16 RED	16 RED	16 RED	16 RED
<b>Mitigation</b>					
<b>Preparedness for other novel infectious disease (including Covid-19)</b>	<p>The Isle of Wight Council Public Health team works closely with Public Health England on all infectious disease outbreaks on the Isle of Wight. This includes surveillance of infectious diseases and notification to council services, participation in incident management and outbreak control meetings, and provision of support to council services in managing health protection incidents.</p> <p>The IWC Pandemic Influenza Plan provides a framework for the council's response to an Influenza Pandemic. This will be reviewed with lessons learnt from the Covid-19 pandemic response with consideration to broadening to a broader pandemic response plan.</p> <p>With regards to Covid-19, the Isle of Wight Council Public Health team continues to carefully monitor and respond to the emerging situation, working closely with all Council services and alongside partners in Public Health England and the NHS. Furthermore, the Isle of Wight Council is working as part of the Local Resilience Forum to ensure a coordinated response and has in place its own Silver and Gold command and control structures to manage the response to Covid-19 and monitor the situation on the Island.</p> <p>The Public Health team works closely with the Isle of Wight Council's Emergency Management Team to ensure that Outbreak and Pandemic Influenza Plans are linked into other Council and Multi-agency Emergency Response Plans.</p>				
<b>Partner Organisations</b>	<p>Communication with partners to establish pressures. Partners include;</p> <ul style="list-style-type: none"> <li>• Public Health England</li> <li>• NHS – Trust and CCG</li> <li>• Multi-agency representative on the Island Resilience Forum</li> <li>• HIOW Integrated Care System</li> <li>• IOW Integrated Care Partnership</li> <li>• Local Resilience Forums (LRFs)</li> <li>• Other Local Authorities</li> </ul>				
<b>Internal arrangements</b>	<p>The Public Health team has developed a Public Health team Standard Operating Procedure for managing health protection incidents that provides the framework for action for all incidents. Tabletop exercises for Public Health Senior Management Team are held to ensure resilience in the Public Health Team in responding to Incidents.</p>				

	<p>The IWC Pandemic Influenza Response Plan was written by members of the IWC Public Health Team in consultation with the Emergency Management Department in 2016, as revised in 2017, and March 2020, based on national guidelines, tabletop exercises and the Hampshire &amp; IOW Local Health Resilience Partnership (LHRP) Health Protection Incident and Outbreak Plan.</p> <p>The Pandemic Influenza Plan links closely with IWC departments' business continuity plans; these plans were reviewed by the IWC Emergency Management Team.</p> <p>The IWC Covid-19 Prevention, Incident and Outbreak Control Plan was published at the end of June 2020 to guide prevention and response to this pandemic.</p>
<p><b>External arrangements</b></p>	<p>The Local Resilience Forum and IWC Pandemic Influenza Plan was tested during the Hampshire and Isle of Wight table-top exercise, held in December 2019, and was updated to incorporate the learning from this exercise with a working document produced in March 2020.</p> <p>A Covid-19 working group meets weekly bringing together system-wide representatives to discuss the Covid-19 situation on the Island and escalate concerns which are then fed into a Covid-19 Health Protection Board which is chaired by the DPH. Tabletop exercises have been held at working group and health protection board level to test the plan and relevant escalation framework.</p> <p>An Island Tactical Co-ordination Group (ITCG) convenes at a multi-agency level, including police, fire, NHS Trust, ambulance, council, public health, CCG, Military, ferry companies, utilities, and prisons in case of a multiagency response.</p>
<p><b>Provision of up to date information</b></p>	<p>Relevant guidance is displayed on the Isle of Wight Council website. Further information on Covid-19 is also provided through dedicated IWC-led webinars and other resources.</p> <p>Information on specific risks relating to details of the Covid-19 response (e.g. PPE, care home outbreaks) are raised and shared through the emergency response structures described above.</p>