

STRATEGIC RISK 1					
Lack of financial resource and the ability to deliver the council's in-year budget strategy for 2021/22			Assigned to: Director of Finance and Section 151 Officer		
Inherent score	Target score	Current Score	Previous scores		
			Sep 21	Jul 21	Feb 21
16 RED	5 GREEN	9 AMBER	12 RED	12 RED	14 RED
Mitigation					
Close monitoring of both Capital and Revenue spend (including income and savings targets) Position reviewed at the end of each quarter. Next review due January 2022		<p>Budget positions are reported quarterly to service management, CMT and Cabinet.</p> <p><i>The latest report for quarter two indicates a forecast balanced budget. There is a net pressure relating to income losses as a result of the pandemic of circa £2.4 million, however it is expected that circa £0.4 million will be recovered via the government's Sales, Fees and Charges Scheme and the remaining balance of circa £2 million will be funded from the COVID-19 Contingency of circa £15 million that has been set aside to mitigate the financial impact of COVID-19 over the next three financial years.</i></p> <p><i>The total capital budget for 2021/22 is £53.3m. As at quarter two the council is forecasting actual expenditure of £35.3m. There is slippage in spending forecast at £18.0m from 2021/22 into future years (for example, simply representing budgeted spending that is forecast not to take place in 2021/22 but will now fall into 2022/23).</i></p>			
Manage the Financial Impact of the COVID-19 Pandemic on the Isle of Wight Council Position reviewed at the end of each quarter. Next review due January 2022		<p><i>The revenue budget approved for 2021-22 includes a contingency for COVID-19 of circa £15 million. This was created during 2020-21 as a deficit recovery strategy for the estimated impact of COVID-19 and is planned to be used to mitigate the financial impacts of COVID-19 both in terms of unfunded additional expenditure and income loss over the next three financial years.</i></p> <p><i>As at the end of quarter two the main impact forecast is the income loss being incurred in council services and which results in an estimated circa £2 million being required to be funded from the contingency, this will be kept under review as the financial year progresses.</i></p>			
Charging of severely disabled people for social care (Norfolk decision) Next review date 31/12/21		<p>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 into 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 the National Association of Financial Assessment Officers (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</p>			

	recommendations from Legal Services as to the steps we need to take to reduce the risk and potential success of any challenge and are currently reviewing our Finance and Charging policies to afford maximum protection.
Provider Annual Fee Review Due date 31/03/2022	<i>The next annual fee review will commence in September 2021 for fees in the 2022-23 financial year</i>
NHS Funding for discharge Next review date 31/12/21	<p><i>The national scheme to provide additional funding to Health partners to support with Hospital Discharge (HDS1 and HDS2) will now continue to 31/03/2022. We have seen an increase in financial liability for care and support as a result of the Discharge to Assess policy implementation and continue to review on a monthly basis the impact of these arrangement to mitigate so far as is possible long term effect.</i></p> <p><i>We have seen an increase in financial liability for care and support as a result of the Discharge to Assess policy implementation and whilst to date the additional costs have been met during the first 4 weeks of the discharge period by HDS1 and HDS2 funding this will no longer be the case. The full cost of these new care and support requirements will move to the council from 1 April 2022. In preparation of this change we have ensured that the risk is mitigated so far as is possible by ending the enhanced fees that have been paid under the HDS1 and HDS 2 arrangements and reverting to our standard published fees. In addition, we have also sought to ensure a more robust application of the Continuing Healthcare framework which will ensure that people eligible for free health care continue to receive it. The situation will be monitored closely.</i></p>
Sleep in liability COMPLETE	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.

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	Previous scores		
			Sep 21	Jul 21	Feb 21
16 RED	9 AMBER	16 RED	16 RED	16 RED	16 RED
Mitigation					
Updated medium term financial strategy (MTFS) Due date 28/2/21		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.			

2021/22 budget setting process COMPLETED	<p>The budget for 2021/22 was agreed by Full Council in February 2021. The budget includes the identification of £3.5 million of savings, the delivery of which will be monitored throughout the year. A capital programme of £58.3 million was also agreed (the current capital budget currently stands at £71 million including slippage from the previous year) and will be subject to regular monitoring throughout the year.</p>
2022/23 budget setting process Due date 28/2/21	<p><i>The budget process for 2022/23 has commenced. The budget will be approved in February 2022. The Fair Funding Review and the changes to the Business Rates retention scheme that would have informed the 2022/23 budget setting process have been delayed once again and will not take place before the budget is set. The Chancellor of the Exchequer announced the Comprehensive Spending Review alongside the Budget in October 2021. The Spending Review sets Government Department Budgets for the period up to and including 2024-25.</i></p>

STRATEGIC RISK 3					
Insufficient staffing capacity and skills			Assigned to: Director of Corporate Services		
Inherent score	Target score	Current score	Previous scores		
			Sep 21	Jul 21	Feb 21
16 RED	8 AMBER	9 AMBER	9 AMBER	9 AMBER	9 AMBER
Mitigation					
Monitoring Staff Capacity Next review due 31/12/21	<p><i>The on-going legacy issues that have emerged as a result of COVID-19 continues to place demands upon some service area, particularly in adult residential social care settings, the local track and trace service within the contact centre and benefits service in the processing of self-isolation grant payments. However, these continue to be managed effectively and regular monitoring and review is being undertaken. Council administrative buildings have been reconfigured in accordance with current government guidelines to allow for staff who need to attend the workplace to do so. Continued effort is being given to developing agile working practices, taking learning from the pandemic into consideration as we move towards a new model of hybrid working which for those who are able affords the means to work from where they are best placed to deliver services.</i></p> <p>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. Sickness absence levels whilst showing a slight increase from previous months, remain stable overall. Continued weekly monitoring of COVID-19 related absences is being undertaken to monitor impact on service delivery.</p> <p>It is considered that the rating of this risk remains at Amber but with a continuing improvement on service resilience.</p>				
Delivery of recruitment and retention strategy and action plan	<p>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</p>				

<p>Due date 31/03/22</p>	<p>to managers in their use and these remain under review for further improvements to be identified.</p> <p>As a result of the pandemic response, it has not been feasible to progress as far as intended on the review of the council's recruitment processes and practices aimed at bringing about improvements in efficiency and ease of use together with a better applicant experience and reduction in the time to recruit. A project team has been re-established to refresh the project scope, work programmes required, resource requirements to deliver them and the necessary planning needed to secure delivery.</p> <p><i>The project scope has now been approved by the recruitment project board and the full project initiation document completed to set out the programme of work to be undertaken. The project planning is now underway in readiness to commence the main workstreams of identified requirements and activity.</i></p>
<p>Regular monitoring, analysis, and review of organisational health indicators</p> <p>Next review date 31/12/21</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 in any areas of concern. 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 to ensure that proactive management action is taken to address any issues of concern. The reporting dashboard has recently been refreshed to allow focus to be given to month by month changes and comparison with previous year periods to allow for greater scrutiny of issues of concern.</p> <p>The joint consultative meetings with the council's recognised trade unions also have 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>A refreshed attendance management strategy and action plan and has now been agreed and is underway on delivery. The aim of this strategy is to focus our attention on:</p> <ul style="list-style-type: none"> • Investigating the relationship between sickness and new agile working arrangements • Continued training and support for managers in handling attendance management issues/learning from best practice examples • Refreshing the council's attendance management policy • Proactive monitoring and review of stress/mental health related absences and the continued provision of access to guidance and support through the mental health working group • Proactive wellbeing initiatives with a particular focus on building personal resilience • Continuing to build upon the internal occupational health service as a source of professional support for managers and staff <p><i>An agreed action plan is now in place and associated project board in place to monitor its delivery.</i></p>
<p>Workforce planning</p> <p>Next review date 31/12/21</p>	<p>We have been successful in securing funding from the Local Government Association to assist us in developing our workforce planning approach and standardised succession planning and talent management arrangements across the council. <i>The pilot work for this activity is due to commence in mid-November.</i></p>

<p>Reducing the impact of loss of staff through sickness or self-isolation on service delivery</p> <p>Next review date 31/12/21</p>	<p>The following measures continue to remain in place to reduce the impact on service delivery as a result of COVID-19.</p> <ul style="list-style-type: none"> • Staff not engaged in critical frontline services are working from home as necessary to reduce any spread of infection. All council buildings have been reconfigured in line with current government guidance for COVID-19 secure working arrangements. Risk assessments have been completed and published for each of the buildings and are fully compliant with government guidelines. • Personal protective equipment (PPE) is in use in accordance with public health England guidelines and appropriate supplies being maintained. • There are regular communications with staff to remind them of good hygiene practises and social distancing requirements. • Regular staffing reports are in place to monitor and review staffing levels in critical services to enable redeployment to areas of need. <p>The mandatory vaccination programme for front line care staff in line with the legislative change is being delivered.</p> <p><i>The annual flu vaccination programme for front line staff and other business critical roles is now underway and clinics will commence during November and run through to the end of December</i></p>
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STRATEGIC RISK 4					
<p>A change in organisational culture fails to keep a pace with the speed of organisational change, negatively impacting on the delivery of the required transformation to deliver the corporate plan</p>			<p>Assigned to: Director of Corporate Services</p>		
Inherent score	Target score	Current score	Previous scores		
			Sep 21	Jul 21	Feb 21
16 RED	6 GREEN	6 GREEN	6 GREEN	6 GREEN	6 GREEN
Mitigation					
<p>Leadership and management development</p> <p>Due Date 31/12/21</p>	<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 COVID-19 and these continue to operate.</p>				

	<p>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.</p> <p><i>The strategy has now been approved by the corporate management team and the associated action plan is now in operation. Sarah Teague is leading and operating a regular project group. Quarterly reports will be provided to CMT.</i></p>
<p>Workforce development programmes/ Initiatives</p> <p>Next review date 31/12/21</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 council's 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. 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.</p>
<p>Delivery of the council's BIG Action Plan</p> <p>Next review date 31/12/21</p>	<p>The council's BIG cultural change action plan which is driven by the council's corporate priorities and feedback from staff through the annual staff survey has now been refreshed and is to be incorporated into a wider organisational development strategy for the council. Key to the new plan is a focus on:</p> <ul style="list-style-type: none"> • Continuous development of the agile workforce concept • Continuous personal development • Health and wellbeing • Being an employer of choice • Equality, diversity, and inclusion • Personal performance management • Intrapreneurial and commercial acumen • Customer engagement and consultation • Outcomes based accountability • Digital transformation <p>The Big Action Plan is now included in the Strategic Programme Report that is reviewed bi-monthly by CMT with any key issues being escalated to Councillors via the Leader of the Council. <i>This has been incorporated into the People Organisational Development strategy to allow for greater coherence and co-ordination.</i></p>
<p>Maintaining ICT Networks and systems to facilitate large scale agile working</p> <p>Next review date 31/12/21</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		
			Sep 21	Jul 21	Feb 21
16 RED	6 GREEN	10 AMBER	10 AMBER	10 AMBER	11 AMBER
Mitigation					
<p>Ensure schools open successfully for all pupils <i>subject to any Department of Education guidance on Covid safety measures.</i></p> <p>Next review date 31/01/22</p>		<ul style="list-style-type: none"> All schools remained open for the children of critical workers and vulnerable children during all periods of lockdown. Since 8 March 2021, all schools reopened for all students in line with government guidance. Extensive preparation took place to ensure schools were COVID-19 secure in line with public health guidance. <i>The Isle of Wight has had good proportions of children of school age attending school during the first half of autumn term 2021. During the last week of half term, primary school aged attendance was between 92 percent and 93 percent on the Island. National was between 90 percent and 91 percent so the Island was broadly in line – marginally better but probably not significantly so. In secondary schools, attendance is lower. Attendance was between 84 percent and 85 percent on the Island in the last week of half term. National was between 85 percent and 86 percent so again broadly in line with national – marginally worse but probably not significantly so.</i> <i>Live webinars were delivered at the end of August / start of September 2021 to ensure the new DfE guidance was understood by all educational settings. Separate webinars took place for early years settings, primary schools, secondary schools, Post 16 providers and specialist settings.</i> <i>Where schools have experienced positive cases, headteachers are able to seek advice from the Local Authority's school improvement team and public health team.</i> 			
<p>Ensure schools have contingency plans should positive cases rise and meet the criteria for an outbreak i.e., 5 positive cases or 10 percent of the cohort for most schools</p> <p>Next review date 31/01/22</p>		<ul style="list-style-type: none"> <i>The Department for Education (DfE) has issued guidance to schools outlining the measures they should consider in the case of the outbreak threshold being met.</i> <i>The Director of Public Health and Assistant Director, Education and Inclusion have written to all headteachers to ensure they are aware of the key measures they can introduce. These include:</i> <ul style="list-style-type: none"> <i>Bringing back the wearing of face coverings in indoor or communal spaces in secondary schools</i> <i>Daily Lateral Flow (LFD) testing for siblings and household contacts of positive cases while waiting for result of PCR test – if they remain asymptomatic</i> <i>Increased daily testing for specific secondary age groups with high numbers of positive cases for a defined period, minimum 5 days, with the last day being a school day</i> <i>One off round of LFD testing for a wider cohort in a secondary school</i> <i>For primary school pupils identified as close contacts (NHS Test and Trace) or household contacts - advise parents to use LFD to test their children (at parents' discretion) while waiting for result of the PCR test - as long as they remain asymptomatic</i> <i>Staggered start/end arrangements</i> 			

	<ul style="list-style-type: none"> • <i>Reduction in opportunities for wider mixing such as assemblies</i> • <i>Limit residential visits, open days, transition days</i> • Where there have been positive cases at or above threshold, headteachers are seeking public health advice and acting upon it. • 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.
<p><i>Building on the improvements in standards</i></p> <p><i>Next review date</i> <i>31/01/22</i></p>	<ul style="list-style-type: none"> • 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. • The primary school improvement team is currently undertaking 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 data since the 2019 attainment data sets. • The secondary school improvement team is continuing with the planned programmes of support which have also been flexed in light of the lack of data since the 2019 attainment data sets. • The school improvement team's shift to more traditional school improvement work is being delivered through both remote work and face to face meetings in schools, with appropriate risk assessments in place. • Supporting governing bodies to improve. • Training opportunities that raise awareness and improve safeguarding practices. • Identifying a 'targeted offer' of <i>school improvement activities</i>. • Implementing a high quality and cohesive professional development offer. • Developing an 'affordable schools' strategy with less schools starting the financial year 2021/22 in deficit. • <i>Continue to work with schools preparing for inspection under the new Ofsted framework that was implemented in September 2019. This has started again this term.</i> • Supporting schools that are subject to a Section 8 monitoring visit by Ofsted. Outcomes from all Section 8 monitoring visits have been very positive. • Support schools with a range of initiatives to support educational recovery post COVID-19.
<p><i>Ensuring schools are good (as rated by Ofsted) for all children</i></p> <p><i>Next review date</i> <i>31/01/22</i></p>	<ul style="list-style-type: none"> • 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. • Further develop schools' leadership of teaching and learning, getting it right for all pupils including the more vulnerable. • Provide ongoing support and challenge in relation to exclusions and attendance. • <i>Work with local stakeholders to develop a better transition between schools, post 16 education and employment.</i> • Develop support to parents of home educated children. • <i>73 percent of IW schools are currently rated good or outstanding and signs from inspections undertaken last academic year would suggest that this will improve over the coming months once Ofsted inspections resume after their current suspension due to the COVID-19 pandemic. Since the last update Christ the King College has been reinspected. Previously judged inadequate, the college is now judged to require improvement with good</i>

	<i>judgements in leadership and management, sixth form provision and behaviour and attitudes.</i>
Leading a cohesive system for children based on effective partnership working Next review date 31/01/22	<ul style="list-style-type: none"> • Work in partnership with the two dioceses who provide many of the Island's schools • Liaise with education partners including teaching schools, trusts and others to focus their potential for impact • Work with south coast universities to promote excellence, aspiration, and opportunities for routes into higher level education • Support and challenge for all schools that become academies. • Improving community perceptions of education on the Island. • Enhance careers advice and guidance and engagement with industry and commerce. • <i>Continued development of strong relationships and synergies between the range of departments and agencies that work with children including social care, health, and the SEN service</i>

STRATEGIC RISK 6					
Failure to identify and effectively manage situations where vulnerable children are subject to abuse			Assigned to: Director of Children's Services		
Inherent score	Target score	Current score	Previous scores		
			Sep 21	Jul 21	Feb 21
16 RED	5 GREEN	7 AMBER	7 AMBER	7 AMBER	7 AMBER
Mitigation					
COVID-19 Response Next review date 31/12/21	<p>All of our statutory timescales for visits and meetings remain the same. We have significantly increased face to face visiting to nearly normal 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. The number of children subject to a child protection plan has risen by 50 percent in the last 12 months.</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>				

<p>Corporate Parenting Board</p> <p><i>Next review date</i> 31/12/21</p>	<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 2021 for corporate parents, elected members and senior managers to participate with children open to children’s social care.</p> <p>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.</p>
<p>Multi-agency integrated commissioning board</p> <p><i>Next review date</i> 31/12/21</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>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.</p> <p>A new SEND strategic board is taking forward the joint commissioning agenda-between LA/CCG addressing recommendations of the recent SEND inspection.</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>Quarterly performance reports to Scrutiny Committee</p> <p><i>Next review date</i> 31/12/21</p>	<p>Performance reports are viewed regularly by the Policy and Scrutiny Committee for Children’s Services. Most recently at the meeting held on 2 September 2021. The next meeting will be on 9 December 2021</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, percent of child protection conferences held within timescales and numbers of children entering care, percent of staff sickness. This is supporting our</p>

	<p>understanding and response to the impact of COVID-19 and subsequent planning for recovery.</p>								
<p>Regular scrutiny of social work caseloads</p> <p>Next review date 31/12/21</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>The RAFT team have expanded to include 2 x children and young people’s mental health practitioners. Together with adult mental health and substance 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.</p>								
<p>Quality assurance framework (monthly case audits concentrating on quality of practice)</p> <p>Next review date 31/12/21</p>	<p>Audits began in April 2018 and are continuing. 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.</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>Case auditing has been 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>This has not been commented on by Ofsted.</i></p>								
<p>Annual self-evaluation and annual conversation between Director and Ofsted</p> <p>Next review date 31/12/21</p>	<p>An Ofsted inspection of children’s social care services took place in November 2018, with the report published in January 2019. https://files.api.ofsted.gov.uk/v1/file/50048228</p> <p>Judgement highlighted below:</p> <table border="0"> <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>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.</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								

	<p>Ofsted undertook a focussed inspection in July 2021 of the Isle of Wight Children's Social Care Service. <i>The letter of findings was published early September 2021.</i> 50168714 (ofsted.gov.uk)</p> <p>Headline findings <i>'The senior leadership team has continued at pace with their transformation project since the previous inspection in November 2018, when they were judged to be good. During the pandemic, they have implemented a new social work model and approach, which has had a positive impact on social work practice. The new approach is evident in children's records and other documents which are written directly to the child and family. Senior leaders acknowledge that further development and embedding of the approach across all areas of practice would strengthen the impact of this model on improving children's circumstances.'</i> Ofsted 2021</p> <p><i>A new Quality Improvement Plan (QUIP) has been developed. The self-evaluation is being updated covering 2021 ahead of the annual conversation the Director and senior managers have with Ofsted in March 2022.</i></p>
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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		
			Sep 21	Jul 21	Feb 21
14 RED	6 GREEN	8 AMBER	8 AMBER	8 AMBER	8 AMBER
Mitigation					
Pride in Practice – growing our own social work workforce Complete	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.				
Addressing especially hard to recruit roles Next review date – 31/12/21	Focus is also on the recruitment to specialist roles (Approved Mental Health Professionals - AMHPs) 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				
ASC recruitment and retention Next review date 31/12/21	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. This reduction trend is continuing.				

	<p>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.</p> <p>We are currently undertaking recruitment for a number of key senior roles within the department which have recently become vacant.</p>
<p>ASC Learning and Development) Plan</p> <p><i>Complete</i></p>	<p>Ongoing work with Human Resources and Learning and Development 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 are complemented by the ongoing offer from the ASC Practice Development Unit.</p>
<p>New person-centred, strengths-based assessment forms</p> <p><i>Complete</i></p>	<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 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 develop improvement plans following analysis and scrutiny of audit findings.</p>
<p>Maintain staffing levels during COVID-19 response</p> <p><i>Complete</i></p>	<p>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.</p>
<p>Agile working</p> <p><i>Complete</i></p>	<p>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.</p>

STRATEGIC RISK 8					
<p>Failure to identify and effectively manage situations where vulnerable adults are subject to abuse</p>			<p>Assigned to: Director of Adult Social Care Assistant Director of Operations</p>		
Inherent score	Target score	Current score	Previous scores		
			Sep 21	Jul 21	Feb 21
16 RED	6 GREEN	10 AMBER	10 AMBER	12 RED	12 RED
Mitigation					
<p>Protecting Vulnerable Adults during COVID-19 Pandemic</p>		<p>All ASC staff continue to be focused on protecting vulnerable adults in the Islands communities.</p>			

<p>Next review date 31/12/21</p>	<p>We continue to support care providers with our daily bulletin and weekly calls from commissioners to provide bespoke support.</p> <p><i>Safeguarding continues to be a key area of focus and September 2021 saw an increase in the number of safeguarding referrals received by the team from 307 to 354 with a noticeable increase in the referrals from residential care homes, home care agencies and the ambulance service. The number of concerns and enquiries from those referrals has seen a small decrease which means that the conversion rate has dropped slightly to 49 percent from 54 percent in the preceding month. Performance continues to be good with over 98 percent of safeguarding meetings being held within seven days demonstrating timely and effective triage.</i></p>
<p>ASC Programme Board</p> <p>Complete</p>	<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 the Corporate Management Team) and a Councillor review board.</p>
<p>'Deprivation of Liberty Safeguards' (DoLS) backlog clearance programme</p> <p>Next review date 31/10/21</p>	<p><i>A full review of all outstanding DOLs referrals has been undertaken to identify the most effective way of addressing the backlog which has built up following a change in the legal framework and the pandemic. We have this month seen a small reduction in the number of applications awaiting assessment from 513 to 506 and we continue to closely monitor the situation and to triage all referrals ensuring that those which are a priority receive prompt attention.</i></p>
<p>Mental Health Action Plan</p> <p>Next review 31/12/2021</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>Safeguarding Action Plan</p> <p>Due date - TBC</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 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>Learning Disability (LD) Homes Service improvement plans</p> <p>Complete</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. Each service now has a bespoke Service Improvement Plan which is being regularly and routinely monitored.</p>
<p>Centralisation of outreach teams</p>	<p>Service now located at Sandown Barrack Block and CM2000 system is fully operational.</p>

Complete	The Outreach team have received their first formal inspection from the Care Quality Commission (CQC) and have been rated 'Good' across all domains				
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		
			Sep 21	Jul 21	Feb 21
16 RED	6 GREEN	10 AMBER	10 AMBER	12 RED	12 RED
Mitigation					
COVID-19 Response Next review date 31/12/21	<p><i>The national scheme to provide additional funding to Health partners to support with Hospital Discharge (HDS1 and HDS2) will now continue to 31/03/2022. We have seen an increase in financial liability for care and support as a result of the Discharge to Assess policy implementation and continue to review on a monthly basis the impact of these arrangement to mitigate so far as is possible long term effect.</i></p>				
ASC Programme Board Complete	<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>				
Transformation programme and operational integration Next review date 31/12/21	<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"> • The Integrated Care and Discharge Team • The Regaining Independence services • Integrated Localities • Technology in Care Homes • Early Help • Raising Standards • The Dementia Strategy • Learning Disability Integration • New Community Care model <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>				
Responsiveness to hospital escalations Next review date 31/12/21	<p><i>The focus on improving and maintaining hospital flow continues to drive a number of process changes. The System Resilience Board, chaired by the Director of Adult Social Services (DASS), engaging all system partners including representatives from the Independent Sector, takes ownership of the programmes of work arising from escalation and monitors the delivery of actions in a timely way. The key challenge in relation to responsiveness to hospital escalation continues to be the fragility in the workforce across the Island.</i></p>				

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STRATEGIC RISK 10					
Independent Social Care Sector Sustainability (care Homes & Home Care)			Assigned to: Director of Adult Social Care		
Inherent score	Target score	Current score	Previous scores		
			Sep 21	Jul 21	Feb 21
16 RED	6 GREEN	12 RED	12 RED	N/A	N/A
Mitigation					
Occupancy Levels Next review date 31/12/21	<p>The impact of COVID-19 has led to reduced occupancy levels in some care homes. This is being carefully monitored and proactively managed. We continue to monitor through the National Capacity Tracker occupancy levels across all CQC registered Care Homes. 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>				
Levels of Fees Due date 31/3/21	<p><i>Formal consultation in relation to the fee review process is scheduled to commence in November 2021 to inform the council's fee setting for 2022/2023.</i></p> <p><i>The National Living Wage increase and impact are now known and will form the basis of the consultation to determine the fair cost of care locally for the next financial year in line with the council's duties. Recent workforce challenges have identified that care providers need to consider and review the rates of pay they offer to ensure that they are able to recruit staff more easily and to better manage retention. It is likely that any increase in staff wage will be reflected in the consultation and passported to the council as part of the financial pressures indicated by providers during the forthcoming fee consultation for 2022/2023.</i></p>				
Personal Protective Equipment Completed	<p>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.</p>				
Workforce pressures Next review date 31/12/21	<p>There are significant challenges in relation to sufficiency of workforce across all health and social care sectors, including in the delivery of frontline care and support services. Workforce has been affected 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.</p>				
Market Capacity – Homecare Next review date 31/12/21	<p><i>The workforce pressures highlighted have impacted on care homes and home care providers over the past three months. Business Continuity Plans are being reviewed with local providers to ensure continuity of care where there may be workforce challenges and where necessary the council is using its own workforce to provide emergency care and support.</i></p>				
Capacity Tracker Completed	<p>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</p>				

	become a concern. Access to this information is enabling early support to be provided and the market to become more stable.
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STRATEGIC RISK 11					
Failure of the Highways PFI contract resulting in significant financial and operational disruption for the council and its residents			Assigned to: Director of Neighbourhoods		
Inherent score	Target score	Current score	Previous scores		
			Sep 21	Jul 21	Feb 21
16 RED	5 GREEN	8 AMBER	8 AMBER	8 AMBER	8 AMBER
Mitigation					
PFI – Establish and deliver available savings Next Review Due 31/12/21		<p>Most of the requirements for the Core Investment Period (CIP) have been satisfied and the contractor is now moving into the Routine Maintenance and Life Cycle Investment period for the remainder of the contract. The service provider is satisfying the performance standards as set out in the contract.</p> <p>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>Island Roads are making good progress in the work requires relating to structures for Milestone 14.</i></p> <p>The programme of contract savings is continuing with a majority of the first two phases having been agreed <i>and Ringway Island Roads have agreed to forward fund the savings amounts in the budget by end of March 2022</i> The third phase of savings are to be agreed and completed by September 2023.</p>			
PFI - Successfully resolve anomalies in the contract specification Due date 28/2/21		<p><i>Ongoing discussions are taking place to resolve other outstanding contract issues by end March 2023.</i></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		
			Sep 21	Jul 21	Feb 21
16 RED	5 GREEN	8 AMBER	8 AMBER	8 AMBER	8 AMBER
Mitigation					
Ensure the delivery of Key Facilities through robust contract management Due Date 31/01/22		<p>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.</p>			

	<p><i>All and any costs incurred by the delay will not be at the council's cost. All construction delay and associated additional costs of treating waste and recycling 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.</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>The contract is now achieving a 99.8 percent diversion from landfill of all contract waste and continues to exceed recycling targets.</p> <p>The Household Waste and Recycling Centre (HWRC) booking system 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>Regular monitoring of performance of the contract</p> <p>Next review date 31/03/22</p>	<p><i>All household collections have continued during the COVID-19 restrictions. Recycling rates and service satisfaction levels have remained high.</i></p> <p>Performance of the contract is monitored through reporting by Amey and proactive 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 and 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>Performance is currently good with almost 100 percent of municipal waste now being diverted from landfill and over 58 percent of household waste being recycled or composted</p>

STRATEGIC RISK 13					
Achieving the vision for the Island			Assigned to: Chief Executive		
Inherent score	Target score	Current score	Previous scores		
14 RED	6 GREEN	12 RED	Sep 21	Jul 21	Feb 21
14 RED	6 GREEN	12 RED	12 RED	12 RED	12 RED
Mitigation					
<p>Isle of Wight Corporate Plan 2021-25</p>		<p><i>A new Corporate Plan was approved by Full Council in November 2021.</i></p> <p><i>The vision from the plan is making the Isle of Wight a place where everyone: -</i></p> <ul style="list-style-type: none"> • <i>Can develop their skills and fulfil their potential</i> • <i>Is part of the community and enjoys good health</i> 			

<p>Next review date 28/2/22</p>	<ul style="list-style-type: none"> • <i>Enjoys the benefits of a green and thriving economy</i> • <i>Understands the work of the council and the challenges it faces</i> <p><i>The key areas for action identified in the plan were:</i></p> <ul style="list-style-type: none"> • <i>Provision of affordable housing for Island residents</i> • <i>Responding to climate change and enhancing the biosphere</i> • <i>Economic recovery</i> <p><i>The plan identifies that these key priorities will be delivered with the following core values directing its approach:</i></p> <ul style="list-style-type: none"> • <i>Being customer and community focused</i> • <i>Working together</i> • <i>Being effective and efficient</i> • <i>Being fair and transparent</i> <p><i>The delivery of the plan will be tracked through the Quarterly Performance Management Report that is presented to the IWC Cabinet which will contain updates against the key actions in the plan through evidence provided from performance metrics</i></p>
<p>Quarterly Performance Management Report (QPMR) updates</p> <p>Next review date – 28/2/22</p>	<p><i>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.</i></p> <p><i>The new corporate plan was approved by Full Council in November 2021. This plan is 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>Strategic capacity and interventions</p> <p>Next review date 28/2/22</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</p>
<p>Robust Programme Management</p> <p>Next review date 30/11/21</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.</p>
<p>Regeneration programme</p>	<p><i>The pandemic has impacted on the timing and practical delivery of the projects contained in the regeneration programme. Each of the initial opportunities identified on establishing the programme have been investigated, appraised and developed where appropriate, where a potential ROI has been established.</i></p>

<p>Next review date 31/12/21</p>	<p><i>Necessary permissions, planning etc have been secured or are in the process of being secured enabling market interest, in terms of development partners and end occupiers to be tested in light of a post pandemic boost of interest in the island as a place to live and work.</i></p> <p><i>The Alliance administration have highlighted housing delivery and cultural regeneration as key priorities for the programme from 2021 onwards and necessary staff and budget resources are being adjusted to reflect these.</i></p> <p><i>The regeneration programme is still on track to deliver revenue returns, council tax, increased jobs and business rates in addressing medium term financial plan objectives as well as improving wider prosperity and quality of life for islanders</i></p>
<p>Strategic risk register</p> <p>Next review date 6/12/21</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.</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.</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><i>A full review of the IWC Risk Management Strategy has begun and will include a review of both the format of the Strategic Risk Register and Risks that are considered to be part of it. A Draft Strategy is planned to be completed by December 2021 at which point consultation will take place before and an implementation plan will be initiated.</i></p>
<p>Increase in levels of unmet Housing Needs</p> <p>Next review 31/12/21</p>	<p>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.</p> <p>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>However, as at the end of August this has not been necessary and no family with children has been placed in Bed and Breakfast Accommodation for more than six weeks since October 2019</i></p>
<p>Increase in levels of unmet Housing Needs – Prevention</p> <p>Next review 31/12/21</p>	<p>The Homelessness Reduction Act 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.</p>

	<p>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.</p> <p><i>Our request to increase Information, Advice and Guidance (IAG) and specialist housing court desk services to meet the increasing need that is reported /projected was agreed.</i></p> <p>We continue to develop digitalised service offer to streamline processes and maximise resource utilisation.</p>
<p>Increase in levels of unmet Housing Needs - Intervention</p> <p>Next review date 31/12/21</p>	<p>Workforce 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 situation and will work dynamically respond in accordance with business continuity plans and safe staffing levels.</p> <p>Accommodation Single Homeless Pathway - We have created a single homeless pathway which was enhanced further by the opening of Howard House in June 2021. This provision combined with a suite of existing accommodation offers provide capacity to manage the existing and expected pressures.</p> <p>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.</p> <p>Partnership(s) The two primary reasons for homelessness are due to the loss of an Assured Shorthold Tenancy 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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

<p>Increase in levels of unmet Housing Needs - Recovery</p> <p>Next review date 31/12/21</p>	<p>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)</p> <p>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</p> <p><i>We successfully secured RSI4 funding to continue and develop our response to single rough sleepers. In addition, we also submitted and were successful in our bid for RSAP (Rough Sleeper Accommodation Programme) funding (£390,000 capital + £82,500 revenue). This will see the IWC purchase and renovate 5 single units of accommodation for people that have or are experiencing rough sleeping.</i></p>
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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		
			Sep 21	Jul 21	Feb 21
16 RED	12 RED	16 RED	16 RED	16 RED	16 RED
Mitigation					
<p>Preparedness for other novel infectious disease (including COVID-19)</p> <p>Next review date 31/12/21</p>	<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>				
<p>Partner Organisations</p> <p>Next review 31/12/21</p>	<p>Communication with partners to establish pressures. Partners include:</p> <ul style="list-style-type: none"> • Public Health England • NHS – Trust and CCG • Multi-agency representative on the Island Resilience Forum • HIOW Integrated Care System 				

	<ul style="list-style-type: none"> • IOW Integrated Care Partnership • Local Resilience Forums (LRFs) • Other Local Authorities
<p>Internal arrangements</p> <p>Next review 31/3/21</p>	<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><i>An Incident Response Plan specifically produced for the joint public health team, and in concert with staff receiving specific training set to role allocations will enhance the team's overall response capability. This plan is linked to the authority's own response arrangements and those of the LRF to allow greater prominence within the command-and-control structures that are established.</i></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 and IOW Local Health Resilience Partnership (LHRP) Health Protection Incident and Outbreak Plan.</p> <p>Revision of the national pandemic framework is taking place with a requirement that agencies do maintain existing plans (once revised, to then reflect national recommendations) furthermore a Pandemic Framework is being developed to advise the body corporate, to aid inter departmental and wider agency work should a pandemic type event occur again around both response but addressing service continuity needs.</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><i>The IWC COVID-19 Prevention, Incident and Outbreak Control Plan was first published at the end of June 2020 to guide prevention and response to this pandemic.</i></p> <p><i>In line with the UK Government COVID-19 Roadmap, the Isle of Wight Council (IWC) reviewed and updated the Local Outbreak Plan in March 2021. The IWC COVID-19 Local Outbreak Management Plan 2021 details how the Council and its partners will respond to further outbreaks of infection and will be reviewed on a quarterly basis unless learning from an incident or outbreak requires it to be reviewed sooner. The original IWC COVID-19 Prevention, Incident and Outbreak Control Plan remains available on the Council website for reference</i></p>
<p>External arrangements</p> <p>Next review 31/12/21</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><i>A COVID-19 working group brings together system-wide representatives to discuss the COVID-19 situation on the Island and escalate concerns which are then fed into the COVID-19 Health Protection Board chaired by the DPH. Tabletop exercises have been held at working group and health protection board level to test the plan.</i></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.
Provision of up to date information Next review due 31/12/21	<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> <p>A dashboard of the situation on the Isle of Wight with regard to Covid infections, deaths, hospitalisations and vaccinations is published daily</p>

STRATEGIC RISK 15					
Dealing with threats to business continuity (including cyber incidents)			Assigned to: Assistant Chief Executive and Director of Strategy		
Inherent score	Target score	Current score	Previous scores		
			Sep 21	Jul 21	Feb 21
12 RED	6 LOW	9 AMBER	N/A	N/A	N/A
Mitigation					
Revised BC Plans completed Due date 26-10-21	<p>Emergency Management will issue a revised template to include listing of all ICT systems, consequence of failure and the continuity arrangements. These will be issued to all services managers requiring a new version of their BCP be registered with emergency management within four weeks of receiving them from the EM team</p> <p>Due date 26-10-2021</p> <p>27 of 30 BCPs completed, the following are still outstanding:</p> <ul style="list-style-type: none"> • Highways PFI • Planning • Regeneration 				
Secure paper copies of Revised BC Plans Due date 26/10/21	<p><i>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 BC plan can be enacted in the event of significant loss of ICT systems</i></p> <p><i>All service areas have been reminded of this requirement</i></p>				
Revised BC Plans distributed, and staff trained Due date 26/10/21	<p><i>All services will distribute the BCP to their teams and ensure appropriate training is in place for the staff to know what actions they should all take in the event of loss or disruption to services</i></p> <p><i>All services have been advised of this requirement</i></p>				

<p><i>IWC - Cyber Incident Response Plan</i></p> <p><i>Due date 31/12/21</i></p>	<p><i>A Cyber Incident Response Plan has been drafted to provide a structured and systematic incident response process for all cyber security incidents that affect any of the Isle of Wight Council's information technology (IT) systems, network, data and information assets, including the council's data held or IT services provided by third-party vendors or other service providers.</i></p>
<p><i>Hampshire, Isle of Wight and Thames Valley Cyber Resilience Framework</i></p> <p><i>Completed, next review March 2023</i></p>	<p><i>Isle of Wight Council is part of a response framework at county level should an incident occur that identifies key considerations in the event of a cyber-attack that has a wider impact than one of the organisations individually.</i></p>