

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) |
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| 16 RED | 5 GREEN | 5 GREEN |
| Previous scores | | |
| Sep 22 | Jul 22 | Mar 22 |
| 5 GREEN | 5 GREEN | 9 AMBER |
| 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 Qtr. 3 2022</p> <p>The Council maintains a Corporate Contingency for general and unidentified risk at circa. £3.5m per annum</p> | <p>Revenue Position</p> <ul style="list-style-type: none">As at quarter two the council is forecasting a net balanced budget. However, this includes significant pressures forecast in Adults and Children's Social Care, Leisure Centre income, energy costs and the pay award. This pressure is being offset by savings in Treasury Management costs, concessionary fares, and the use of contingencies. <p>Capital Position</p> <ul style="list-style-type: none">As at quarter two the council's is forecasting expenditure of £38.2m against a budget of £47.3m. There is net slippage in spending forecast at £9.1m from 2022/23 into future years (i.e. simply representing budgeted spending that is forecast not to take place in 2022/23 but will now fall into 2023/24). There is currently a forecast overspend of £0.9m. | <p>Revenue Position:</p> <ul style="list-style-type: none">The main pressure areas are within Adults and Children's Social Care with net forecast overspend of £3.1m and £2.8m respectively but being offset by Treasury Management and contingenciesIncome from fees and charges mainly associated with Leisure Services are underachieving mainly as a result of legacy impact from the pandemic. The shortfall will be funded the Covid-19 contingencyIt should also be noted that there is a considerable risk to this forecast position as the financial year progresses and the impact of further inflationary pressures due to the current economic climate. <p>Capital Position:</p> <ul style="list-style-type: none">Potential overspends of c £0.9m have been identifiedGiven the current economic conditions and delays caused to projects during the pandemic there is a significant risk that further cost pressures will become apparent and will be reported in future reports as the impact becomes clearer.In order to bring the capital programme back into balance two schemes relating to Rights of Way (£300k) and Tree Planting (£500k) have been put on hold pending a full review of the capital programme as part of the budget setting process. |

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| <p>Review of Corporate Finance Risks</p> <p>Position reviewed at the end of each quarter. Next review will be for January 2023</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 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, it was found that higher rate benefits should be disregarded, and calculations only based on standard or lower rates of benefits. | <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 creates risk of potential legal challenge for all local authorities. 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. |
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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 (Proposed) |
|-----------------|----------------|--------------------------|
| 16 RED | 9 AMBER | 9 AMBER |
| Previous scores | | |
| Sep 22 | Jul 22 | Mar 22 |
| 9 AMBER | 9 AMBER | 16 RED |

| Mitigation | Update on Activity/Status | Pressure Points |
|---|--|---|
| <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 an indicative savings requirement of £2m for the financial year 2023-24. The process to identify savings and prepare the budget for 2023-24 is in progress The budget and associated indicative savings proposals will be presented to Full Council for approval in February 2023 | <ul style="list-style-type: none"> Provisional funding levels from Government are not published until December each year and confirmed in January Savings requirements are currently estimated at £2m per annum for the next three financial years (2023-24, 2024-25, 2025-26) 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) |

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| | | <ul style="list-style-type: none"> • Reserves need to be maintained at a level that provides sufficient financial resilience to enable the delivery of the Medium-Term Financial Strategy • Future Local Government funding system – there is still considerable uncertainty relating to planned major changes to the funding formula (Fair Funding Review) and the business rates system, therefore future funding levels remain very uncertain • Island Deal – £1m was awarded for 2022-23 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 • Capital Programme Resources – grant funding is very constrained. There is a reliance on one-off contributions from revenue. Borrowing must be demonstrated to be affordable with a sufficient revenue stream to pay the debt costs. PWLB Borrowing approval is also restricted by regulation and the three-year capital programme is prohibited from including schemes that are primarily for a commercial yield. |
| <p>Delivery of:</p> <p>Income generation</p> <p>Efficiencies</p> <p>Services reductions and early identification of unavoidable cost pressures/unachievable income targets to allow effective mitigation planning</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 | <ul style="list-style-type: none"> • Ability to fund new initiatives that require an initial subsidy. See note above regarding the conditions for borrowing. • The Transformation Fund is the main source of one-off investment required for new income generating activity. This is a limited fund which must be prioritised to schemes that deliver the best outcome. Any top-ups required to the fund will |

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| <ul style="list-style-type: none"> Review Date - ongoing | <ul style="list-style-type: none"> 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 | <p>be considered as part of the budget setting process and is subject to affordability.</p> |
| <p>Maintain ultimate Council Tax collection rate at 98.3% & minimise the opportunity for fraud</p> <p>Review date – 31/12/22</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 signpost residents to appropriate support and guidance 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"> Continued increase in the number of residents contacting the council relating payment concerns due to cost of living increases 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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| <u>STRATEGIC RISK 3</u> | | |
| 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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 10 RED | 10 RED | 9 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| Monitoring Staff Capacity | <ul style="list-style-type: none"> On-going legacy issues emerging as a result of COVID-19 are resulting in increased demand for | <ul style="list-style-type: none"> The wellbeing of our staff remains a concern and continued efforts are being made to provide access to |

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| <p>Next review due 31/12/22</p> | <p>support being received from residents</p> <ul style="list-style-type: none"> • 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. Gradually services are now establishing their working models combining agile and office-based working • To address sickness levels staff are being signposted to support services such as Remploy and our internal Mental Health Champions network. • All managers are being encouraged to complete the Attendance Management training. • Managers within the revenues and payments teams are increasing resource with fixed term posts in order to respond to the increase in customer contact and correspondence being received from residents concerned about their financial commitments and the cost-of-living crisis. | <p>support and response to any issues of concern.</p> <ul style="list-style-type: none"> • Staff absence levels continue to remain stable but are continually monitored at organisational and directorate level • Covid absence levels have reduced, therefore reducing pressures on service areas. |
| <p>Delivery of recruitment and retention strategy and action plan</p> <p>Due date 31/3/23</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 - these remain under review for further improvements to be identified. • The project team have progressed several key elements of the strategy including an <ul style="list-style-type: none"> ○ Improved Induction process for new starters that enables feedback regarding the overall recruitment and selection process ○ Revise existing and transfer process to better understand the reasons for staff leaving their posts ○ Improved Intranet resources for recruiting managers that make the recruitment process clearer | <ul style="list-style-type: none"> • Resourcing has been identified as a key issue for the delivery of the strategy with competing workload priorities and lack of funding placing pressure on the ability to deliver the desired outcomes of the project. • A growth bid has been submitted to finance colleagues for considerations as part of the budget setting exercise as no further improvements can be made to processes without the support of new software. |

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| | <p>and provide them with additional supporting documentation</p> <ul style="list-style-type: none"> • The pay benchmarking tool has been rolled out to key managers. Service areas are now able to benchmark against other similar employers to assess salaries and use that information to assess whether market supplements are necessary. | |
| <p>Regular monitoring, analysis, and review of organisational health indicators</p> <p>Next review date 31/12/22</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 has now been agreed is being delivered . • Annual staff survey has taken place with initial analysis presented to corporate management team in June 2022. Feedback has also been shared with line managers at the September Managers Big Conversation. • Staff carer's network group launched to enable staff with caring responsibilities to network and gain support from one another. | . |
| <p>Workforce planning</p> <p>Next review date 31/12/22</p> | <ul style="list-style-type: none"> • 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. • Workforce Planning Workshops have commenced and workforce learning and development plans are being collated from the information gathered • Workforce planning requirements were included as a key section of the directorate plans that have recently been produced to support the Corporate Plan • An update was provided to senior managers in August which aided discussions on succession planning and building service resilience. This | <ul style="list-style-type: none"> • The workforce planning workshops require a lot of work in directorate senior teams in the first instance but once completed these plans can be monitored and updated more easily. • These sections were not always completed thoroughly due to a lack of capacity and understanding in service areas. The workshops seek to address this with support from HR and L&D. • Formal action plan to address key workforce issues to be presented to CMT in December 2022 when all |

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| | included the hard to recruit positions and future planning for the ageing workforce. | workshops have been undertaken with all directorates. Children's Services still to be timetabled in. |
| ASC recruitment and retention Next review date 31/12/2022 | <ul style="list-style-type: none"> The ASCHN workforce plan has been completed and is being implemented supporting with all recruitment and retention activity | |

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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 6 GREEN | 6 GREEN | 6 GREEN |
| Mitigation | Update on Activity/Status | Pressure Points |
| Leadership and management development Due Date 31/12/22 | <ul style="list-style-type: none"> A programme of manager conferences is taking place quarterly, the last one was In September 2022 on the theme of learning at work. A leadership forum is in place for senior managers to share ideas. A new 'Developing Leaders Programme' launched in July 2022 and runs until May 2023 – there are 21 participants from across the Council taking part. The apprenticeship levy is being used to support 37 members of staff studying a leadership and management apprenticeship programmes. ASC & HN have 28 members of staff on management pathway apprenticeships with 1 in Children's Services, 4 in corporate services and 4 in Strategy. | <ul style="list-style-type: none"> Participants reflected on the difficulties in being able to give themselves time to learn and reflect. |
| Workforce development programmes/ | <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 | <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 |

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| <p>Initiatives</p> <p>Next review date 31/12/22</p> | <p>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.</p> | <p>their own learning and that of their teams. This will support directorate workforce plans by identifying career pathways and essential learning to be undertaken.</p> <ul style="list-style-type: none"> • An element of this is a 'Focus on the Front' project which is specifically focussed on reviewing frontline staff access to essential learning |
| <p>Delivery of the council's BIG Action Plan</p> <p>Next review date 31/12/22</p> | <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. • The Strategic Manager for Workforce and Organisational Development is leading on the People and Organisational Development Strategy and its BIG action plan. The plan has recently also been updated with the outcomes of the annual staff survey. The new themes are Great People, Great Leadership, Great Organisation. Quarterly reports on progress are being provided to the Corporate Management Team. | <ul style="list-style-type: none"> • 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. |
| <p>Maintaining ICT Networks and systems to facilitate large scale agile working</p> <p>Next review date 31/12/22</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 • 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 | <ul style="list-style-type: none"> • With more staff returning to the workplace on a regular basis there is an increase in requests for adding replacement equipment to office workspaces where the original supplies remain in use at home to enable flexible working to continue. • There is only limited stock available and no additional budget to increase equipment supplies. Departments are being asked to review the working patterns of staff to determine essential equipment requirements to avoid budget pressures emerging. |

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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 10 AMBER | 10 AMBER | 10 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| <p>Building on the improvements in standards</p> <p>Next review date 31/12/22</p> | <ul style="list-style-type: none"> Pupils took examinations in summer 2022 for the first time since 2019. The results at this stage are provisional but the school improvement is forensically analysing them by individual school, subject and by specific cohorts of children. 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 has continued to work with schools preparing for inspection under the new Ofsted framework that was implemented in September 2019. Due to the pandemic, few schools have been inspected therefore the impact of the new framework remains a live risk. | <ul style="list-style-type: none"> Initial analysis of the data shows that the gaps between the attainment of the whole cohort and those experiencing vulnerabilities such as those children open to social care, those on free school meals and those with special educational needs have widened. This has happened both locally on the Island and nationally. |
| <p>Ensuring schools are good (as rated by Ofsted) for all children</p> <p>Next review date 31/12/22</p> | <ul style="list-style-type: none"> 80 percent of IW schools are currently rated good or outstanding. The pandemic had a variable impact on schools and has affected attainment and attendance. In those circumstances the implementation of a relatively new Ofsted framework may lead to some variability. | <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> |

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| Leading a cohesive system for children based on effective partnership working | <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. Continue the positive work on transition that began between primary and secondary schools during the pandemic, and between schools and post-16 providers. | None currently. |
| Next review date 31/12/22 | | |

| STRATEGIC RISK 6 | | |
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| 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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 7 AMBER | 7 AMBER | 7 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| COVID-19 Response Next review date 31/12/22 | <ul style="list-style-type: none"> Service fully operational though demand has increased. Managers monitor attendance. Family Time (Contact) between looked after children and their parents continues. Plans are in place to bring the family time service in house following notice being given on the contract by the provider. The significant majority of meetings with families are now face to face unless a family member has COVID and then this is virtual. All statutory visits to children are face to face. Business Continuity Plan includes additional actions developed to respond should staff shortages impact on service delivery. | <ul style="list-style-type: none"> Difficulty around placements & supported accommodation due to increased demand Challenges around COVID-19 concerns affecting ability to make new placements with foster carers/residential providers. |
| Corporate Parenting Board | <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. |

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| <p>Next review date 31/12/22</p> | | |
| <p>Multi-agency integrated commissioning board</p> <p>Next review date 31/12/22</p> | <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. |
| <p>Quarterly performance reports to Scrutiny Committee</p> <p>Next review date 31/12/22</p> | <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 on 9 June 2022 and 1 September 2022 with the next meetings scheduled for December 2022 and March 2023 • Weekly performance management data is being considered to support our understanding and response to the increase in demand due to the impact of COVID-19 and subsequent planning for recovery. | <ul style="list-style-type: none"> • Increase in demand (referrals/assessments) will put pressure on the service to maintain high levels of performance. . |
| <p>Regular scrutiny of social work caseloads</p> <p>Next review date 31/12/22</p> | <ul style="list-style-type: none"> • Caseloads continue to be scrutinised by senior management on a weekly basis and fortnightly by the Director of Childrens Services and Deputy Director. It is expected that demand will continue at a higher level than normal. | <ul style="list-style-type: none"> • The average caseloads have increased (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. • 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. • The ability to recruit social workers has become significantly more challenging |
| <p>Quality assurance framework (monthly case audits)</p> | <ul style="list-style-type: none"> • Monthly meetings take place to review audits and actions and quality of practice. The senior management team also undertake | |

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| <p>concentrating on quality of practice)</p> <p>Next review date 31/12/22</p> | <p>an audit of audits on a monthly basis to quality assure the auditing process.</p> | |
| <p>Annual self-assessment and annual conversation between Director and Ofsted</p> <p>Next review date 31/12/22</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) was developed and updated in January and July to show progress. The self- assessment is being updated covering 2022 ahead of the annual conversation the Director and senior managers had with Ofsted in early 2023. | |

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 | 6 GREEN |
| Previous scores | | |
| Sep 22 | Jul 22 | Mar 22 |
| 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 continues to deliver with ongoing activity to ensure we are growing our own social workers. | |
| <p>Addressing especially hard to recruit roles</p> <p>Next review date 31/12/2022</p> | <ul style="list-style-type: none"> Robust recruitment plan now in place to support recruitment to 'hard to fill' roles. Business case for Market Supplements, in line with council policy, to be applied to 7 specific roles which have now been | <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. |

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| | advertised without success on multiple occasions now in development. | |
| ASC recruitment and retention Next review date 31/12/2022 | <ul style="list-style-type: none"> Vacancy monitoring is reviewed on a monthly basis. The ASCHN workforce plan has been completed and is now being implemented supporting with all recruitment and retention activity. Pay benchmarking information has been provided by HR to inform recruitment strategies | <ul style="list-style-type: none"> As above. The IWC is not only in competition with other local authorities for but also with other industries where pay rates have increased post pandemic (e.g., hospitality). |
| ASC Learning and Development Plan COMPLETE | <ul style="list-style-type: none"> In place and providing support to staff. | |
| New person-centred, strengths-based assessment forms COMPLETE | <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. | |
| Maintain staffing levels during COVID-19 response COMPLETE | <ul style="list-style-type: none"> Pandemic response largely concluded. Staffing levels and activity reverted to 'business as usual' | |
| Agile working COMPLETE | <ul style="list-style-type: none"> All staff in ASC continue to work in an agile way, working from where they need to be. | |

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| <u>STRATEGIC RISK 8</u> | | |
| 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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 11 AMBER | 10 AMBER | 10 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| Protecting Vulnerable Adults | <ul style="list-style-type: none"> Review of IW Independent Living Strategy – (to be completed in January 2023) | <ul style="list-style-type: none"> Safeguarding continues to be a key area of focus with the number of referrals in each month continuing to |

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| <p>Next review date 31/12/2022</p> | <ul style="list-style-type: none"> • Focus on improving mental health and wellbeing is incorporated into all activities across Adult Social Care (including strategies, commissioning decisions and directly provided services) • The review and refresh of the Carers Strategy continues to progress. • Support for informal and family carers remains in place through the contract with Carers IW • Activity underway to reduce the number of outstanding care support reviews by 50% by January 2023 | <p>increase. Although safeguarding referrals in August 2022 were the highest in 12 months at 371 this reduced to 306 in Sept. Compared to 2021 the overall numbers of referrals were very similar with 307 during August and 356 in Sept. The average number of referrals per month for Oct-20 to Sept-21 and Oct-21 to Sept-22 were both 313. Work continues to review safeguarding activity and levels</p> |
| <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. | |
| <p>‘Deprivation of Liberty Safeguards’ (DoLS) backlog clearance programme</p> <p>Next review date 31/12/2022</p> | <ul style="list-style-type: none"> • The number of applications awaiting assessment has fallen steadily over the last 12 months to 331 compared with 531 a year ago. | |
| <p>Mental Health Action Plan</p> <p>Next review 31/12/2022</p> | <ul style="list-style-type: none"> • An action plan has been produced in response to the independent review of mental health social work practice – its development and delivery continues to be on target. | |
| <p>Safeguarding Action Plan</p> <p>Due date - TBC</p> | <ul style="list-style-type: none"> • Review of the practice guidance is complete. • Making Safeguarding Personal (MSP) toolkit for ASC practitioners in place. | |
| <p>Learning Disability (LD) Homes Service improvement plans</p> <p>COMPLETE</p> | <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 | |

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| | is being regularly and routinely monitored. | |
| Centralisation of outreach teams | <ul style="list-style-type: none"> The service is fully operational. | |
| COMPLETE | | |

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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 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) will now continue to 30/06/2022 | <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 31/12/2022 | <ul style="list-style-type: none"> The Better Care Fund for 2022-23 Has been agreed and submitted 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 IWC commissioned external review of Community Equipment Service is underway. | <ul style="list-style-type: none"> NHS Trust planned closure of Barrack Block could impact on IWC CQC registered services. We continue to work with partners to mitigate impact. |

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| Responsiveness to hospital escalations Next review date 31/12/2022 | <ul style="list-style-type: none"> The System Resilience Board, takes ownership of the programmes of work arising from escalation and monitors the delivery of actions in a timely way. | <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 and the impact this has on community capacity. |
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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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 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"> Fair cost of care exercise and Market Sustainability Plan submitted on time. Engagement to develop final version of the MSP will commence in November 2022 | <ul style="list-style-type: none"> Independent provider fragility Lack of central government funding Affordability of care based on increased levels of dependency in the community |
| Occupancy Levels COMPLETE | <ul style="list-style-type: none"> Daily monitoring of the occupancy levels across all CQC registered Care Homes continues, through the National Capacity Tracker. We 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 | |
| Levels of Fees Due date 31/12/22 | <ul style="list-style-type: none"> Fair Cost of Care exercise and Market Sustainability Plan submitted to DHSC on 14/10/2022 as required. 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. | <ul style="list-style-type: none"> Figures submitted by local providers were aspirational in terms of what they felt they/their staff were worth which was not necessarily reflective of actual cost pressures. The relatively low rate of returns to the fair cost of care exercise leads to questions over the absolute validity of this exercise and whether it does truly reflect the cost of care on the Isle of Wight. |

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| | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Current recruitment issues on the island mean that many of our providers are staffed well below the capacity needed to meet demand thereby not reflecting a more realistic cost of care provision. |
| Workforce pressures Next review date 31/12/22 | <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. 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. | <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. |
| Market Capacity – Homecare Next review date 31/12/2022 | <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 resulting in limited capacity. We continue to balance need to support hospital discharge (which accounts for approximately 10% of the Adult Social Care workload) with supporting vulnerable people in their own homes and in the community. |
| Capacity Tracker COMPLETE | <ul style="list-style-type: none"> The National Capacity tracker is now well established and is considered to be Business as Usual | |

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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 7 AMBER | 8 AMBER | 8 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| PFI – Establish and deliver available savings Next Review Due 31/12/22 | <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. The CIP Milestone 14 programme is progressing as planned and to schedule for completion by 31 March 2023. The majority of the first two phases of the programme of contract savings have been agreed. Island Roads have forward funded the savings amounts in the budget to meet the £1.5 m pa savings target. | <ul style="list-style-type: none"> Phase 3 savings discussions taking place with Island Roads in addition to the budgeted £1.5m pa to be agreed and completed by September 2023. |
| PFI - Successfully resolve anomalies in the contract specification Due date 31/03/23 | <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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 8 AMBER | 8 AMBER | 8 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| <p>Ensure the delivery of Key Facilities through robust contract management</p> <p>Due Date Feb 2023</p> | <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 January 2022. The final acceptance tests scheduled be completed in September 2022 have now slipped to February 2023 with the project timescales updated to reflect the new testing requirements. This is due to several mechanical failures/problems in the hot commissioning testing phase. Each problem is under investigation and repairs are being undertaken to the parts of the system that failed. All and any costs incurred by the delay will be met by the service provider. All construction delay and associated additional costs of treating waste is entirely at the financial risk of the service provider and does not affect the diversion of waste from landfill or the recycle rates being achieved on the island. | <ul style="list-style-type: none"> Construction risk and cost of residual waste above agreed contract rates sits with 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). The problems leading to plant shut down are under investigation and repairs are being undertaken to the parts of the system that failed. There is a risk further faults may occur and lead to plant shutdown and more delays. This is a risk of the hot commissioning process. |
| Regular monitoring of performance of the contract | <ul style="list-style-type: none"> Recycling rates and service satisfaction levels remain high. | |

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| Next review date 31/12/22 | <ul style="list-style-type: none"> Performance remains good with almost 100 percent of municipal waste now being diverted from landfill and over 58 percent of household waste being recycled or composted. | |
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| STRATEGIC RISK 13 | | |
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| 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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 12 RED | 12 RED | 12 RED |
| Mitigation | Update on Activity/Status | Pressure Points |
| Isle of Wight Corporate Plan 2021-25 Next review date 31/12/22 | <ul style="list-style-type: none"> Progress against Corporate Plan is reporting in the Quarterly Performance Management Report to Cabinet | There are pressures related to strategic capacity and within some of the regeneration programme that will impact on some areas of delivery against the corporate plan. |
| Quarterly Performance Management Report (QPMR) updates Next review date 31/12/22 | <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 the council's key activities and performance metrics derive from it. Directorate Plans have also been produced and provide a framework for team and individual performance management | |
| Strategic capacity and interventions | <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. | <ul style="list-style-type: none"> A key challenge is in maintaining a planned proactive approach to the delivery of corporate objectives Board |

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| <p>Next review date 31/12/22</p> | <ul style="list-style-type: none"> • Key current themes are affordable housing, biosphere, and net zero; economic regeneration and reducing poverty. • The process for the recruitment of a permanent Chief Executive Officer has commenced. | |
| <p>Robust Programme Management</p> <p>Next review date 31/12/22</p> | <ul style="list-style-type: none"> • The programme management framework is becoming embedded throughout the organisation, aided by the oversight of the Strategic Programme Board and the Leader's Programme Review Board chaired by the Leader. • A comprehensive Project Management training pathway is in place including online, internal, and external courses. | <ul style="list-style-type: none"> • 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 31/12/22</p> | <ul style="list-style-type: none"> • 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 • Newport Harbour Masterplan Phase 1 will complete in August 2022 and the Supplementary Planning Document will be submitted to Cabinet in September 2022 • 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 • The project to bring the current road, adjacent land, and infrastructure the Camp Hill estate works started in August 2021 with the lighting works completed in September 2022. Planned completion date for all highways works is planned for the end of 2023. | <ul style="list-style-type: none"> • 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 |
| <p>Strategic risk register</p> | <ul style="list-style-type: none"> • A full review of the IWC Risk Management Strategy including a review of both the format of the Strategic Risk Register and Risks | <ul style="list-style-type: none"> • The level to which Directorates engage with Risk Management reporting is variable. Additional support is in place to provide |

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| <p>Next review date 31/12/22</p> | <p>that are considered to be part of it. was completed by December 2021</p> <ul style="list-style-type: none"> • An information session for members of the IWC Audit Committee was held in March 2022 and further sessions will take place throughout the year. • Directorates are able to self-serve updates and reports from the IWC Risk Management System. | <p>ongoing assistance to services in identifying, assessing, and managing their risks.</p> |
| <p>Increase in levels of unmet Housing Needs</p> <p>Next review 31/12/22</p> | <ul style="list-style-type: none"> • 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. • 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. • We are preventing more households than ever from becoming homeless but numbers of households needing accommodation provided by the local authority is increasing month on month which is increasingly challenging given the local housing market. | <ul style="list-style-type: none"> • Traditionally the Private Rented Sector accommodates around 19 percent of IOW households equating to around 15,000 families. Demand for rented properties is 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 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. • 35.89% increase in the number of families accommodated in Temporary Accommodation (April 2020 – April 2022) • 25% increase in the numbers of households prevented from homelessness. (August 2020- August 2022) |
| <p>Increase in levels of unmet Housing Needs – Prevention</p> <p>Next review date 31/12/22</p> | <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. • The end of March 2023 is the cliff edge for the existing community support service offer and bespoke solutions created to house families. |
| <p>Increase in levels of unmet Housing Needs - Intervention</p> <p>Next review date 31/12/22</p> | <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 Rough Sleeping Accommodation Project the Council has purchased 4 properties and engaged a partner | <ul style="list-style-type: none"> • Limited officer resource to manage further bids to Homes England for additional properties. Delivery of the properties takes a lot more managing than was anticipated and puts a lot of strain on the teams involved. All match funding 106 monies have been used in the first round of properties. An “Acquisition Strategy” is being developed’ and will be presented at cabinet for approval. |

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| | to manage them and provide support services to the residents. | |
| <p>Increase in levels of unmet Housing Needs - Recovery</p> <p>Next review date 31/12/22</p> | <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). • Further exercise underway to evaluate the offers and will be reported to Housing Members Board in December for discussion on how to process on offers from the market. | <ul style="list-style-type: none"> • As Above. • Pressure points on this are the decisions by members on disposal and demolition • Tender not yet issued - June 23 will be delayed • Awaiting decision from Leader/Deputy on progressing with schemes that are compliant. |
| <p>Delivery of the Climate Change and Environment Strategy</p> <p>Next review date 31/12/22</p> | <ul style="list-style-type: none"> • Following on from the Council declaring a Climate Emergency in 2019 a comprehensive Climate Change and Environment Strategy has been published with the main aims to achieve net-carbon zero status by 2030 for the Council, by 2035 for all school estates and for the Island as a whole by 2040 • As part of the "Green Corridor" the council is bidding for £14 million from the governments next round of levelling up funding. This funding is proposed to be use on a "green link corridor" between Ryde and Yarmouth which will include a number of projects aimed at reducing car journeys and making routes both in town and between town more easily navigable for cyclist and walkers. Another aim will be to improvements to the bus infrastructure along the routes between Ryde and Yarmouth | <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 |

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| | <ul style="list-style-type: none"> • A new Procurement Strategy that ensures that goods and services procured are done so in a way that supports progress of the Climate Change and Environment Strategy was presented to Cabinet in September 2022 • All performance and activity information within the Quarterly Performance Management Report is linked to the most appropriate United Nations Sustainability Goal | |
| Address Cost of Living pressures both internally and externally Next review date 31/10/22 | <ul style="list-style-type: none"> • Full risk analysis to take place assessing the likelihood and potential severity of the impact of cost-of-living pressures on both residents and service delivery. This will form a new Strategic Risk that will be reported to CMT and Audit Committee in December 2022 | <ul style="list-style-type: none"> • Short and medium forecasts for inflation remain high • Energy and fuel price increases • Lack of affordable property for Island residents (for sale or rent) • Impact of interest rate increases on viability of housing schemes |

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| <u>STRATEGIC RISK 14</u> | | |
| Additional demands placed upon the Isle of Wight Council and partners owing to a pandemic or similar large-scale outbreak | | |
| Assigned to: Director of Public Health | | |
| Inherent score | Target score | Current score |
| 16 RED | 12 RED | 12 RED |
| Previous scores | | |
| Sep 22 | Jul 22 | Mar 22 |
| 12 RED | 16 RED | 16 RED |
| Mitigation | Update on Activity/Status | Pressure Points |
| Preparedness for other novel infectious disease (including COVID-19) Next review date 31/12/22 | <ul style="list-style-type: none"> • The Isle of Wight Council Public Health team works closely with the United Kingdom Health Security Agency 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. | <ul style="list-style-type: none"> • 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. • An Incident Response Plan specifically produced to work across both Public Health Teams, combined with staff receiving |

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| | <ul style="list-style-type: none"> 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>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> |
| <p>Partner Organisations</p> <p>Next review 31/12/22</p> | <ul style="list-style-type: none"> Communication with partners to establish pressures, including: <ul style="list-style-type: none"> United Kingdom Health Security Agency (UKHSA) NHS – Trust and CCG Multi-agency representative on the Island Resilience Forum HIOW Integrated Care System IOW Integrated Care Partnership Local Resilience Forums (LRF) Other Local Authorities | |
| <p>Internal arrangements</p> <p>Complete – review is ongoing</p> | <ul style="list-style-type: none"> An Incident Response Plan has been produced specifically for the joint public health team. This combined with staff receiving specific training set to role allocations will enhance the team's overall response capability. <p>This plan is linked to the authority's own existing response arrangements and those of the Local Resilience Forum to allow greater prominence within the command-and-control structures that are established.</p> | |
| <p>External arrangements</p> <p>Next review 31/12/22</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 | |

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| | companies, utilities, and prisons in case of a multiagency response. | |
| Provision of up-to-date information | <ul style="list-style-type: none"> 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 its messages around living safely with Covid 19 | |
| Next review due COMPLETE | | |

| <u>STRATEGIC RISK 15</u> | | |
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| 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 | | |
| Sep 22 | Jul 22 | Mar 22 |
| 9 AMBER | 9 AMBER | 9 AMBER |
| Mitigation | Update on Activity/Status | Pressure Points |
| Revised Business Continuity Plans completed Review date 31/12/22 | <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"> Two BC Plans remain outstanding: Highways PFI and Waste & Coastal Reviews of all current BC Plans, including arrangements for loss of ICT, are taking place throughout the year, including walkthroughs of Plans with Managers and Staff |
| Secure paper copies of Revised Business Continuity Plans Review date 31/12/22 | <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. | This is undertaken during the review process |

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| <p>Revised Business Continuity Plans distributed, and staff trained</p> <p>Review date 31/12/22</p> | <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. | <p>This is reinforced during the review process</p> |
| <p>IWC - Cyber Incident Response Plan (developed and maintained by ICT)</p> <p>Plan Review date May 2022</p> | <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</p> <p>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. | |