

*Our vision is for the  
Isle of Wight to be  
an inspiring place in  
which to grow up,  
work, live, and visit*

**OUR ISLAND | OUR VISION**

**CORPORATE  
PLAN**

**2019 to 2022**



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# Foreword

by Dave Stewart, leader of the Isle of Wight Council

I am pleased to present a refreshed Corporate Plan for the council which is necessary in light of the significant progress made with the delivery of the administration's first Corporate Plan (2017 to 2020). This refreshed Corporate Plan for the council sets out our new and continuing strategic priorities and direction for the period 2019-2022.

The plan continues to set out a clear vision for the council, supports that vision with a description of the outcomes and priorities we aim to achieve and describes the values that underpin everything we do.

Our vision:

**"is for the Isle of Wight to be an inspiring place in which to grow up, work, live and visit".**

As leader of the council, my aim is to ensure that the commitments we make to the local community remain at the heart of our decision making.

Our priorities:

We will continue to:

- provide sound financial management;
- deliver economic growth and prosperity;
- preserve our environment,
- protect our community;
- plan for our future needs;
- create opportunities for all.

Our values:

We are committed to running a council that puts our community at its heart, delivers value for money, and works with our partner organisations to ensure we focus on what is important to the Island.

These values will underpin the delivery of our priority projects that are set out in more detail in the main body of the plan. Most importantly we have identified how we will evaluate our success in delivering our commitments to deliver real outcomes for our communities. This will continue to

bring greater transparency to our approach and will encourage more effective scrutiny and engagement in our work by our peers and stakeholders.

In taking this refreshed plan forward, I recognise we must continue to strive to be a financially balanced and sustainable organisation. This will require us to be more commercial about the way we provide services and look for opportunities to achieve best value. We will need to maximise the use of digital technology in the workplace and Islandwide. Through our housing and regeneration agenda we continue to seek opportunities and to act as developer to get projects off the ground, as well as working with effective partnerships with other organisations to achieve our objectives.

My Cabinet team will continue to work closely with council officers to achieve our vision. Together we combine the essential skills, experience and knowledge to deliver a high performing public sector organisation that works for the benefit of our community. Councillors provide a democratic mandate while officers contribute the professional expertise and experience to deliver the policy framework agreed by councillors.

We will continue to be a council that works for everyone.

**Dave Stewart**  
**Leader of the Isle of Wight Council**



# Setting the scene

We are now well into our journey that was set out in our Corporate Plan 2017-20. We continue to be more innovative and efficient in how we deliver our services ensuring that we continue with our plans to be financially balanced and sustainable.

However, we also want to continue to grow and improve the Island and the overall level of health and wellbeing of each and every Islander. We will make the best use of our assets to improve standards of education and skills, grow business and job opportunities and secure the provision of appropriate housing for everyone that needs it. We will celebrate and make the most of our Island's unique characteristics to promote and secure inward investment and appropriate development. We will also build on our relationships with government and business to be the catalyst for the changes we need to see on the Island and in the council.

A key priority for us will be to ensure that everyone has the opportunity to live the lives they want to lead in a safe and independent manner; where they can have the tools and skills to take responsibility for their own quality of life.

We have already started to deliver against the priorities that we set out in 2017:

- The largest proportion of our annual budget (43 per cent in 2019/20) is being used to support the most vulnerable adults and their carers within our community and for this year we have also committed £2.2 million capital funding for schemes in Adult Social Care that will continue to deliver our "Care Close to Home" strategy. The impact of this strategy has been significant and we are proud to have been shortlisted for two prestigious national awards for it.
- The achievement of our Children's Services team has been recognised through a very positive Ofsted inspection, achieving a "good" rating across all areas of service with recognition for leadership, child protection work and innovative social work practice. This has put us in the top 25 per cent of equivalent councils across the country. We have agreed to continue our successful partnership with Hampshire County Council as we continue with our plan for "Delivering Educational Excellence" across the Island.

- Our Fire Service achieved a good result in its inspection by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services in the newly introduced inspection regime. We have agreed to support a case to the Secretary of State for a new Hampshire and Isle of Wight combined fire authority on the basis of our successful partnership with Hampshire Fire Authority.
- Our work on waste and recycling management has resulted in the Isle of Wight Council rising over 90 places in the national rankings for our recycling rates (51st out of 345 local authorities) and investment is well underway at our new waste recovery facility at Forest Park. The first full year of our kerbside garden waste collection service is now complete, with over 6,100 subscribers, with nearly 2,000 tonnes of garden trimmings and clippings collected at the kerbside.
- The influence of our organisational development programme (BIG – “Believe in Great”) continues to grow as we work with staff to create a positive environment for innovation and creativity to flourish. We are committed to providing employment opportunities within the council, taking on graduate trainees as part of an innovative approach to recruitment and supporting over 100 apprenticeships to develop our workforce.
- We have had to revise our long term (by 2027) targets in two areas because our current performance has already met or exceeded our longer term aspirations:
  - Rate of permanent admissions to residential and nursing care homes per 100,000 population (Older people 65+).
  - Total value of gross business rates payable (£millions)
- We were shortlisted in five of the eighteen categories for the 2019 Municipal Journal Awards and also at the National Waste Awards and our innovations in health and care were shortlisted for the Local Government Chronicle Awards.





# About our plan

This is the first refresh of our corporate plan, which is written with a view to helping achieve our vision for the Island and the council over the next ten years and with a specific focus on the priority activities we intend to complete in the next three years.

Our vision will be achieved by delivering the 12 outcomes we have set out. Some of these outcomes will require a greater investment of our time, resources and expertise at different periods over the next ten years. Annually we will review our plans to ensure that we match our resources to our priorities for the next plan period.

The outcomes and priorities are the corporate focus for the council which all staff, across all council services, will have a role in delivering. We are a single organisation and no service can act totally independently of another, therefore our success comes from working closer together on behalf of our community.

We aim to lay the foundations for long-term sustainable improvements that we feel are important for the future of the Island. We have, therefore, provided two sets of measures to describe how we will measure our success in both

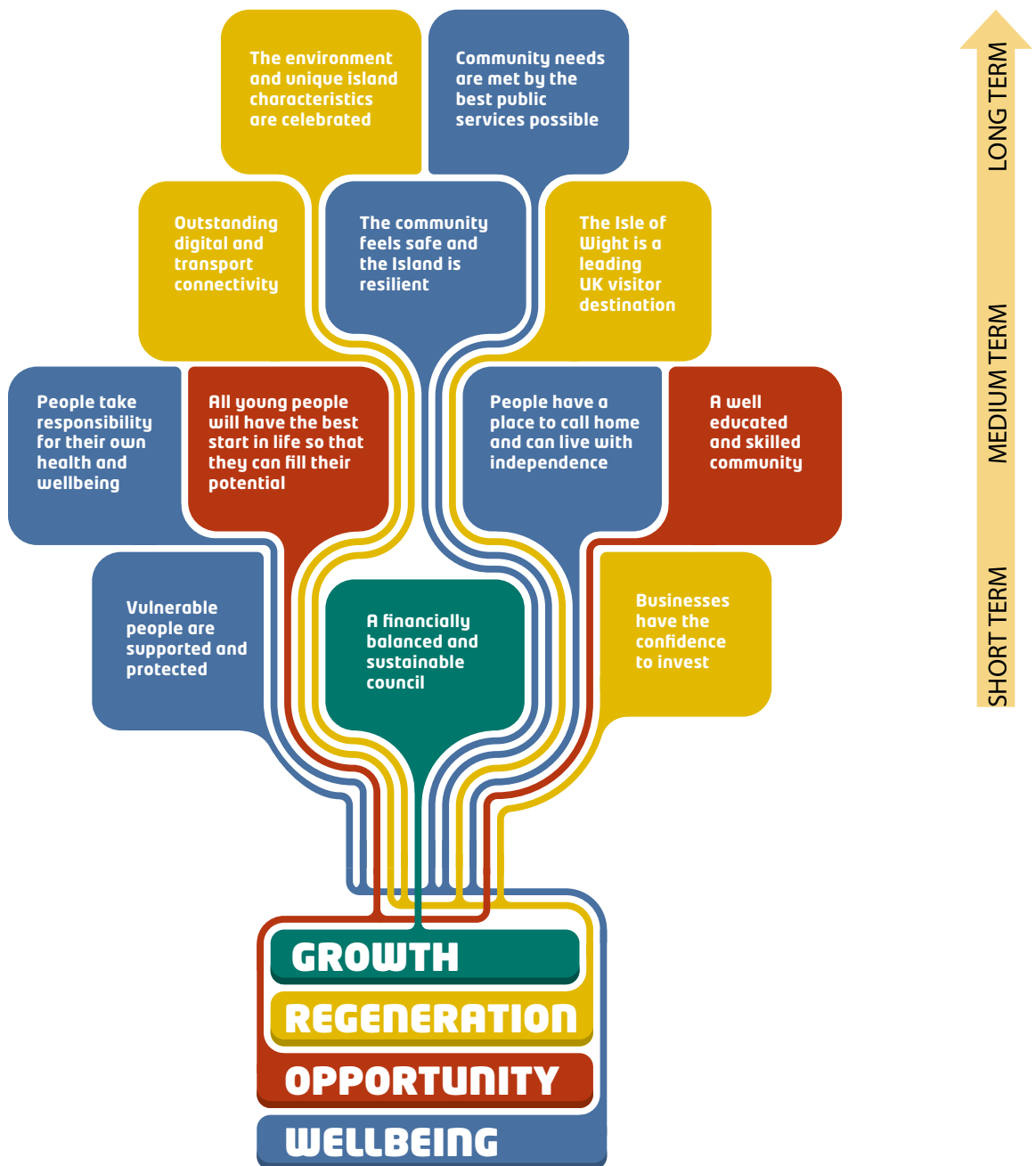
the immediate and the longer terms.

Some of the things we are looking to achieve over the long term were set out in the previous plan and remain relevant in this plan, they include the following:

- A 30 per cent point increase in those satisfied with how the council runs things and 27 per cent point increase in those that think it offers value for money;
- More people being cared for at home and at least 700 units of extra care facilities for our elderly residents and disabled adults aged over 45;
- All of our schools graded “good” or better by Ofsted and educational attainment in the top quartile when compared to similar authorities;
- 5,000 more jobs on the Island and an 18 per cent increase in the average gross weekly wage;
- A near 50 per cent reduction in the number of households in temporary accommodation assisted by the development of new affordable homes, some which will be developed by the council itself;
- A growth in our council tax and business rates base from new homes and businesses to generate the income we need to continue to provide key services to meet the needs of our communities.

Our measures over the shorter term are intended to track the progress, which we report on a quarterly basis, of those key things that will lead to our longer-term success.

## Success will mean achieving the following outcomes:





# Our core values

Our core values set out how we intend to work as an organisation. They are at the heart of everything we do.

These values can be read as further benchmarks of how successful we are as an organisation in much the same way as our key messages of success, outcomes and activities. While they are described at an organisational level, we also expect the same of every individual, organisation and partner working for us or with us.

## Customer and community focused

- Putting customers and our community at the heart of everything that we do.
- Be sensitive to local needs and concerns in everything that we do.
- Protect and nurture the environment and heritage.

## Working together

- Engaging with partners to maximise integrated working.
- Working as a team for the Isle of Wight
- Helping communities to help themselves

## Effective and efficient

- Being effective and efficient in everything we do and spending money wisely
- Getting on with delivery
- Being bold, ambitious and innovative.

## Fair and Transparent

- Transparent decision making, based on the effective use of data and evidence.
- Treating people fairly.

Our key  
activities/  
breakthrough  
projects



## Leader and strategic partnerships



"I have specifically taken personal responsibility for strategic and local partnerships. This is because I see strong and effective partnerships being as fundamental to achieving the vision, direction and delivery of our Corporate Plan.

The government have a significant impact on the work that we do, and it is therefore important for us to work with, and lobby, government at the highest levels so that the Isle of Wight is seen as an effective and innovative partner and an organisation that government can do business with. This will open the door to more effective interactions with government when the Island's unique opportunities and challenges can be highlighted and responded to. The Island's MP is an important advocate for the Isle of Wight with government and I will continue to work closely with him to this end.

Our community, individuals, businesses, voluntary sector organisations, other public sector partners, town and parish councils are key to everything the council does. We act either in partnership with, or for our community and therefore it is important for us to seek to strengthen the links we have made over the last two years. Our One Public Service agenda is very much about making better use of public money by joining up services so that they are not only more efficient but much more effective for the

community. I will continue to champion the OPS agenda and also to explore how much more we can align our activities with town and parish councils in this work.

As the Leader of the Council I am keen to ensure that the council makes the very best use of its resources and that all of the council's activities are aligned so that no one project or programme is pursued that is not in accordance with the intentions of this corporate plan. Key to our continued success will be to use this Corporate Plan as the framework for everything the council does and for it to make the most impact for the good of the whole community on the Isle of Wight."

**Councillor Dave Stewart,  
Leader of the Isle of Wight Council**

- Work with the Island's MP to have a continued conversation with government to help them understand and respond to the Island's unique opportunities and challenges.
- Work with government and local partners to secure, where possible, the local control of central powers where this is to the benefit of the Island and its community.
- Deliver the Digital Island Strategy including the creation of the Island's first Digital Innovation centre by November 2020.
- By October 2019 develop a corporate commercial strategy.
- Continue with the cycle of "Cabinet on the Road" meetings and hold an annual meeting with Town and Parish Council's.
- By the Spring of 2020, review the relationship between the Health and Wellbeing Board and the Local Care Board to avoid duplication and overlap in activities
- Work with local partners and key stakeholders to develop a case for government for integrated working across all of our public services on the Isle of Wight by enabling the delivery of "One Public Service"; sustainable service provision based on the needs of our community.
- Continue to build on the good partnerships that we have in place and focus our efforts on those partnerships that make a significant contribution to our priority outcomes and vision.
- Develop and implement plans for the UK's exit from the European Union in order to minimise any negative impacts to the council and its community and also maximise the benefit of any opportunities for the Island that arise from it



## Adult social care, homelessness, housing and public health



“My teams work with some of the Island’s most vulnerable people. It is, therefore, vital that we provide the highest quality of service that is person-centred, professionally sound and purposeful in how they support the person, in order to achieve best outcomes. I also oversee the council’s important public health function where my focus is to reduce the inequalities in health that exist between the Island’s richest and poorest residents, as well as to improve population health, including mental health.

We have made real progress over the past two years through our ‘Care Close to Home’ strategy in adult social care, introducing innovations that have resulted in positive national attention, including our ‘Personal Assistant’ hospital discharge scheme; the ‘Raising Standards’ initiative which we have co-produced with independent providers and which is delivered by Mountbatten; the ‘Living Well Service’ comprising multiple voluntary and community organisations; and our ‘Shared Lives’ scheme. We have also worked hard to ensure that by the end of May 2019 there was no child who was living in bed and breakfast accommodation for more than six weeks.

The council’s public health responsibilities are to improve and protect the health of the population. As our population ages, and health

and care services become more clinically and technically advanced, the demand for health and care will continue to increase. Public Health approaches, adopted throughout the council, can be part of the solution to this increasing challenge. The impact that we can have on the health and wellbeing on people is perhaps the greatest opportunity to master to encourage wellbeing and reduce demand on services. The public health function ensures the provision of clinical public health services, services that support behaviour change, safeguards the public to be adequately protected from infectious diseases and to deliver health care public health work.

However, I am under no illusion about the progress we must still make if we are to deliver my previously stated ambition of becoming an exemplar of national best practice for adult social care – and also the reduction of homelessness. We must mainstream our partnership working with health colleagues in the delivery of integrated services across mental health, learning disabilities, regaining independence and locality services. Over the next 12 months, therefore, I expect to extend our pooled budgets with health and our work with providers must be effective in delivering quality care and accommodation – and I expect the council’s own registered services to also be consistently of good quality.”

**Councillor Clare Mosdell,  
cabinet member for adult social  
care, homelessness, housing and  
and public health**

- Complete the delivery of our three-year “Care Close to Home” strategy, promoting, improving and protecting wellbeing and continuing to increase the numbers of people we support in their own homes.
- During 2019/20, embed strengths based professional practice throughout the care management teams of adult social care.
- Drive forward integration with health, putting in place the right governance, commissioning and delivery arrangements so that we secure care closer to home, supporting more people in their own homes than in hospital and other forms of institutional care and enabling them to be as healthy as possible.
- Champion the need of the Island in development and implementation of the NHS sponsored Hampshire and Isle of Wight Sustainability Transformation Plan.
- Agree and secure ongoing funding for key schemes funded by the Improved Better Care Fund including: the Living Well Service; the Raising Standards initiative; and investment in reablement care.
- Continue to drive improvements in adult safeguarding practice, embedding Making Safeguarding Personal and ensuring a high quality and consistent approach across the council and its partners.
- Recommission the Supporting People programme so that we offer tailored and personalised support to those people at risk of homelessness or living in temporary accommodation.
- Implement the recommendations of the 2019 independent review of the Housing Needs Service, including the development and implementation of a new Homelessness Strategy for the Island.
- Review and revise the council’s approach to the promotion of positive health and wellbeing.
- Finalise and implement permanent arrangements for the role of Director of Public Health (by October 2019) and review Public Health spend as part of the 2020 budget setting process.
- To ensure clinically safe effective services are delivered across the Public Health responsibilities, within budget and to those that are in greatest need, undertaking procurement of services as required.
- On behalf of the Health and Wellbeing Board update the Joint Strategic Needs Assessment (JSNA) ensuring the data is relevant, current and informs decision making at all levels of the council and the health system.





## Children's services, education and skills



"It is critically important that all Island children are given the best start in life. Our recent 'good' rating by Ofsted for our children's services is testament to the fact that we are achieving our ambitions, putting us in the top 25 per cent of local authorities nationally.

We want to ensure that our children are not only educated well, but that they are safe, protected and supported to achieve the very best for themselves when they reach adulthood.

Education on the Island is improving.

Over the past two years we have seen standards rising and educational results move towards a par with national averages – and in some cases exceeding these. This is certainly true of our early years results where we are ahead of the national averages.

I am committed to delivering educational excellence across the Island. In this academic year so far there have been 16 inspections of Island schools – all 16 are reported by Ofsted to the Department for Education as 'improving', and 77 per cent are rated as 'good' or better, compared to 51 per cent in 2014.

We are committed to driving up standards, step by step, for all pupils whatever their background or starting point."

**Councillor Paul Brading,  
cabinet member for children's services,  
education and skills**

- Work with and challenge school's performance to ensure that all are good or outstanding.
- Work with and challenge schools in financial deficit to secure a more sustainable position for the schools and the council.
- Maintain a focus on children's safeguarding practice to ensure a high quality of service with effective systems to protect children and keep them safe.
- Work to deliver an Island Higher Education (HE) Prospectus by April 2020, based on current opportunities offered on Island.
- Through joint working across council services, work to ensure that care leavers housing needs are properly met.
- Resolve the issue of surplus primary school places in the West Wight area.
- Grow the number of foster carers and adoptive parents on the Isle of Wight.
- Encourage schools to work collectively in the delivery of improved sixth form provision on the Island.

# Regeneration and business development



“The Isle of Wight Council is now in a place where it can actively recruit its future development and investment partners to help turn aspirations into reality; deliver growth in the economy, raise the aspirations and opportunities for future generations and build on the experience and knowledge of world-leading businesses.

Our ambitious and achievable plans for the Island’s future growth and sustainability are starting to yield results and I’ve been impressed with the response we’ve had from the development and investment community to the initial regeneration opportunities we have brought forward.

We will ensure, through continued dialogue with local communities that our plans balance the need to undertake improvements to our Island’s economic and social conditions, whilst protecting our precious environment, unique heritage and way of life.

Being a local businessman, I know the importance of a business-friendly environment to creating successful regeneration. Having the right skills available and suitable premises is vital but also ensuring the wider housing and infrastructure is provided in the right places at the right time is a must, to ensure we see sustainable, as well as prosperous, futures for all Islanders.”

**Councillor Wayne Whittle, cabinet member for regeneration and business development**

- Complete the full business case and masterplan for Newport Harbour (April 2020), Nicholson Road (March 2020) and Sandham (May 2020).
- Deliver the Island’s Regeneration Strategy, developing a three-year programme of investment linked to the council’s Medium Term Financial Plan.
- Continue with our public engagement programme to underpin area-based social regeneration activities covering the whole Island.
- Continue to work with partners on the One Public Estate schemes, including the Blue Light Hub, Pyle Street and Sandown Hub projects – full business case for one of these projects by March 2020 and others by Oct 2020.
- Work with businesses and training providers to develop a plan for increasing the number of apprenticeship placements and reduce the number of young people not in education, employment or training.
- Work to ensure the transfer of key sites, currently in the ownership of government departments or Homes England, into council ownership in support of housing and employment priorities, including land in Newport and East Cowes.
- Intervene in the supply of housing to accelerate the delivery of new homes and increase the availability of suitable temporary accommodation and affordable housing for Island residents.



# Infrastructure and transport



“Ensuring accessibility both to and around the Island is crucial to realising our plans for regeneration, sustainability and growth across the Isle of Wight.

Connectivity and infrastructure is key to easing congestion, aiding lifestyles and opening up accessibility to key sites that will yield future investment to the Island.

As we move towards the latter stages of the seven year core investment period with our highways improvement partners Island Roads, we will continue to ensure that we are achieving value for money as well as some of the best highway infrastructure in the UK. Our partnership will continue to ensure that highways are maintained, improved and enhanced in the coming years.

We will continue to work with transport partners as well as being an active partner in the Infrastructure Task Force, and with our community to make the Island work for everyone.”

**Councillor Ian Ward,  
cabinet member for  
infrastructure and transport**

- Ensure the timely completion of the core investment period works for the highways PFI in 2020.
- Continue to work with the Transport Infrastructure Board to improve infrastructure, public transport and mainland connectivity.
- Complete the externally funded works to open-up regeneration sites in and around Newport and ease congestion in the town.
- Work with communities and businesses to deliver the agreed parking strategy by taking a phased approach to its implementation, including a review of permitting and pricing arrangements.
- Developing and delivering local safety- based highway improvement schemes through an annual capital programme of works.
- Review the council’s integrated transport plan and develop a transport infrastructure programme.
- Continue to represent the Island on all transport related matters through partnership groups such as Solent Transport and Transport for South East.
- Continue to work on the Ryde Transport Hub as part of the wider Transforming Cities Projects (in partnership with Hampshire County Council, and Portsmouth City Council) in order to improve local and regional connectivity.
- Complete an Islandwide consultation to understand the communities’ views on re-opening Undercliff Drive and identify appropriate next steps as following the consultation exercise.
- Undertake a feasibility study to understand the potential cost benefit analysis for a Medina Bridge.
- Complete the delivery of the Sustainable Transport programme (by July 2020)

## Planning and housing



“Taking the draft Island Planning Strategy through the formal stages and through to adoption remains a priority. Getting this right by balancing the social, economic and environment challenges we face will help us meet requirements both now and for future generations. Ensuring the Strategy makes the right allowance to everyone’s satisfaction, for the number of homes required will be a key challenge in its finalisation I am also keen to see Planning and Housing services supporting the council to achieve the vision and outcomes set out within this plan and alongside the council’s Regeneration Strategy, for which appropriate development is key.

Having reviewed our housing need, we will commit to working alongside all those currently providing affordable housing for Islanders to enable and support greater rates of delivery. The council will also seek to intervene in the market where delivery falls short of target housing numbers to ensure that our most vulnerable residents have access to good quality housing at a cost they can afford.”

**Councillor Barry Abraham,  
cabinet member for planning and  
housing**

- Review the Island Plan so that it is consistent with the aspirations of the council through area-based regeneration policies and develop the policy document and its associated evidence base to ensure that it is successful at examination.
- Develop and implement the outcomes of the business case for the provision of extra care housing and seek the funding for its delivery, utilising existing public/private development partnerships to bring forward council owned assets, such as Sandham.
- Develop and deliver an Island Housing Strategy for adoption by October 2019.
- Develop and deliver an Empty Property Strategy by October 2019.
- Develop a unique Island case for funding to support housing delivery by March 2020.
- Develop a Housing Delivery Action Plan in response to the government’s direction by August 2019.
- Work with partners to ensure the delivery of affordable housing across the Island.
- Develop and deliver a three-year strategy for spend of Disabled Facilities Grant monies to enable people to remain safe at home.



## Environment and heritage



“The Isle of Wight prides itself on its unique environment and heritage, indeed it’s one of the key reasons that tourists visit the Island. As Islanders we all know and recognise this, and we are passionate about preserving and developing these attributes for everyone.

We are privileged to live in an area of outstanding natural beauty most recently recognised in the Island’s Biosphere designation by UNESCO. It is important that we protect this landscape. The Island boasts some of the most diverse and interesting environment in the UK with superb access for walkers, cyclists and outdoor activity enthusiasts. The Island offers extensive opportunities for outdoor recreation improving health and wellbeing for residents and visitors alike.

The Isle of Wight is a diverse, accessible and historic destination. The relaxing natural environment makes this a happy place to live, work and visit; and also provides an inspirational backdrop for pioneering industry and culture.”

**Councillor John Hobart,  
cabinet member for  
environment and heritage**

- Work towards the delivery of a new Records Office and Heritage Centre.
- Develop a rights of way strategy for the Island, promoting riding, cycling and walking.
- Following the successful environment conference in 2018, develop and implement an environment action plan, by December 2019, that defines our commitment to protect our environment, improve green infrastructure and identify potential for growth of the green economy.
- Support the AONB Partnership with their work in maintaining and enhancing the Isle of Wight’s UNESCO Biosphere designation.
- By the summer of 2020, secure the future of the Island’s geological collection by working with regeneration and investment partners on the future of Dinosaur Isle.

## Community safety and public protection



“The services within my portfolio have an important impact on the health, safety and welfare of everyone who works, lives or visits the Island. From the air we breathe, to the food we eat, our resilience through extreme weather and the safety of those attending large events are all important in our key activities.

We have effective partnership working and by continuing to strengthen and widen these partnerships we have ensured that we are able to deliver more than we can as a single organisation. This is particularly true within our regulatory services, where we have been working to tackle crime, such as rogue traders or through the Isle of Wight Against Scams Partnership (IWASP).

Many of the services in this portfolio help to deliver wider corporate objectives and activities such as regeneration and business development, providing support, advice and enforcement in order to create a safe and level playing field in which our Island businesses can grow and develop.

There is still work to do to deliver a successful combined fire authority and this will be a key focus for the Fire Service over the next twelve months while ensuring the continued excellence in service and safety for Islanders.”

**Councillor Tig Outlaw,  
cabinet member for community safety  
and public protection**

- Work with strategic partners and key stakeholders to ensure the Island has effective and robust arrangements to ensure the safety of the community at all times.
- Ensure the smooth transition of the fire service to the new combined fire authority for Hampshire and the Isle of Wight, subject to the Secretary of States’ approval.
- Ensure the Isle of Wight’s needs are fully represented by taking a full and active role in the new combined fire authority for Hampshire and the Isle of Wight.
- Contribute to the development of a new Integrated Risk Management Plan for the Hampshire and the Isle of Wight Fire Authority and scrutinise its delivery.
- Review the work and effectiveness of the Community Safety Partnership.
- Review the delivery of Regulatory Services and their impact in protecting the Island’s community.



## Corporate resources



“Our robust financial management over the past two years has already enabled new investment and efficiencies to support future innovation and opportunity.

The budget continues to be the most important thing that we must be doing as a council; ensuring that council resources are used in the most effective and efficient way to provide value for money while supporting our community in the right way.

Our emerging commercial strategy and aspiration to generate new and additional sources of income for the council, alongside ongoing improvement to our digital estate and online solutions, will continue to support the delivery of vital services to our community on the ground.

We are also continuing to discuss with government the best way to ensure that our unique Island status can best be recognised in the overall allocation of government funds to local authorities and we are being innovative in line with our medium term financial strategy, and our regeneration ambitions support this.”

**Councillor Stuart Hutchinson,  
deputy leader and cabinet member  
for resources**

- Ensure the council's planned expenditure is ultimately no greater than its expected income and that it has a sound approach to financial decision making.
- Continually review further options for efficiency savings, expenditure reductions and income growth, including a review of tax revenues as part of the budget management process.
- Continue to secure improvements in the public's ability to contact the council and make best use of its services, especially through the contact centre.
- Refresh and implement our council digital transformation strategy to take into account the aspirations for One Public Service, to transform the way the council does business and improving the customer journey.
- Continue to build upon the success of "Believe in Great" (BIG) organisational development plan delivered in partnership with staff to drive culture change and to encourage staff to be ambitious, innovative, creative and action oriented in the planning and delivery of activities for and on behalf of the community.
- Work to ensure the council is recognised as a good employer and a great place to work, recognising the value of staff to the organisation
- Ensure the effective and timely delivery of benefits and support payments to vulnerable people.
- Ensure the effective commercial management of the council's property estate and investment strategy, to maximise the income they generate for the council
- Secure the long term future of the assets of Ryde and Ventnor harbours.





# Waste management, procurement and special projects



“The Island aspires to be at the forefront of waste resource management built on the basis of high reduction, reuse and recycling, coupled with zero non-essential waste to landfill.

We want to provide our residents and businesses with kerbside recycling solutions and the security of knowledge that the council is working to minimise waste, develop a single plastic free Island and ensure recycling is reprocessed ethically and as close to source as practicable, keeping plastics out of the environment.

Providing value for money and service innovations to generate income is a key priority too, so ensuring robust practice across our procurement activities as a council, while ensuring support of local solutions where possible remains a constant focus of attention.”

**Councillor Steve Hastings,  
cabinet member for waste  
management, procurement and  
special projects**

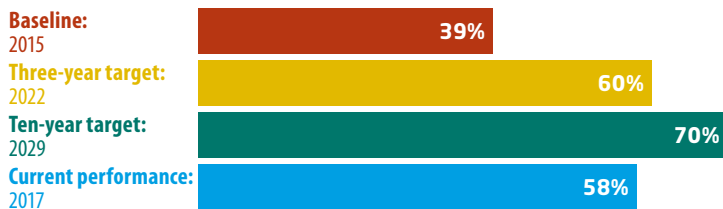
- Ensure the completion and implementation of the new waste to energy plant, to time and budget and that once open the plant delivers as per the requirements of the waste contract and the commercial aspects of the contract are delivered.
- Complete the review of all premises requiring commercial waste collections and develop an appropriate commercial offer to the owners of the premises.
- Develop a corporate approach to the minimisation of single use plastics.
- Ensure that all procurement activity includes the need for good environmental performance from goods and services.
- Review energy management activity and procurement of energy for all council owned and operated assets to ensure it provides economic and environmental best value

## We will assess our long term (over ten years) achievements against the following measures:

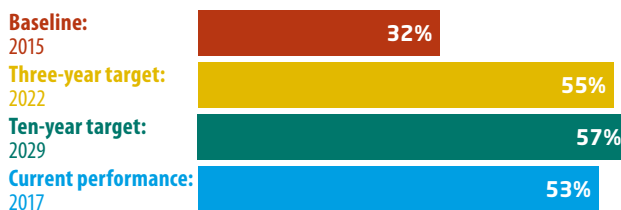
Percentage of residents, very or fairly satisfied, with the Isle of Wight as a place to live.  
**Source: LGA Resident Satisfaction Survey**



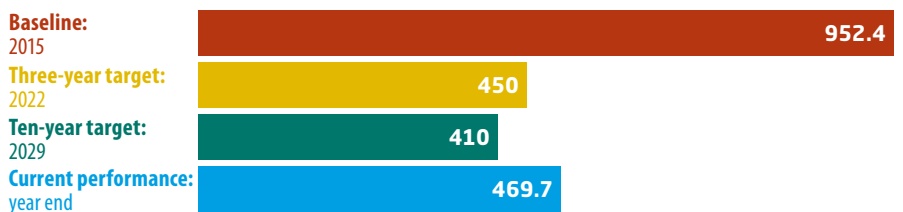
Percentage of residents, very or fairly satisfied with the way the Isle of Wight Council runs services.  
**Source: LGA Resident Satisfaction Survey**



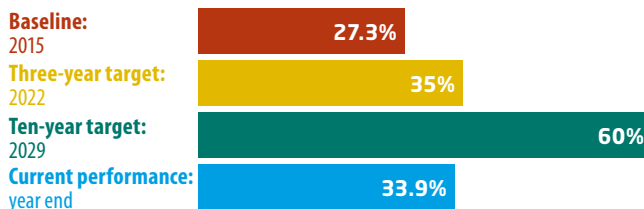
Percentage of residents who strongly or tend to agree that the Isle of Wight Council provides value for money.  
**Source: LGA Resident Satisfaction Survey**



Rate of permanent admissions to residential and nursing care homes per 100,000 population (older people 65+).  
**Source: Adult Social Care Outcomes Framework**



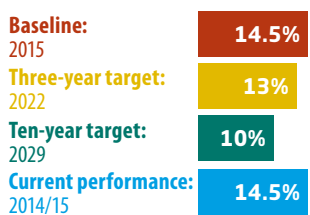
Proportion of looked after residents supported to live at home.  
**Source: Local count**





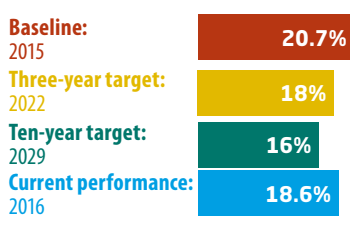
Percentage of adults in need of secondary mental health services.

**Source: Public Health Outcomes Framework**



Proportion of children living in poverty (all under 20).

**Source: Public Health Outcomes Framework**



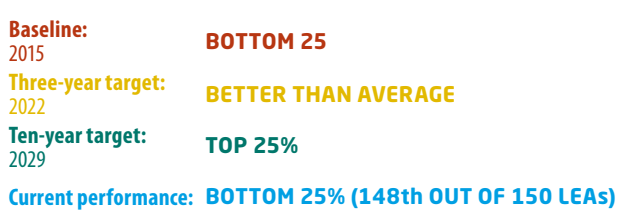
Percentage of schools graded good or better in most recent inspection.

**Source: Local count**



Average attainment 8 measure at year 11 when compared to comparator authorities.

**Source: Department for Education**



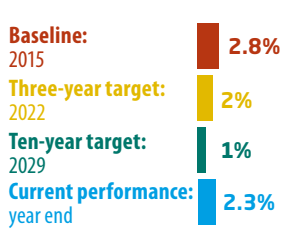
Percentage of children looked after (per 10,000 children ≤ 18 years old).

**Source: Local count**



Percentage of 16 to 18 years old Not in Education, Employment of Training (NEET).

**Source: Department for Education/ Office of National Statistics**



Proportion of the working age population qualified at NVQ level 2 or higher.

**Sources: Office of National Statistics/NOMIS**



Number of jobs on the Isle of Wight.

Source: NOMIS



Average gross weekly wage for an Isle of Wight resident (median income level).

Source: NOMIS



Number of visitors to the Isle of Wight.

Source: Visit Isle of Wight



Number of households in temporary accommodation.

Source: Local Count



Number of extra care units available on the Island.

Source: Local Count



Number of Band D equivalent properties.

Source: Local Count





Total value of gross business rates payable (£millions).

Source: Local Count



## We will assess our short term progress against the following measures:

### ADULT SOCIAL CARE

Average daily rate per 100,000 population of delayed transfers of care due to adult social care.

Source: Local count

Desired trend: Decrease ↓



Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/rehabilitation services.

Source: Adult Social Care

Outcomes Framework

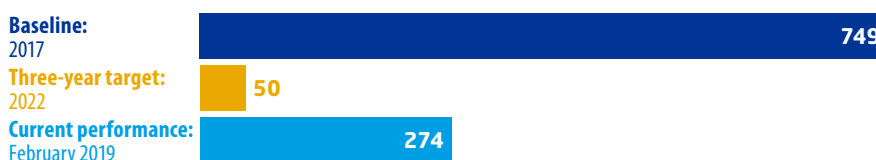
Desired trend: Maintain



Number of outstanding deprivation of liberty standards (DOLS) assessments.

Source: Local count

Desired trend: Decrease ↓



Percentage of safeguarding meetings held within seven days of the referral being received.

Source: Local count

Desired trend: Increase ↑



Percentage of adult safeguarding case conferences held within 28 working days of the safeguarding planning meeting.

Source: Local count

Desired trend: Increase ↑



### ADULT SOCIAL CARE (CONTINUED)

Percentage of adult social care assessments completed within 28 days of the initial contact referral.

Source: Local count

Desired trend: Increase ↑



Number of admissions to permanent residential or nursing care as a percentage of referrals.

Source: Local count

Desired trend: Decrease ↓



Average monthly number of adult safeguarding referrals.

Source: Local count



### PUBLIC HEALTH

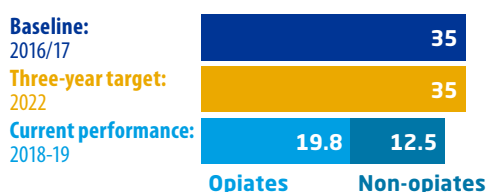
Average number of alcohol treatments completed (per month).

Source: Local Drug and Alcohol Action Team



Average number of drug treatments completed (per month).

Source: Local Drug and Alcohol Action Team



### HOMELESSNESS AND HOUSING NEED

Average number of people on the housing register (per month).

Source: Local count

Desired trend: Decrease ↓



Average number of people on band 1 of the housing register (per month).

Source: Local count

Desired trend: Decrease ↓





## HOMELESSNESS AND HOUSING NEED (CONTINUED)

Average number of households in temporary accommodation (per month).

**Source: Local count**

**Desired trend: Decrease ↓**



## CHILDREN'S SERVICES

Percentage of primary schools graded as good or outstanding in the most recent inspection (not including schools with no inspection score).

**Source: Ofsted**

**Desired trend: Increase ↑**



Percentage of secondary schools graded as good or outstanding in the most recent inspection (not including schools with no inspection score).

**Source: Ofsted**

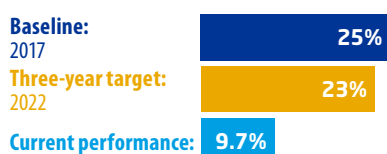
**Desired trend: Increase ↑**



Percentage of children on a child protection plan that are there for a second or subsequent occasion.

**Source: Local Count**

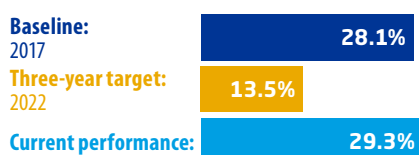
**Desired trend: None**



Percentage of children with a referral within one month of a previous referral.

**Source: Local Count**

**Desired trend: Decrease ↓**



Number of children looked after at month end (per 10,000).

**Source: Local count**

**Desired trend: Decrease ↓**



FIRE AND RESCUE SERVICE

Percentage of critical incident calls responded to within ten minutes.

Source: Local count

Desired trend: Maintain



Percentage of co-responder calls responded to within eight minutes.

Source: Local count

Desired trend: Increase ↑



Number of people (including children) killed or seriously injured in road traffic accidents (annually).

Source: Local count

Desired trend: Decrease ↓



NEIGHBOURHOODS

Percentage of main (Hierarchy 1) roads rehabilitated and meeting PFI contract specification.

Source: Contract

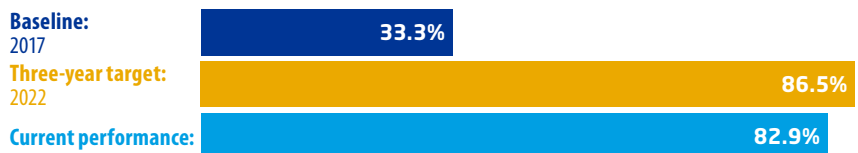
Desired trend: Increase ↑



Percentage of minor (Hierarchy 2, 3 and 4) roads rehabilitated and meeting PFI contract specification.

Source: Contract

Desired trend: Increase ↑



Percentage of contract waste recycled or composted.

Source: Contract data

Desired trend: Increase ↑







## REGENERATION

Number of major planning applications received.

**Source: Local count**

**Desired trend: Decrease** ↓



Percentage of all planning applications processed within timescale.

**Source: Local count**

**Desired trend: Increase** ↑



Average number of out of work benefit claimants (per month).

**Source: NOMIS**

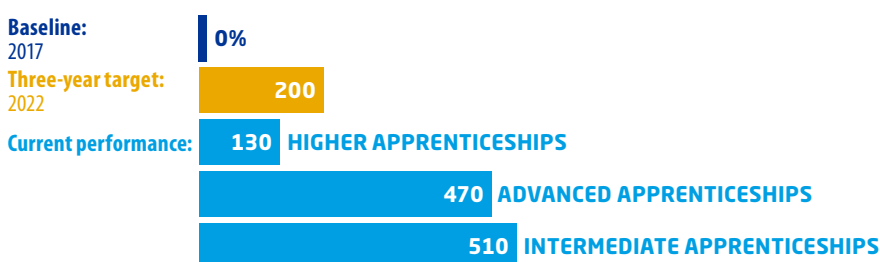
**Desired trend: Decrease** ↓



Number of apprenticeship starts.

**Source: Education and Skills Funding Agency – Apprenticeship levy claims**

**Desired trend: Increase** ↑



Average number of in-person advice and guidance activities per month with businesses seeking to grow and develop the Isle of Wight.

**Source: Local count**

**Desired trend: Increase** ↑



## RESOURCES

Average number of stage 1 complaints made about council services per month.

**Source: Local count**

**Desired trend: Decrease** ↓



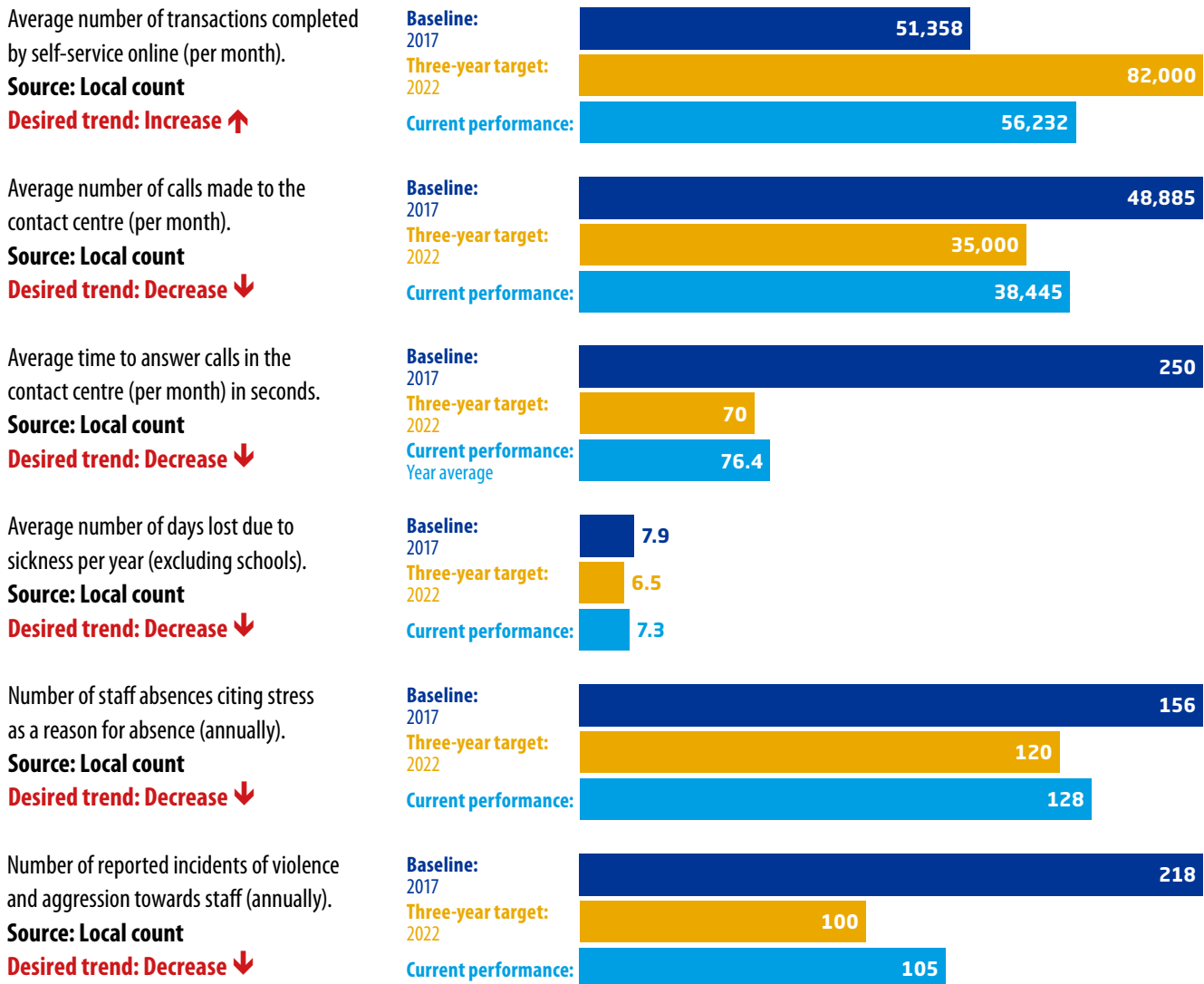
Average number of freedom of information requests received per month.

**Source: Local count**

**Desired trend: Decrease** ↓



RESOURCES (CONTINUED)



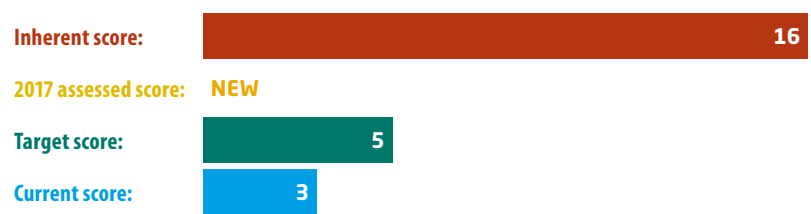


# Strategic risks

Our strategic risks represent those issues which have the greatest potential to impede the delivery of our corporate plan and vision. It is therefore important they are continually monitored and

assessed so that we ensure we are planning to manage and mitigate the risks and take appropriate action as may be required.

Lack of financial resource and the ability to deliver the council's in year strategy.  
**Assigned to: Director of finance**



Lack of financial resource and the ability to deliver the council's medium-term financial strategy.  
**Assigned to: Director of finance**

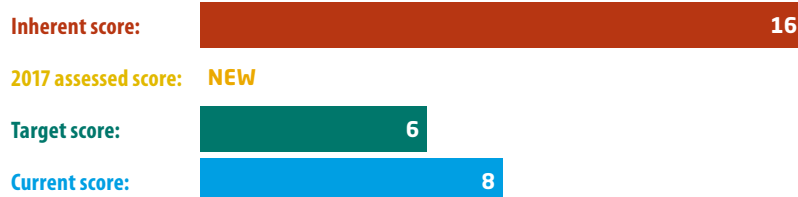


Insufficient staffing capacity and skills.  
**Assigned to: Head of resources**



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

**Assigned to: Director of corporate services**



Non-compliance with general data protection regulations (GDPR).

**Assigned to: Director of corporate services**



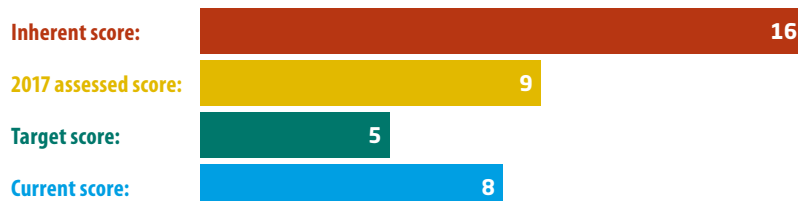
Failure to improve educational attainment.

**Assigned to: Director of children's services**



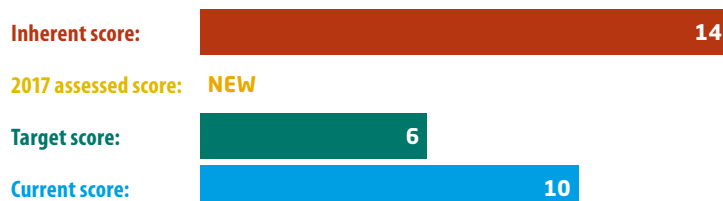
Failure to identify and effectively manage situations where vulnerable children are subject to abuse.

**Assigned to: Director of children's services**



Failure to recruit acceptable quality of professional practice across adult social care .

**Assigned to: Director of adult social care**



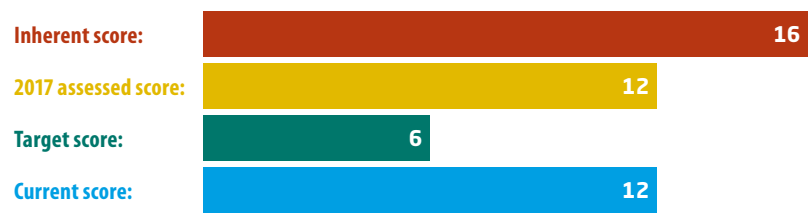
Failure to identify and effectively manage situations where vulnerable adults are subject to abuse.

**Assigned to: Director of adult social services**





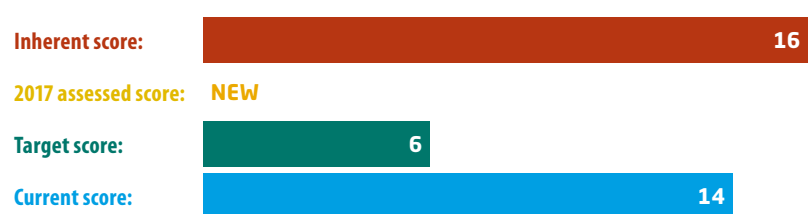
Failure to secure the required outcomes from the integration of adult social care and health.  
**Assigned to: Director of adult social services**



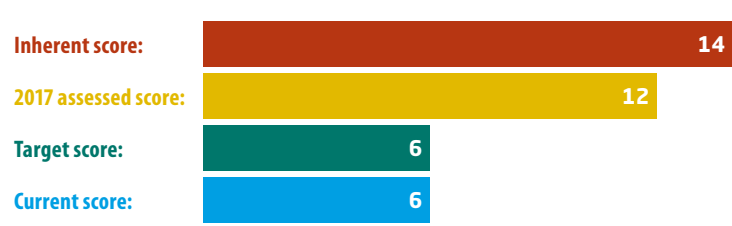
The council fails to achieve the required outcomes from its significant contractual relationships and fails to successfully resolve some anomalies in the contract’s interpretation (in relation to the 25 year Highways PFI contract).  
**Assigned to: Director of neighbourhoods**



Brexit – uncertainty during transition period, followed by potential legislative, funding and policy changes after the UK leaves the EU may adversely affect the council and its ability to provide services.  
**Assigned to: Chief executive**



Achieving the vision for the Island.  
**Assigned to: Chief executive**



Additional demands placed upon the Isle of Wight Council and partners owing to pandemic flu.  
**Assigned to: Chief executive**



Insufficient regulatory compliance for buildings within the council ownership.  
**Assigned to: Director of regeneration**



**Note:** The risk score is calculated by considering both the likelihood and impact of the risk occurring. The most likely, highest impact risk would have a score of 16. The inherent risk score represents

assessment of the level of risk without any control measures in place; while the target score describes the position if all possible actions and controls to mitigate the risks are in place.

# The Isle of Wight – context

The Isle of Wight has an area of 147 square miles, with a coastline of 57 miles. The Island features a wide variety of natural, rural and urban landscapes. More than 50 per cent of the Island is designated as an area of outstanding natural beauty (AONB) and 28 miles of coastline is designated as Heritage Coast. In addition, the Island also includes a very high number of internationally, nationally and locally important nature conservation sites. While the overriding character of the Island is rural, about 60 per cent of the Island's population live within the main towns of Newport, Cowes, East Cowes, Ryde, Sandown and Shanklin. Newport is the county town of the Island and is the main employment centre. Outside of these settlements there are around 30 villages and hamlets.

The Island population benefits from a strong sense of identity which is also reflected in a strong, diverse and vibrant third sector. There is pride in the Island as a safe place to live, offering access to an excellent quality of life and an outstanding environment.

The Isle of Wight is the UK's largest inhabited Island without a permanent link to the mainland. A recent study by the University of Portsmouth has identified that segregation from the mainland has an impact

on the delivery of public services in three ways:

- a) **Self-sufficiency** – This occurs where it is not physically possible, or is too costly, to share services across boundaries with other local authorities and still meet the council's legal obligations to its community.
- b) **Island premium** – the size of the market, limited numbers of suppliers and additional fixed, e.g. transport) costs can lead to relatively higher prices being charged by or for the supply of goods and services when compared with mainland authorities.
- c) **Dislocation** – the costs associated with the physical, and perceived, separation from the mainland has direct and indirect costs, and is closely tied to the underlying issues of the Island premium and self-sufficiency.

The additional cost to the Isle of Wight Council in having to provide public services within these constraints is estimated (2016/17) to be at least £6.5million per annum.

The council's financial position remains its most serious challenge; its net annual controllable expenditure in 2019/20 is £150million. Having already saved in excess of £76million over the



eight years from 2011/12, it must still save a further £14.5million over the period 2019/20 to 2021/22. It has taken robust actions in the development of a new medium-term financial strategy, which has improved the overall financial resilience of the council. This still requires the council to:

- increase its overall efficiency and effectiveness;
- pursue entrepreneurial, commercial and collaborative activities;
- withdraw from or offer minimum provision for low impact services;
- improve the Island economy and therefore the tax base (homes and businesses);
- deliver significant public service transformation.

The Island's population is one of the oldest in England, with more than one in four (27.3 per cent) of its residents being older than 65 years of age; in the next ten years it is predicted that the numbers aged 65 to 84 years old will increase by 20 per cent while the over 85's will increase by 24 per cent. Of the 71,290 households on the Isle of Wight, one in six are occupied by a single person over 65.

In contrast to the high number of older people on the Island, the number of children is falling despite the birth rate rising, with around 25,000 under 18 years of age. The rate of children in need on the Island of Wight is over a third higher than the national average and two fifths higher than that of the south east and a fifth of those have a disability. Just under one in five school age children have a special educational need and 2 per cent of school age children are home educated. In some areas of the Island over a third of under 16s live in poverty, and overall almost 14 per cent of primary pupils are eligible for and claiming free school meals.

The Isle of Wight is ranked 109 (out of 326) on the overall Index of Multiple Deprivation (IMD) Scale (1= most deprived) in the most recent (2015) analysis. Previously it was rated 126 (2010) and 134 (2007). This is not necessarily a sign that levels of deprivation on the Island are increasing; other areas may be improving at a faster rate than the Island can achieve. There are, however, 13 areas of

the Island ranked in the 20 per cent most deprived. Employment and the living environment (quality of housing, air quality, road traffic accidents) deprivation are major factors influencing the Island's overall IMD position.

The Island's labour market is very unlike that of the rest of the south east. The level of economic activity is extremely low; its gross value added (measure of productivity) per capita is lower than Cornwall and the Isles of Scilly and two thirds of that for Hampshire and the Isle of Wight, and also the south east. Gross weekly pay is approximately 84 per cent of the national average and 78 per cent of the south east average figure and has decreased from the previous year's figures in contrast to the south east and national trends. Unemployment rates are higher than the south east and there is a steady increase in International Labour Organisation (ILO) unemployment and the seasonality of work tends to mask some of the underlying employment problems.

The structure of the local economy in terms of employment is higher in health and social work activities, accommodation and food service activities and arts, entertainment and recreation compared to Britain and the south east, reflecting the local needs of an aging population and tourism-centres economy. The local economy is below the national and south east average for the information and communication sector, financial and insurance activities, professional and scientific and technical activities and administrative and support services. The Island does however host some very successful high technology businesses in the areas of marine, aerospace and composites, but it is generally a low skilled employment area and under a quarter of the Island's working age population are qualified to NVQ level 4 or above, compared to 41 per cent in the south east.

There is a need to support and stimulate sustainable economic growth on the Isle of Wight within the context of the emerging national industrial strategy which aims to boost productivity of the UK's companies, industries, places and people

and enhance economic competitiveness. There are a range of local public and private development sites with potential to bring forward new housing and employment floor space on the Island and thereby stimulate economic growth.

Many of these sites, however, need infrastructure investment to unlock or accelerate their potential and improve viability for private sector investment, recognising that construction projects on the Island attract a premium. If this investment can be secured it will deliver direct jobs, new homes, new employment space, new skills opportunities and private sector investment to respond to the place-based opportunities and challenges of the Island.

Demand for housing on the Island remains high, yet availability of affordable housing remains an issue and this presents a particular challenge for the Island, accentuated by physical severance from the mainland housing markets.