

STRATEGIC RISK 1

Lack of financial resource and the ability to deliver the council's in-year budget strategy

Assigned to: Director of Finance and Section 151 Officer

Inherent Score	Target Score	Current Score (Proposed)
16 RED	5 GREEN	5 GREEN
Previous scores		
Mar 22	Nov 21	Sep 21
5 GREEN	9 AMBER	12 RED
Mitigation	Update on Activity/Status	Pressure Points
<p>Close monitoring of both Capital and Revenue spending (including income and savings targets)</p> <p>Position reviewed at the end of each quarter. Next review will be for the draft outturn position for 2021-22</p> <p>The Council maintains a Corporate Contingency for general and unidentified risk at circa. £3.5m per annum</p>	<ul style="list-style-type: none"><i>The draft outturn for 2021-22 will be published at the end of July 22, The latest report is therefore for quarter three and indicates a forecast balanced budget with a small underspend of £1.3 million (0.85% of budget)</i><i>The total capital budget for 2021-22 is £59.1 million. As at quarter three the council is forecasting actual expenditure of £34.2 million with slippage of £24.9 million (i.e., budget spend will now take place in 2022-23). At this stage the Capital Programme remains fully funded</i>	<ul style="list-style-type: none"><i>The main pressure areas are within Childrens and Adults Social Care with net forecast overspend of £1.3m and £0.6m respectively but being offset by other areas e.g. Housing Needs and Treasury Management</i><i>Income from fees and charges mainly associated with Leisure Services and Parking are underachieving mainly as a result of impact from the pandemic (see below). The shortfalls will be funded from the Sales ,Fees and Charges scheme and the Covid-19 contingency</i>
<p>Manage the Financial Impact of the COVID-19 Pandemic on the Isle of Wight Council</p> <p>Position reviewed at the end of each quarter. Next review will be for the draft outturn position for 2021-22</p>	<ul style="list-style-type: none">The revenue budget approved for 2021-22 includes a contingency for COVID-19 of circa £15 million.This 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.	<ul style="list-style-type: none">As at the end of quarter three the main impact forecast is income loss being incurred in council services which results in an estimated circa. £2.7 million being required to be funded from the contingency
<p>Review of Corporate Finance Risks</p> <p>Next review will be for the draft</p>	<ul style="list-style-type: none">The Charging of severely disabled people for Social Care (Norfolk decision) remains a key financial risk. Adult Social Care (ASC) undertake finance and charging assessments to determine individuals' eligibility to contribute	<ul style="list-style-type: none">Legal advice secured by the National Association of Financial Assessment Officers indicates that the judgement is flawed and advocated for continuing to levy charges in accordance with the regulations and local policy. This

<p>outturn position for 2021-22</p>	<p>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.</p> <ul style="list-style-type: none"> In a recent court decision, it was found that higher rate benefits should be disregarded, and calculations only based on standard or lower rates of benefits. 	<p>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 and are currently reviewing our Finance and Charging policies to afford maximum protection.</p>
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<p><u>STRATEGIC RISK 2</u></p>		
<p>Lack of financial resource and the ability to deliver the council's medium-term financial strategy</p>		
<p>Assigned to: Director of Finance and Section 151 Officer</p>		
<p>Inherent Score</p>	<p>Target Score</p>	<p>Current Score (Proposed)</p>
<p>16 RED</p>	<p>9 AMBER</p>	<p>9 AMBER</p>
<p>Previous scores</p>		
<p>Mar 22</p>	<p>Nov 21</p>	<p>Sep 21</p>
<p>9 AMBER</p>	<p>16 RED</p>	<p>16 RED</p>
<p>Mitigation</p>	<p>Update on Activity/Status</p>	<p>Pressure Points</p>
<p>A full revision of the budget and future forecast and resulting savings requirements is presented to Full Council each February.</p> <p>Due date 28/2/23</p>	<ul style="list-style-type: none"> The process for setting the budget for 2022-23 was completed and approved by Full Council in February 2022 Full Council approved a savings requirement of £2m for the financial year 2023-24. The process to identify savings and prepare the budget for 2023-24 will commence later in the Summer. The budget and associated indicative savings proposals will be presented to Full Council for approval in February 2023 	<ul style="list-style-type: none"> <i>Provisional funding levels from Government are published in December each year and confirmed in January</i> <i>Future savings requirements are currently estimated at £2m per annum for the next three financial years</i> <i>(2023-24, 2024-25, 2025-26)</i> <i>Service Pressures/Demographic. Cost pressures including Inflation can be significant. The key pressures generally relate to Social Care (Adults & Children's) and inflation in particular utility costs and wage costs (including costs passed on from contractors/suppliers)</i> <i>Reserves need to be maintained at a level that provides sufficient financial resilience to enable the delivery of the Medium Term Financial Strategy</i> <i>Future Local Government funding system – there is still</i>

		<p><i>considerable uncertainty relating to planned major changes to the funding formula (Fair Funding Review) and the business rates system, therefore future funding levels remain very uncertain</i></p> <ul style="list-style-type: none"> <i>Island Deal – £1m was awarded for 2022-23 to recognise the additional costs of delivering services on an Island. Future allocations for 2023-24 are still being discussed with Government in the absence of the delivery of the Fair Funding Review</i> <i>Capital Programme Resources – grant funding is very constrained. There is a reliance on one-off contributions from revenue. Borrowing must be demonstrated to be affordable with a sufficient revenue stream to pay the debt costs. PWLB Borrowing approval is also restricted by regulation and the three-year capital programme is prohibited from including schemes that are primarily for a commercial yield.</i>
<p>Delivery of: Income generation Efficiencies Services reductions and early identification of unavoidable cost pressures/unachievable income targets to allow effective mitigation planning</p> <p>Review 31/8/22</p>	<ul style="list-style-type: none"> Commercialisation Board recently set up – to evaluate and progress full cost recovery for chargeable services, income generation and service efficiencies Regeneration Programme Boards are in operation and aim to deliver an economic benefit to the council including an improved council tax and business rates base The budget process includes a series of meetings with Directors and Cabinet to explore unavoidable cost pressures & undelivered savings, opportunities for income generation, efficiencies & opportunities for transformation bids 	<ul style="list-style-type: none"> Ability to fund new initiatives that require an initial subsidy. See note above regarding the conditions for borrowing. The Transformation Fund is the main source of one-off investment required for new income generating activity. This is a limited fund which has to be prioritised to schemes that deliver the best outcome. Any top-ups required to the fund will be considered as part of the budget setting process and is subject to affordability.
<p>Maintain ultimate Council Tax collection rate at 98.3% &</p>	<ul style="list-style-type: none"> Creation of a centralised debt team with enhanced staffing levels to ensure that the payment of debt is maximised and to 	<ul style="list-style-type: none"> Continued increase in the number of residents contacting the council relating payment concerns due to cost of living increases

<p>minimise the opportunity for fraud</p> <p>Review date – 31/8/22</p>	<p>signpost residents to appropriate support and guidance</p> <ul style="list-style-type: none"> Processes in place to review discounts and exemptions to verify reductions being claimed A robust enforcement approach is in place to maximise collection of council tax, sundry debt and business rates. To also assist customers to proactively manage debt before recovery becomes a requirement Working closely with Portsmouth Fraud team to prosecute those who are accessing the public purse fraudulently 	<ul style="list-style-type: none"> Ability to recruit to fixed term roles to create additional resource for the administration of government initiatives to assist residents with financial support Potential increase in caseload for Local Council Tax Support, reducing Council Tax income levels
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STRATEGIC RISK 3

Insufficient staffing capacity and skills

Assigned to: Director of Corporate Services

Inherent Score	Target Score	Current Score (Proposed)
16 RED	9 AMBER	10 RED
Previous scores		
Mar 22	Nov 21	Sep 21
9 AMBER	9 AMBER	9 AMBER
Mitigation	Update on Activity/Status	Pressure Points
<p>Monitoring Staff Capacity</p> <p>Next review due 31/08/22</p>	<ul style="list-style-type: none"> On-going legacy issues emerging as a result of COVID-19 are <i>resulting in increased demand for support being received from residents</i> 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. <i>Gradually services are now establishing their working models combining agile and office-based working</i> <i>To address sickness levels staff are being signposted to support services such as Remploy and our internal Mental Health Champions network</i> 	<ul style="list-style-type: none"> It is considered that the rating of this risk should be increased marginally to RED in the light of the continuing recovery from the Covid-19 pandemic 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. <i>Staff absence levels continue to remain stable but are continually monitored at organisational and directorate level</i>
<p>Delivery of recruitment and retention strategy and action plan</p>	<ul style="list-style-type: none"> On-line training resources have been developed to support recruiting managers that can be accessed as and when it is required 	<ul style="list-style-type: none"> <i>Resourcing has been identified as a key issue for the delivery of the strategy with competing workload priorities and lack of funding placing</i>

<p>Due date 30/09/22</p>	<p>- these remain under review for further improvements to be identified.</p> <ul style="list-style-type: none"> • The project team have progressed several key elements of the strategy including an <ul style="list-style-type: none"> ○ <i>Improved Induction process for new starters that enables feedback regarding the overall recruitment and selection process</i> ○ <i>Revise existing and transfer process to better understand the reasons for staff leaving their posts</i> ○ <i>Improved Intranet resources for recruiting managers that make the recruitment process clearer and provide them with additional supporting documentation</i> • <i>Pay benchmarking tool to be rolled out during the summer</i> 	<p><i>pressure on the ability to deliver the desired outcomes of the project</i></p>
<p>Regular monitoring, analysis, and review of organisational health indicators</p> <p>Next review date 31/08/22</p>	<ul style="list-style-type: none"> • The reporting dashboard has 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. • A refreshed attendance management strategy and action plan and has now been agreed and is underway on delivery. • <i>Annual staff survey has taken place with initial analysis completed in June 2022 and more detailed analysis scheduled for the summer period</i> 	<p>.</p>
<p>Workforce planning</p> <p>Next review date 31/08/22</p>	<ul style="list-style-type: none"> • <i>A workforce plan is being developed across the Council to identify key roles in service areas and the skills needed for the future so services can plan training and enable succession planning. Workshops have commenced and work force training plans are being developed from the information gathered</i> • <i>Workforce planning requirements were included as a key section of the Directorate Plans that have recently been produced to support the Corporate Plan</i> 	<ul style="list-style-type: none"> • There remains inconsistency in approach across the council to workforce planning within services but which it is anticipated will be improved through the roll out of a programme of learning and toolkit for services.

STRATEGIC RISK 4

A change in organisational culture fails to keep a pace with the speed of organisational change, negatively impacting on the delivery of the required transformation to deliver the corporate plan

Assigned to: Director of Corporate Services

Inherent Score	Target Score	Current Score (proposed)
16 RED	6 GREEN	6 GREEN
Previous scores		
Mar 22	Nov 21	Sep 21
6 GREEN	6 GREEN	6 GREEN
Mitigation	Update on Activity/Status	Pressure Points
Leadership and management development Due Date 31/08/22	<ul style="list-style-type: none">Regular quarterly programme of manager conferences taking place.Corresponding quarterly Leadership forum in place for senior managers.“Growing Leaders” network is also in place to aid development and testing of initiatives and to act as a think tank for common problems and issues. <i>An additional Developing Leaders Programme commenced in June 2022</i>The People and Organisational Development strategy has now been approved by the corporate management team and the associated action plan is now in operation – The Strategic Manager for Workforce and Organisational Development is leading and operating a regular project group with quarterly reports to be provided to the Corporate Management Team.	
Workforce development programmes/ Initiatives Next review date 31/08/22	<ul style="list-style-type: none">The Learning Hub continues to be utilised to support staff with the specific needs presented by the pandemic situation and 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.	<ul style="list-style-type: none">A substantial piece of work is to be undertaken this year looking at the future of learning which aims to build staff/manager responsibility for their own learning and that of their teams.
Delivery of the council’s BIG Action Plan Next review date 31/08/22	<ul style="list-style-type: none">Progress against the Big Action Plan which is now integral to the council’s organisational development strategy is included in the Strategic Programme Report that is reviewed bi-monthly by Corporate Management Team.<i>Workstreams monitored by the action plan include: -</i>	<ul style="list-style-type: none"><i>The ambitious agenda set within the BIG Action Plan places pressure on resources as different workstreams often require access to the same support resources in areas such as ICT, HR, Organisational Intelligence, Procurement and Property Services</i>

	<ul style="list-style-type: none"> ○ Website redevelopment ○ Digital Accessibility ○ Learning Management System ○ Entrepreneurial/Commercial activities ○ Equality, Diversion & Inclusion ○ Attendance Management ○ Workforce Data ○ Agile Working ○ Property Rationalisation 	
<p>Maintaining ICT Networks and systems to facilitate large scale agile working</p> <p>Next review date 31/08/22</p>	<ul style="list-style-type: none"> ● Business continuity plans continue to be reviewed and monitored to ensure the Information and Communications Technology (ICT) infrastructure, networks and systems remain operational. ● The agile change team remain in place to provide assistance to staff and teams in the use and maximisation of the potential of available technology ● <i>Where there are competing demands for ICT resources priority is given based on the importance of the activity towards delivery of key Corporate Plan outcomes</i> 	

STRATEGIC RISK 5

Failure to improve educational attainment

Assigned to: Director of Children's Services

Inherent score	Target score	Current score (proposed)
16 RED	6 GREEN	10 AMBER
Previous Scores		
Mar 22	Nov 21	Sep 21
10 AMBER	10 AMBER	10 AMBER
Mitigation	Update on Activity/Status	Pressure Points
<p>Ensure schools open successfully for all pupils subject to any Department of Education guidance on COVID safety measures.</p> <p>Next review date Sept 22</p>	<ul style="list-style-type: none"> ● <i>All schools have been operating as normal during the latter part of the spring term and the beginning of the summer term. There have been occasional spikes in positive Covid cases amongst staff and pupils but these have been rare. Where needed the school improvement team has been providing advice and support.</i> 	<ul style="list-style-type: none"> ● <i>None currently</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</p>	<ul style="list-style-type: none"> ● The Department for Education (DfE) contingency framework was updated in January and schools updated their own contingency plans accordingly. ● The framework emphasises the priority that children should be in school and learning. 	<ul style="list-style-type: none"> ● <i>None currently</i>

<p>cohort for most schools</p> <p>Next review date Sept 22</p>		
<p>Building on the improvements in standards</p> <p>Next review date Sept 22</p>	<ul style="list-style-type: none"> • 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. • Both the targeted and professional development offers of school improvement activities have been updated to reflect the changed needs of schools and their leaders as they adapt to the academic, social, and pastoral needs of the children which have in many cases changed over the pandemic. • The school improvement team have continued to work with schools preparing for inspection under the new Ofsted framework that was implemented in September 2019. This has started again this term, with the full schedule of inspections due to resume from February 2022. • <i>Much of the work of the school improvement team has been focused on preparing schools for the reintroduction of examinations. Secondary subject network groups have been meeting across GCSE subject areas where expertise and advice has been shared. These have been well attended.</i> 	<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.
<p>Ensuring schools are good (as rated by Ofsted) for all children</p> <p>Next review date Sept 22</p>	<ul style="list-style-type: none"> • 77 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, although this improvement does rely on schools being inspected and the inspection schedule is currently running up to six terms in arrears. 	<p>Some schools have had very tough times over COVID; their improvement trajectories have slowed, and they are now being fully supported to get back on track with the rapid improvements needed by the school improvement team. This adds pressure to the Ofsted judgements improving as swiftly as would have been the case previously.</p>
<p>Leading a cohesive system for children based on effective partnership working</p> <p>Next review date Sept 22</p>	<ul style="list-style-type: none"> • Continued development of strong relationships and synergies between the range of departments and agencies that work with children including social care, health, and the Special Educational Needs (SEN) service. 	<p><i>None currently.</i></p>

	<ul style="list-style-type: none"> Continue the positive work on transition that began between primary and secondary schools during the pandemic, and also between schools and post-16 providers. 	
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STRATEGIC RISK 6

Failure to identify and effectively manage situations where vulnerable children are subject to abuse

Assigned to: Director of Children's Services

Inherent score	Target score	Current score (Proposed)
16 RED	5 GREEN	7 AMBER
Previous scores		
Mar 22	Nov 21	Sep 21
7 AMBER	7 AMBER	7 AMBER
Mitigation	Update on Activity/Status	Pressure Points
COVID-19 Response Next review date Sept 22	<ul style="list-style-type: none"> Service fully operational <i>though demand has increased. Weekly staff roll calls continue to monitor attendance.</i> Family Time (Contact) between looked after children and their parents continues though reaching capacity <i>which is being reviewed to resolve.</i> All meetings with families are now face to face unless a family member has COVID and then this is virtual. Business Continuity Plan updated to include additional actions developed to respond should staff shortages impact on service delivery. 	<ul style="list-style-type: none"> <i>Difficulty around placements & supported accommodation due to increased demand</i> Challenges around COVID-19 concerns affecting ability to make new placements with foster carers/residential providers.
Corporate Parenting Board Next review date Sept 22	<ul style="list-style-type: none"> Corporate parenting board meetings taking place quarterly. Corporate parenting strategy & Action plan agreed by Board in March 2020. 	<ul style="list-style-type: none"> Meetings now take place face to face with hybrid facilities used to enable full participation.
Multi-agency integrated commissioning board Next review date Sept 22	<ul style="list-style-type: none"> Pathways to Independent Adulthood supported accommodation tender completed. A new Special Educational Needs or Disability (SEND) strategic board is taking forward the joint commissioning agenda-between Local Authority/Clinical Commissioning Groups addressing recommendations of the recent SEND inspection. 	<ul style="list-style-type: none"> High demand for this accommodation for children and young people with complex needs and behaviours that challenge.
Quarterly performance reports to	<ul style="list-style-type: none"> Performance reports are viewed regularly by the Policy and Scrutiny Committee for Children's Services, Education and Skills. Meetings held 	<ul style="list-style-type: none"> <i>Staff rota and process in place to manage a return to the office as the number of staff exceeds County Hall capacity.</i>

<p>Scrutiny Committee</p> <p>Next review date Sept 22</p>	<p>on 3 March 2022 and 9 June 2022 <i>with the next meetings scheduled for September and December 2022.</i></p> <ul style="list-style-type: none"> Weekly performance management data is being considered to support our understanding and response to the impact of COVID-19 and subsequent planning for recovery. 	
<p>Regular scrutiny of social work caseloads</p> <p>Next review date Sept 22</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> <i>The average caseloads increased this quarter (to 23 from 21) due to increased demand. Additional investment in social worker capacity has been secured to support the increased demand due to COVID-19. However, there is a national issue on the availability of social workers and agency social workers meaning challenges recruiting to vacancies remains a pressure.</i> Successful bid to Department of Education has secured significant additional investment in our Family Hubs to respond to meeting the needs of more families impacted by the pandemic.
<p>Quality assurance framework (monthly case audits concentrating on quality of practice)</p>	<ul style="list-style-type: none"> 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>Annual self-evaluation and annual conversation between Director and Ofsted</p>	<ul style="list-style-type: none"> Ofsted undertook a focussed inspection in July 2021 of the Isle of With Children's Social Care Service. The letter of findings was published early September 2021. 50168714 (ofsted.gov.uk). 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 had with Ofsted in March 2022. 	

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 (proposed)
14 RED	6 GREEN	8 AMBER
Previous scores		
Mar 22	Nov 21	Sep 21
8 AMBER	8 AMBER	8 AMBER
Mitigation	Update on Activity/Status	Pressure Points
<p>Pride in Practice – growing our own social work workforce</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> The Pride in Practice Strategy was launched across the department on 14 April 2021 increasing the focus on quality standards needed across the department – and how we will support and encourage staff to meet those standards. It includes “growing our own” social work and other specialist staff and we now have 9 staff undertaking the apprenticeship Social Work programme. 	
<p>Addressing especially hard to recruit roles</p> <p>Next review date 31/08/2022</p>	<ul style="list-style-type: none"> Focus is also on the recruitment to specialist roles (Approved Mental Health Practitioners) in the Mental Health Social Work team. <i>3 Trainees AMHPs have been appointed who will be trained and will gain experience in the role and over time reduce the reliance on more expensive agency staff</i> 	<ul style="list-style-type: none"> Against a backdrop of a national skills shortage in this area, the service still has vacancies in this specialist role but is continuing to advertise and promote the roles whilst also training existing staff to undertake these duties.
<p>ASC recruitment and retention</p> <p>Next review date 31/08/2022</p>	<ul style="list-style-type: none"> Vacancy monitoring is reviewed on a monthly basis. <i>The effort and investment into “Growing our own” Social Workers has resulted in 4 trainees scheduled to become qualified SWs in July. In September 2022 3 more trainees will be starting their 2nd of 2 years training and 4 more trainees will start their 1st year</i> <i>The ASCHN workforce plan has been completed and is now being implemented supporting with all recruitment and retention activity.</i> 	<ul style="list-style-type: none"> <i>As above. The IWC is not only in competition with other local authorities for but also with other industries where pay rates have increased post pandemic (e.g. hospitality)</i>
<p>ASC Learning and Development Plan</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> Close working with Human Resources and Learning and Development has ensured that staff have access to training appropriate to their roles and are supported in their professional development. 	

<p>New person-centred, strengths-based assessment forms</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> Improvement plans have been developed and implemented across the department following analysis and scrutiny of audit findings. This is now business as usual. 	
<p>Maintain staffing levels during COVID-19 response</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> We continue assessing availability of our staffing levels on a daily basis as we did throughout the pandemic. <i>The staffing position has greatly improved with no teams reporting staff shortages due to COVID-19 since 13 April 2021.</i> 	
<p>Agile working</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> <i>All staff in ASC continue to work in an agile way, working from where they need to be.</i> 	

STRATEGIC RISK 8

Failure to identify and effectively manage situations where vulnerable adults are subject to abuse

Assigned to: Director of Adult Social Care and Assistant Director of Operations

Inherent score	Target score	Current score (proposed)
16 RED	6 GREEN	11 AMBER
Previous scores		
Nov 21	Nov 21	Sep 21
10 AMBER	10 AMBER	10 AMBER
Mitigation	Update on Activity/Status	Pressure Points
<p>Protecting Vulnerable Adults</p> <p>Next review date 31/08/2022</p>	<ul style="list-style-type: none"> <i>Review of IW Independent Living Strategy – (to be completed in January 2023)</i> <i>Focus on improving mental health and wellbeing is incorporated into all activities (including strategies, commissioning decisions and directly provided services) across Adult Social Care</i> <i>The review and refresh of the Carers Strategy continues to progress.</i> <i>The support available for informal carers has been recommissioned and includes a requirement for the provider, Carers IW to ensure that they are actively promoting assessments for carers. Quarterly reporting is in place to evidence the number of carers receiving support.</i> 	<ul style="list-style-type: none"> <i>The number of outstanding reviews has increased over the 12 months up to the end of May 2022 when 807 were outstanding compared with 572 a year ago.</i> <i>Safeguarding continues to be a key area of focus and May 2022 saw the highest number of safeguarding referrals for 12 months with 367 being received compared with an average of 310 per month.</i>
<p>ASC Programme Board</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> 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.	
'Deprivation of Liberty Safeguards' (DoLS) backlog clearance programme Next review date 31/08/2022	<ul style="list-style-type: none"> <i>The number of applications awaiting assessment has fallen steadily over the last 12 months to 378 compared with well over 500 a year ago.</i> 	
Mental Health Action Plan Next review 31/08/2022	<ul style="list-style-type: none"> An action plan has been produced in response to the independent review of mental health social work practice – its development and delivery continues to be on target. 	
Safeguarding Action Plan Due date - TBC	<ul style="list-style-type: none"> Review of the practice guidance is complete. Making Safeguarding Personal (MSP) toolkit for ASC practitioners in place. 	<ul style="list-style-type: none"> MSP audit initially due at the end of 2020 was delayed as a result of the pandemic but is an action to be progressed as soon as possible
Learning Disability (LD) Homes Service improvement plans COMPLETE	<ul style="list-style-type: none"> 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 Care Quality Commission (CQC). Each service now has a bespoke Service Improvement Plan which is being regularly and routinely monitored. 	
Centralisation of outreach teams COMPLETE	<ul style="list-style-type: none"> The service is fully operational. 	

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 (proposed)
16 RED	6 GREEN	10 AMBER
Previous scores		
Mar 22	Nov 21	Sep 21
10 AMBER	10 AMBER	10 AMBER
Mitigation	Update on Activity/Status	Pressure Points
COVID-19 Response COMPLETE	<ul style="list-style-type: none"> The national scheme to provide additional funding to Health partners to support with Hospital Discharge (HDS1 and HDS2) <i>will now continue to 30/06/2022</i> 	<ul style="list-style-type: none"> 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.
ASC Programme Board COMPLETE	<ul style="list-style-type: none"> 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. 	
Transformation programme and operational integration Next review date 31/08/2022	<ul style="list-style-type: none"> <i>The Better Care Fund for 2022-23 is in development to align the delivery of integrated community commissioning arrangements.</i> <i>The full review of the Regaining Independence Service is underway with a focus on greater levels of rehabilitation and reablement services being provided in peoples own homes</i> ASC continues to engage with the development of the Well-being strategy and with the Islands Health and Care Plan 	
Responsiveness to hospital escalations Next review date 231/08/2022	<ul style="list-style-type: none"> The System Resilience Board, chaired by the Director of Adult Social Care and Housing Needs, 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. 	<ul style="list-style-type: none"> The key challenge in relation to responsiveness to hospital escalation continues to be the fragility in the workforce across the Island.

STRATEGIC RISK 10

Independent Social Care Sector Sustainability (Care Homes and Home Care)

Assigned to: Director of Adult Social Care

Inherent score	Target score	Current score (proposed)
16 RED	6 GREEN	12 RED
Previous scores		
Mar 22	Nov 21	Sep 21
12 RED	12 RED	12 RED
Mitigation	Update on Activity/Status	Pressure Points
IW Market Position Statement Due date 31/12/22	<ul style="list-style-type: none"> <i>Review of the IW Market position was delayed as a result of the pandemic as provider engagement is challenging when care homes and home care providers are experiencing workforce pressure and increased demands. However, work recommenced in April 2022 as planned.</i> 	

<p>Occupancy Levels</p> <p>Next review date 31/08/2022</p>	<ul style="list-style-type: none"> We continue to monitor, on a daily basis, through the National Capacity Tracker, occupancy levels across all CQC registered Care Homes <i>and have now developed a weekly ratification process with providers to ensure that vacancy data is accurate. – This process is now considered as Business as Usual</i> 	
<p>Levels of Fees</p> <p>Due date 31/10/22</p>	<ul style="list-style-type: none"> <i>In line with requirements from the DHSC the IWC is undertaking the Fair Cost of Care exercise and producing a Market Sustainability Plan for submission to DHSC by mid-October 2022</i> <i>Local providers are being involved fully in this work</i> <i>It is anticipated that the DHSC will use these results to inform future fair funding settlement results potentially relieving financial pressure on the IWC in years to come.</i> <i>This process is likely to supersede the more traditional annual fee review as the mechanism for agreeing prices with providers but this is being kept under review.</i> 	<ul style="list-style-type: none"> Recent workforce challenges (<i>cost of living, competition from other sectors</i>) 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 any future fee setting
<p>Workforce pressures</p> <p>Next review date 31/08/22</p>	<ul style="list-style-type: none"> The lack of local workforce in the delivery of social care activity has been escalated as an area of concern to both national ADASS and the LGA. <i>The Isle of Wight Health and Care Partnership Board continue to develop and implement a range of activity and strategies to support both recruitment and retention to key care roles on the Island.</i> 	<ul style="list-style-type: none"> 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.
<p>Market Capacity – Homecare</p> <p>Next review date 31/08/2022</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> The workforce pressures highlighted have impacted on care homes and home care providers over the past five months.
<p>Capacity Tracker</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> 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. – <i>This process is now considered as Business as Usual</i>	
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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 (proposed)
16 RED	5 GREEN	7 AMBER
Previous scores		
Nov 21	Nov 21	Sep 21
8 AMBER	8 AMBER	8 AMBER
Mitigation	Update on Activity/Status	Pressure Points
<p>PFI – Establish and deliver available savings</p> <p>Next Review Due 31/08/22</p>	<ul style="list-style-type: none"> Most of the requirements for the Core Investment Period (CIP) have been satisfied and the contractor is now moving into the Routine Maintenance and Life Cycle Investment period for the remainder of the contract. <i>We continue to effectively monitor and manage the Highways Private Finance Initiative contract following the completion of the core investment period, and the Milestone 14 programme is progressing as planned.</i> The majority of the first two phases of the programme of contract savings have been agreed and Island Roads have agreed to forward fund the savings amounts in the budget by end of March 2022 to meet the £1.5 m pa savings target. The third phase of savings are to be agreed and completed by September 2023. 	<ul style="list-style-type: none"> <i>Milestone 14 programme on schedule.</i> <i>Phase 3 savings discussions taking place with Island Roads in addition to the £1.5m pa.</i>
<p>PFI - Successfully resolve anomalies in the contract specification</p> <p>Due date 31/03/23</p>	<ul style="list-style-type: none"> Ongoing discussions are taking place to resolve other outstanding contract issues by end March 2023. 	

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 (proposed)
16 RED	5 GREEN	8 AMBER
Previous scores		
Mar 22	Nov 21	Sep 21
8 AMBER	8 AMBER	8 AMBER
Mitigation	Update on Activity/Status	Pressure Points
Ensure the delivery of Key Facilities through robust contract management Due Date 5/09/22	<ul style="list-style-type: none">The Energy from Waste Plant passed its Readiness Tests and has been issued a certificate of Readiness by the Independent Certifier, thus successfully ending cold commissioning.Hot Commissioning and preparation for the acceptance tests commenced in <i>January 2022 with final acceptance tests scheduled be completed in September 2022 which if successful will result in the Acceptance Test Certificate being issued</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.	<ul style="list-style-type: none">Construction risk and cost of residual waste above agreed contract rates sits with Amey. The council has maintained the service charge step down from August 2018 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 Energy Recovery Facility (ERF).Hot Commissioning has identified some faults which have required an iterative process of repairing and restarting which has been impacted by visa issues for contractors entering the UK.
Regular monitoring of performance of the contract Next review date 31/08/22	<ul style="list-style-type: none">All household collections have continued during the COVID-19 restrictions. Recycling rates and service satisfaction levels have remained high.Performance <i>remains</i> good with almost 100 percent of municipal waste now being diverted from landfill and over 58 percent of household waste being recycled or composted.	

<u>STRATEGIC RISK 13</u>		
Achieving the vision for the Island		
Assigned to: Chief Executive		
Inherent score	Target score	Current score (proposed)
14 RED	6 GREEN	12 RED
Previous scores		
Mar 22	Nov 21	Sep 21
12 RED	12 RED	12 RED
Mitigation	Update on Activity/Status	Pressure Points
Isle of Wight Corporate Plan 2021-25 Next review date 31/08/22	<ul style="list-style-type: none"> A new Corporate Plan was approved by Full Council in November 2021. 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. 	
Quarterly Performance Management Report (QPMR) updates Next review date 31/08/22	<ul style="list-style-type: none"> Regular reporting of finance and performance set against the corporate plan activities and metrics is made to the Cabinet and various committees with a scrutiny function. The new Corporate Plan is aligned to the council's vision for the Island and all 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. 	<ul style="list-style-type: none"> <i>The new Corporate Plan has required an increase in the amount of information require to produce the QPMR. Where possible updates are taken from existing reporting workstreams to avoid any unnecessary duplication</i>
Strategic capacity and interventions Next review date 31/08/22	<ul style="list-style-type: none"> 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. Key current themes are affordable housing, biosphere, and net zero; economic regeneration and reducing poverty. 	<ul style="list-style-type: none"> A key challenge is in maintaining a planned proactive approach to the delivery of corporate objectives
Robust Programme Management Next review date 31/08/22	<ul style="list-style-type: none"> The programme management framework is becoming embedded throughout the organisation, aided by the oversight of the Strategic Programme Board and the Councillor review board chaired by the Leader. 	<ul style="list-style-type: none"> 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>Regeneration programme</p> <p>Next review date 31/08/22</p>	<ul style="list-style-type: none"> • <i>The Regeneration Programme is a significant element of the work that is monitored closely by the Strategic Programme Board and the Councillor review board that is chaired by the Leader of the Council</i> • <i>Newport Harbour Masterplan Phase 1 will complete in July 2022 with progress on the Cultural Centre on the Riverside Centre site being brought forward and a “pop-up” business park being opened.</i> • <i>Venture Quays site development progressing well following the award of £5.8m from the government’s levelling up fund. Work is scheduled to commence in Autumn 2022 and complete by March 2024</i> • <i>The project to bring the current road, adjacent land and infrastructure on the Camp Hill estate is scheduled to commence in September 2022 and be completed in July 2023</i> 	<ul style="list-style-type: none"> • <i>Increasing costs for both labour and materials due to inflation could potentially mean that the scope of projects needs to be reviewed and or projects paused or deleted from the programme to ensure that critical priority projects are delivered</i>
<p>Strategic risk register</p> <p>Next review date 31/08/22</p>	<ul style="list-style-type: none"> • <i>A full review of the IWC Risk Management Strategy including a review of both the format of the Strategic Risk Register and Risks that are considered to be part of it. was completed by December 2021</i> • <i>An information session for members of the IWC Audit Committee was held in March 2022 and further sessions will take place throughout the year</i> 	<ul style="list-style-type: none"> • <i>The level to which Directorates engage with Risk Management reporting is variable. Additional support is in place to assist services is identifying, assessing, and managing their risks.</i>
<p>Increase in levels of unmet Housing Needs</p> <p>Next review 31/08/22</p>	<ul style="list-style-type: none"> • <i>Following the onset of COVID 19, the housing market on the IOW has fundamentally changed, resulting in few if any properties being available to rent on the open market.</i> • <i>Data indicates there has been an 82 percent reduction in available private rented properties reducing from an average of 350 homes per month being available up until December 2019, to around 60 homes per month by October 2021.</i> 	<ul style="list-style-type: none"> • <i>Traditionally we know the Private Rented Sector accommodates around 19 percent of IOW households equating to around 15,000 families. However, with demand for rented properties reported to be 376 percent higher than pre COVID levels, house prices increasing by 25 percent and people repurposing their properties for short term lets in response to the staycation market it has triggered a significant housing market failure and has driven increasing numbers of displaced families to approach the council for social or “affordable” rented housing.</i> • <i>Numbers of households being accommodated in temporary</i>

		accommodation continues to rise and is 25 percent higher than at the same point 2 years ago
Increase in levels of unmet Housing Needs – Prevention Next review date 31/08/22	<ul style="list-style-type: none"> We have triggered a one year extension of community support service contracts delivered by Citizens Advice Bureau, The Law Centre, and Wight Dash. 	<ul style="list-style-type: none"> As Above.
Increase in levels of unmet Housing Needs - Intervention Next review date 31/08/22	<ul style="list-style-type: none"> On the 17th January it was agreed to lease 10 units of bespoke accommodation from a local organisation to help the IWC meet the emergency accommodation needs of families during the period between April 2022- March 2023. As part of the <i>Rough Sleeping Accommodation Project</i> the Council has purchased 3 one-bedroom properties (with two more sales to follow) and engaged a partner to manage them and provide support services to the residents 	<ul style="list-style-type: none"> As Above.
Increase in levels of unmet Housing Needs - Recovery Next review date 31/08/22	<ul style="list-style-type: none"> On the 14th January at cabinet, it was agreed to proceed with a modular relocatable housing development to help meet the needs of homeless families subject to approval of the annual budget by Full Council in February and approval of a Full Business Case by Cabinet. A 20 unit site in Newport Harbour for modular relocatable housing was scheduled to begin construction in November 2022 subject to planning approval being in place with occupation scheduled from June 2023 3 sites will be developed for housing as part of the Brownfield Land Release Fund (Berry Hill in Lake, former Weston Primary School site in Totland and Thompson House near Newport). 	<ul style="list-style-type: none"> As Above.
Delivery of the Climate Change and Environment Strategy Next review date 31/08/22	<ul style="list-style-type: none"> Following on from the Council declaring a Climate Emergency in 2019 a comprehensive Climate Change and Environment Strategy has been published with the main aims to achieve net-carbon zero status by 2030 for the Council, by 2035 for all school estates and for the Island as a whole by 2040 As part of the “Green Corridor” the council is bidding for £14 million 	<ul style="list-style-type: none"> All decisions taken by the Council need to take into account their contribution towards achieving the aims of the Climate Change and Environment Strategy

	<p>form the governments next round of levelling up funding. This funding is proposed to be use on a “green link corridor” between Ryde and Yarmouth which will include a number of projects aimed at reducing car journeys and making routes both in town and between town more easily navigable for cyclist and walkers. Another aim will be to improvements to the bus infrastructure along the routes between Ryde and Yarmouth</p> <ul style="list-style-type: none"> • A two month pilot has been run for the use of electric cargo bikes for undertaking internal mail runs between council sites 	
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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
16 RED	12 RED	12 RED

Previous scores

Mar 22	Nov 21	Sep 21
16 RED	16 RED	16 RED

Mitigation	Update on Activity/Status	Pressure Points
<p>Preparedness for other novel infectious disease (including COVID-19)</p> <p>Next review date 31/08/22</p>	<ul style="list-style-type: none"> • The Isle of Wight Council Public Health team works closely with Public Health England on all infectious disease outbreaks on the Isle of Wight. • The IWC Pandemic Influenza Plan will be reviewed with lessons learnt from the COVID-19 pandemic response with consideration to broadening to a broader pandemic response plan. • 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. 	<ul style="list-style-type: none"> • <i>With regards to COVID-19, the Isle of Wight Council Public Health team continues to carefully monitor and respond the situation but is now placing an emphasis on advising the public on how to live safely with respiratory infections, including Covid 19.</i> • An Incident Response Plan specifically produced to work across both Public Health Teams, combined 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 Local Resilience Forums (LRF) to allow greater prominence within the command-and-control structures that are established.
<p>Partner Organisations</p> <p>Next review 31/08/22</p>	<ul style="list-style-type: none"> • Communication with partners to establish pressures, including: <ul style="list-style-type: none"> - Public Health England - NHS – Trust and CCG 	

	<ul style="list-style-type: none"> - Multi-agency representative on the Island Resilience Forum - HIOW Integrated Care System - IOW Integrated Care Partnership - Local Resilience Forums (LRF) - Other Local Authorities 	
<p>Internal arrangements</p> <p>Next review 31/08/22</p>	<ul style="list-style-type: none"> • An Incident Response Plan specifically produced for the joint public health team, combined 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. 	
<p>External arrangements</p> <p>Next review 31/08/22</p>	<ul style="list-style-type: none"> • 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. • 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>Provision of up to date information</p> <p>Next review due 31/08/22</p>	<ul style="list-style-type: none"> • <i>The Council is no longer producing statistics regarding Covid infection rates or vaccination take up. Instead, in line with central government policy, the council is tailoring it's messages around living safely with Covid 19</i> 	

STRATEGIC RISK 15

Dealing with threats to business continuity (including cyber incidents)

Assigned to: Assistant Chief Executive and Director of Strategy

Inherent score	Target score	Current score (proposed)
12 RED	6 LOW	9 AMBER
Previous scores		
Mar 22	Nov 21	Sep 21
9 AMBER	9 AMBER	N/A
Mitigation	Update on Activity/Status	Pressure Points
Revised Business Continuity Plans completed Review date 31/08/22	<ul style="list-style-type: none"> Emergency Management will issue a revised template to include the listing of all ICT systems, consequence of failure and the continuity arrangements. These will be issued to all service managers requiring a new version of their Business Continuity Plan (BCP) be registered with Emergency Management within four weeks of receiving the revised template. Plan reviews to be undertaken every 12 months. 	<ul style="list-style-type: none"> 31 of 32 BCPs completed, the following are still outstanding on 9 June 2022: - Highways PFI This has been flagged to Corporate Management Team
Secure paper copies of Revised Business Continuity Plans Review date 31/08/22	<ul style="list-style-type: none"> All services must ensure that there is a paper copy of their current BCP that is copied and circulated to key staff so that the plan can be enacted in the event of significant loss of ICT systems. All service areas have been reminded of this requirement. 	
Revised Business Continuity Plans distributed, and staff trained Review date 31/08/22	<ul style="list-style-type: none"> Service Managers will ensure appropriate awareness training is in place for the staff to know what actions they should all take in the event of loss or disruption to services. All services have been advised of this requirement. 	
IWC - Cyber Incident Response Plan (developed and maintained by ICT) Review date 31/08/22	<ul style="list-style-type: none"> 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. 	

<p>Hampshire, Isle of Wight Local Resilience Forum Cyber Resilience Framework</p> <p>COMPLETE - Next review March 2023</p>	<ul style="list-style-type: none">• This Framework ensures a co-ordinated multi-agency approach to a cyber incident within an agency, that may impact on other agencies through interdependencies between systems.	
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