

Isle of Wight Council Corporate Plan

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Foreword:

By Councillor Lora Peacey Wilcox, leader of the Isle of Wight Council

As leader of the Isle of Wight Council I present the Corporate Plan for the council which sets out strategic priorities and direction for the period 2021 to 2025 drawn up by the Alliance Administration.

The Alliance priorities are set against a clear aim to work together openly and with our communities to support and sustain our economy, environment and people.

Since March 2020 the coronavirus pandemic been the most significant challenge our community has faced for many years, and the process of response and recovery to the demands of covid-19 will continue across the lifetime of this plan. I am very aware of the loss and suffering the pandemic has caused and I will ensure that helping individuals, communities, and businesses to recover from the long-term impacts of the pandemic, emotionally, physically, and financially will be critical to everything we do.

However, the pandemic is not the only challenge we have. Climate change is something that can no longer be ignored. The pressures on our community caused by the lack of affordable housing and the seasonal and low wage nature of our economy also need to be tackled, as must the council's long term funding position which continues to be concerning in the absence of the long promised but still undelivered Island Deal from Government.

I am committed that we should seek out the resources necessary from Government and secure the step change in investment to the Isle of Wight that will help us to 'level up' the opportunities for our residents with those of mainland authorities. In the meantime, we will do all that we can to secure income from other sources to help us in this goal.

I am also conscious that the needs of the Isle of Wight must never be forgotten by the Government as it looks to develop its plans under the health and care bill, the levelling up/devolution bill and its planned reforms for adult social care. I want to work with and lobby Government so that the Island is at the forefront of the Government's thinking as it develops its national agenda. I will endeavour to make sure that the Government recognises that the Isle of Wight is a place it can and should do business with.

I will do all I can to run the council in as open and transparent way as is possible, making sure that the residents are involved wherever possible in all the key decisions we must make. I want to devolve more powers and responsibilities to local communities, town, parish, and community councils, giving everyone an opportunity to have more say and involvement in everything the council does. However, there are some areas where this may not always be possible and if that is the case then I will say so and explain why. to those who want to know.

In delivering this plan we will listen to your views about what should be done to support achieving our mission. No one person can have all the good ideas and we will look to involve subject experts. Improving Island life is something we all have an interest in and is something we can all contribute to in some way, great or small.

We will be a council of the people and for the people of the Isle of Wight. That is why the Island's people will be at the heart of everything we do.

Councillor Lora Peacey Wilcox
Leader of the Isle of Wight Council

The Key Areas for Action

This plan sets out the wide range of what the council intends to achieve for our Island community and the values that will sit behind everything we do. How we do business is as important as what we do. Whilst much of what we plan to achieve will be delivered within each of the different Cabinet portfolios we have three key areas of activity that will be our main areas of focus for the lifetime of this plan which will need to be central to everything we do as a council.

A. Provision of Affordable Housing for Island Residents

The Island is facing a housing crisis like never before. Since the onset of the pandemic over 80 per cent of its private rented stock has become unavailable for long term lets. Approximately 15,000 households struggle to accommodate themselves in the local housing market. Those on the lowest incomes and highest needs struggle to afford current market rents and prices, well below the Government's accepted standard definition of affordable housing. Recent successes in securing affordable housing grants from Government are helpful but have done little to stem the numbers of Island residents needing affordable accommodation.

We will work to increase the rate of affordable housing. We will need to use public and private assets to increase the availability of housing across the Island. We will work to bring empty properties back into use, including compulsory purchases, encourage housing associations to increase their rate of delivery of new homes and we will look to secure investment that will allow the council to promote the delivery of affordable homes.

B. Responding to Climate Change and Enhancing the Biosphere

The Isle of Wight is a unique place to live and work. Over 75% of the Island is subject to some form of environmental designation and 50% percent of its area is designated as an Area of Outstanding Natural Beauty. Further, in 2019 the Island and the waters surrounding it became a UNESCO Biosphere Reserve, providing international recognition of its unique natural landscape.

In 2019 the council declared a climate emergency and committed to working towards achieving a net-zero carbon status for the Isle of Wight by 2030. Following further work the Climate Change Strategy, which came into effect in 2021, revised these targets to be net-carbon zero as a council by 2030, across the school estate by 2035 and as an Island by 2040. An Action Plan has been introduced to guide the work needed to achieve these targets. Over and above this, going forward, every decision taken must have regard to the need to reduce the council's and the Island's carbon footprint.

We will need to both support and exploit our position as a UNESCO Biosphere Reserve to lever in funding and support for the work we must do, including achieving our net zero aspirations. We will work closely with town, parish, and community councils to support them in helping to deliver our aspirations and we will challenge the utility companies and our partners to support us in making the Island a sustainable place to live and work. In so doing we will look to also address issues of fuel poverty and health inequalities by making homes more energy efficient and by creating new opportunities for local people to make better use of the landscape to support their health and wellbeing.

As such, every decision we take will not only need to have regard to our Climate Change Strategy but must also have regard to supporting, sustaining, and enhancing our Biosphere status.

C. Economic Recovery

Prior to the onset of the pandemic the Island economy was showing positive signs of sustainable growth in what is a well-balanced public /private and service versus manufacturing economic structure. Key sectors such as composite and marine manufacturing have been on successful trajectories in recent years with the key tourism and care sectors underpinning our “foundational” economy offer. The Island offer as a great place to live work and play clearly gained traction during the pandemic providing a good basis for restoring Island business growth and attracting inward investment. The deployment of nearly £100m of Government support to assist Island businesses during the successive lockdowns and resulting trading restrictions will hopefully ensure as many businesses as possible come through the other side of the unprecedented economic shock of 2020/21.

The core strengths of the Island economy remain as a platform for recovery, the investment in high speed broadband, the increased interest in the quality of life, open green space and the highly connected attractions of island life all combine to enable continued promotion of the Isle of Wight as great place for business.

Having good premises and a strong local skills pool are also key factors in helping realise our regeneration ambitions. Our investments with partners in the provision of high-quality business accommodation, which reflects the new more flexible requirements of a post pandemic, further supports the Island’s “offer”.

Growing our skills base and retaining our workforce in key sectors, such as hospitality and social care will be a key challenge for the next five years as will helping those who have lost time from education to recover and achieve their personal goals. These will be key aspects of our Island skills plan.

About Our Plan

Our plan seeks to achieve much for our Island's community as is described in the following sections for each specific area (portfolio) of activity. We will have one councillor responsible for each portfolio so the public can be clear about who is leading the work in each area. All these councillors come together to make up the Cabinet, which is the council's main decision-making body, which is collectively responsible with the Corporate Management Team for the delivery of this plan. The Corporate Management Team comprises the most senior staff in the organisation who have the responsibility for advising on the decisions we take and for translating these decisions into the actions that deliver our aspirations for the Isle of Wight.

For each portfolio we have broken down our planned activities into two parts:

- Those which are driven by the elected councilors and reflect the needs and aspirations of our communities as expressed to ward councillors
- Those which the council must do to meet its legal requirements, in accordance with Government directives or to secure good governance of a multi-million-pound organisation.

The aspirations of our communities have been arrived at by the members of the Alliance, including Green party members, Independents and others working together closely, as they will continue to do so going forward, to recognise those aims and translate them into the key aims set out in this plan.

As a result of our actions, we want the Isle of Wight to be a place where everyone:

1. Can develop their skills and fulfill their potential.
2. Is part of the community and enjoys good health.
3. Enjoys the benefits of a green and thriving economy.
4. Understands the work of the council and the challenges it faces.

We will monitor our success through the quarterly performance management reports presented to the Cabinet that will track our performance against the key indicators and key actions listed in this plan. We will not be afraid to make decisions where we find things are not progressing as we had hoped and will monitor the environment in which we operate and change our plans to take advantage of new opportunities or manage emerging risks to our aspirations.

Our Core Values

Our purpose is to work with and support the Island's community, finding ways to help it to satisfy its needs independently or to provide services directly where necessary. We value:

1. Being community focused:

This means, wherever possible, putting the needs of our residents first.

2. Working together:

This means engaging realistically with partners to make the most of integrated working, helping communities to help themselves and being a strong council team that delivers on these values.

3. Being effective and efficient

This means being the best that we can be in how we organise and deliver our services, using all our limited resources wisely and carefully, getting on with things where we can.

4. Being fair and transparent

This means making decisions based on data and evidence and in an open and accountable way.

Strategic Partnerships and Covid Recovery

Introduction:

The Isle of Wight benefits from a strong community spirit which has served it well throughout the response to the covid pandemic and has made a significant difference to the lives of the community. We understand that the community has a key role to play in shaping the work of the council in general and its recovery from the pandemic. We will look to build on these strengths and support the work of the community and volunteers as we look to rebuild the social, economic, and environmental wellbeing of the Island's community following the pandemic.

We will aim to transfer some of our agreed and listed assets to town and parish councils where they can demonstrate the positive impact this will have in their communities and there is no detriment to the council's wider aspirations. We will also engage with local communities, the voluntary and community sectors and listen carefully to their views when we come to make key decisions.

Our partners will be central to everything we do and where we cannot follow their wishes, we will explain why this cannot be done.

Councillor Lora Peacey Wilcox

Leader of the Council and Cabinet Member for Strategic Partnerships

Administration's Aspirations	Key Activities
<p>1. We will ensure that we listen to people. We will do so by holding consultations in which we will have a proper discussion with residents about issues.</p>	<ul style="list-style-type: none"> • The adoption of all policies and strategies will follow community consultation exercises • Increase the level of public and independent expert advice for all key decisions
<p>2. We will challenge the 'confidentiality culture' that inhibits the provision of information to our communities.</p>	<ul style="list-style-type: none"> • All background papers to decisions will be routinely published • Develop and maintain a document library based on the issues of real interest to the community
<p>3. We aim to empower and enable parish and town councils to help and support their local communities</p>	<ul style="list-style-type: none"> • Ensure all council assets are managed in the most effective way to meet Island and/or local need.
<p>4. Replace the current failing approach to securing an 'Island Deal' including actively pursuing Government for legislation to tackle inequality with the mainland.</p>	<ul style="list-style-type: none"> • Conclude the latest round of representations to government by December 2021. • Work with the Island's MP to scope out the legislative changes necessary to 'level up' the Island with the mainland by March 2022 • Work with the Island's MP and Government to secure the passing of legislation to 'level up' the Island with the mainland by December 2024

Administration's Aspirations	Key Activities
5. Support and increase the influence of Healthwatch and the voluntary sector	<ul style="list-style-type: none"> • Increase the role of the voluntary sector in delivering services to the community by December 2022 • Increase the input of Healthwatch and the voluntary sector in the development of council policy and services by March 2022.
6. Prioritise dealing with health inequalities and the resulting poverty highlighted during the pandemic.	<ul style="list-style-type: none"> • Undertake a public health led approach to addressing poverty and inequalities in each of the Island's most deprived areas.
7. Review and, where necessary, change the management structure of the Isle of Wight Council to better serve the needs of the council and the Island.	<ul style="list-style-type: none"> • Meet with senior management to review guidance and policy to ensure cost effective implementation.
8. Covid recovery will be integral to everything we do for residents and Island business	<ul style="list-style-type: none"> • Improve the Island's resilience and wellbeing relative to its position when national lockdown ended in July 2021

The Ongoing Business of the Council	Key Activities
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	<ul style="list-style-type: none"> • Respond to the outputs of the Government's levelling up bill – due in autumn 2021 • Relate the 'opportunities' in the Bill to the work to be done to specific legislation to 'level up the Island with the mainland from January 2022

We will use a range of indicators to measure how we are making progress such as:

- Percentage of residents, very or fairly satisfied, with the Isle of Wight as a place to live
- Percentage of residents, very or fairly satisfied with the way the Isle of Wight Council runs services
- Percentage of residents, very or fairly satisfied with the ability to interact online and offline with Isle of Wight Council services
- Percentage of residents who strongly or tend to agree that the Isle of Wight Council provides value for money

Strategic Finance, Transformational Change and Corporate Resources

Introduction:

The Isle of Wight Council has been required to make savings of almost £130m in its annual spending since the introduction of Government driven austerity in 2010. This has been a challenging feat on a total annual net planned expenditure of £150m. However, in doing so it has been required to substantially reduce the level of service it has been able to offer the community in almost everything it does.

The impact of the Covid-19 pandemic makes it even more unlikely that Government will provide the additional funds the council needs to keep pace with the demands for its services. As such, it is more important than ever before that we make the best use of our finances, make sure that we only plan to spend what we have and try to leverage as much income as we can from other sources so that we can do the best for our Island community.

We will aim to secure additional income from sources that, wherever possible, do not have a further negative impact on our community. We will look to secure grant funds whenever they become available, provided they are consistent with what we want to achieve, and we will look to invest the council's money and spending locally to support individuals, help businesses and improve our services.

The council has a great many assets that could be put to better use by the community and at the same time save money for the council. We will review all of these assets and work with local town, parish and community councils to find better ways for these assets to work positively for the community.

Councillor Chris Jarman

Cabinet Member for Strategic Finance, Transformational Change and Corporate Resources

Administration's Aspirations	Key Activities
9. Keep the Council solvent and take all the measures we can to improve the financial position of the council.	<ul style="list-style-type: none"> • Refresh the council's commercial strategy and approach towards securing investment and income generation opportunities by March 2022. • Refresh the council's procurement strategy by March 2022 to enhance our approach to social value, environmental sustainability and "Think Local"
10. We will aim to spend and invest as much council money on the Island as is possible	<ul style="list-style-type: none"> • Develop a social value policy by March 2022 to fully recognise the community impact of our financial decisions • Engage with the local business sector to reduce the burdens on suppliers in bidding for work; afford support and guidance in how to successfully prepare tenders; using local advertising routes to make opportunities more accessible and seeking

Administration's Aspirations	Key Activities
	local quotes for contracts with a value of less than £25,000.
11. All major short term future capital/ revenue commitments by the council will be reviewed and put on hold where appropriate. A clear timeline for this review process will be created.	<ul style="list-style-type: none"> • Capital expenditure not already committed will be immediately paused for review and approval as part of the process for setting the budget for future years • Cabinet will recommend the capital programme for approval by Full Council in February of each year
12. We will actively look at invest to save opportunities which we can borrow to fund	<ul style="list-style-type: none"> • All capital spending proposals will only be considered after the appraisal of the potential for an invest to save approach has been undertaken • We will retain a 'transformation budget' to pump prime changes in service delivery that provide long term savings to the council.
13. We will initiate a strategic infrastructure and capacity review of all key utility services	<ul style="list-style-type: none"> • We will hold discussions with Southern Water and SSE for clarity around meeting infrastructure and capacity needs for the Island by November 2021. • We will make joint representations with other local authorities at a regional level to ensure SW meet effective capacity and infrastructure requirements and take more responsibility for impacts on the Island's road network. • We will produce a utility capacity audit by October 2022
14. There will be transparency and disclosure of IWC finances, debts, loans and contracts	<ul style="list-style-type: none"> • We will develop and maintain a document library of debts, loans and contracts from November 2021

The Ongoing Business of the Council	Key Activities
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.	<ul style="list-style-type: none"> • Deliver a plan to manage the substantial debt we inherited and, where possible, reduce the burden of interest payments. • We will produce a financial plan for approval by the Full Council each February • We will publish and monitor the council's spending and financial performance quarterly, identifying any remedial actions to be taken. • Cabinet members will review their portfolio budgets monthly with their lead directors
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,	<ul style="list-style-type: none"> • We will update and deliver the BIG Action plan each April, in conjunction with the council's employees, so that they continue

The Ongoing Business of the Council	Key Activities
creative and action oriented in the planning and delivery of activities for and on behalf of the community	to be empowered to deliver services within the corporate framework
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	<ul style="list-style-type: none"> • Deliver an organisational development strategy and action plan for the council by January 2022 to take account of the wider workforce planning and development issues that go towards being an employer of choice. • Continue to deliver the council's attendance and wellbeing strategy designed to increase workforce resilience, productivity and work/life balance. • Secure improvements in our recruitment processes and in the promotion of careers and opportunities in local government. • Continue to exploit the benefits and opportunities brought about by agile working methodologies and hybrid working and which can bring about improvements in service delivery.
Ensure the effective and timely delivery of benefits and support payments to vulnerable people.	<ul style="list-style-type: none"> • Continue to work closely with Islehelp to provide quick and easy access to information, guidance and assistance to those in need.

We will use a range of indicators to measure how we are making progress such as:

- The percentage of predicted revenue outturn (net cost of services) compared to budget (quarterly measure)
- The percentage forecast revenue income (fees and charges) compared to budget (quarterly measure)
- The value of cumulative capital expenditure compared to profiled budget (quarterly measure)
- The level of income generation through the delivery of identified commercial and investment initiatives (annual measure)
- Number of local supplier tender awards (annual measure)
- Total value of gross business rates payable (annual measure)
- Number of Band D equivalent properties (annual measure)
- Average working days lost to sickness per employee (quarterly measure)
- Average time to answer calls to the contact centre (quarterly measure)
- Average speed of processing new benefit claims (quarterly measure)
- Reducing debt and interest payments

Adult Social Care and Public Health

Introduction:

The core purpose of the Adult Social Care services is the delivery of person-centered, high quality and sustainable care support for all. The Care Close to Home Strategy (CCtH) introduced in April 2017, has resulted in the many key improvements. We are working to update the CCtH strategy to take account of the many changes we have faced in responding to the Covid-19 pandemic and are producing an updated series of action plans that will be delivered over the life of this corporate plan.

These action plans will continue to focus on helping people in receipt of adult social care to live at home for longer, as we know this is the preference for many of the people we support. To do this we will work creatively to avoid the unnecessary use of hospital care, care homes and temporary accommodation and focus packages of care to meet the needs of a diverse community. This will initially be through short to medium term interventions, adaptations, equipment, and technology that help to prevent or delay people's need for longer term support.

As a council, we will not be complacent. We will continually strive to make things better, to do things differently and to ensure that our decisions are driven by local people's values and priorities.

Our collective focus will be to support people to live fulfilling lives and to maintain, or regain, the maximum level of independence possible. Both adult social care and homelessness are key national, as well as local political priorities where significant reform is awaited from Government. It is a matter of pride, therefore, that 90% of all care providers on the IoW are rated as good or outstanding by the Care Quality Commission and that, despite very significant pressure and a shortage of affordable housing, no child has had to live in bed and breakfast accommodation since the start of 2020. Reducing health inequalities and poverty are a priority, supporting our community alongside improving access to good and high quality care and health services is essential.

Our residents enjoy good health and wellbeing however the pandemic has highlighted the need to both improve the provision of health education and protect our population from harm. We have seen the consequences of poorer health of the population from Covid-19, with some members of our community having been disproportionately affected. Key aspects of this include preventative programs and improving understanding of key health issues which we will implement across the health and care system. We will do all that we can to challenge inequalities and the causes of poverty that impact on poor health and subsequent need for health care.

We will work to ensure that our Island's health and healthcare system continues to improve and that as an Island we tackle the key issues relevant to our population and geography. We will focus on those with the most needs, recognising the diversity of need, with different groups of people on the Island experiencing different outcomes. We will focus on inclusion to improve and drive better health outcomes. Both mental and physical health are key to this and we want to work with our communities focusing on all aspects of health and their interconnectedness. Our approach means we will work to tackle those issues that impact on poor health including our environment, education and housing.

Working across all partners and agencies linked with health is an important part of shaping and responding to community needs and is highly valued.

Over 16,000 people on the Island are unpaid carers, providing essential care and support to their partner, child, parent, friend or neighbors and we recognise the fantastic work that unpaid carers

do within local communities. We will continue to provide support for unpaid carers within our council systems and policies.

We are very aware of the fact that the health system is likely to undergo significant changes over the life of this plan with the emergence of Integrated Care Systems and local Integrated Care Partnerships. We will do all that we can to make sure that the needs and interests of the Island's community are properly represented and accounted for in these changes. We will look to integrate our services with health partners only where this is in the best interests of the community or where we are required to do so.

Councillor Karl Love

Cabinet Member for Adult Social Care and Public Health

Administration's Aspirations	Key Activities
15. Place the health and wellbeing of residents at the centre of all we do.	<ul style="list-style-type: none"> • Ensure that the health and wellbeing of our residents is considered within all council policy decisions and embedded within partnerships with bespoke Island initiatives provided to support our communities. • Develop a health and wellbeing strategy will focus on our Island's diversity, inequalities, and area of deprivation. • Putting the people at the centre of planned programmes of support with consultation, intervention, and actions. • Support smoking cessation initiatives and smoke free environments, health eating and weight loss, alcohol, and substance misuse, inspire physical activity and • Work with partners to introduce a programme of work focused on improving mental health and wellbeing
16. Review the current arrangements in respect of the management of Public Health.	<ul style="list-style-type: none"> • A full and independent review of the Public Health Strategic Partnership with Hampshire County Council reporting the outcomes to the Cabinet in autumn 2022 for consideration and action.
17. Promote the building of affordable supported social retirement housing to ensure residents maintain their independence for as long as possible	<ul style="list-style-type: none"> • Open Green Meadow extra care housing facility in Freshwater by October 2021, providing 75 units of affordable extra care housing for elders and disabled adults aged over 55. • To undertake a review of the IW Independent Living Strategy, including the possibility of developing owner occupied extra care facilities. This review to be completed by end of January 2021

Administration's Aspirations	Key Activities
<p>18. Support the restoration of Mental Health Support Services and treat mental health support as a priority across all areas of the council</p>	<ul style="list-style-type: none"> • Strengthen the role of the council's Mental Health Champions, resourcing and increasing community participation and the public voice. • Assess how our strategies, commissioning decisions and directly provided services support and improve mental health and wellbeing. • We will work closely with partners such as health services, town and parish councils, the voluntary sector and employers to improve the social determinants of poor mental health, creating a place-based approach to mental wellbeing. • Review the IW Suicide Prevention strategy and action plan. Progress will be monitored by the Health and Wellbeing Board.

The Ongoing Business of the Council	Key Activities
<p>Recognise the contribution made by unpaid carers to the Island community by providing information and support</p>	<ul style="list-style-type: none"> • Review the IOW Carers Strategy following a period of consultation with unpaid carers and those they support. Agree and deliver a new strategy and action plan by September 2022 • Increase the number of carers receiving support.
<p>Review the Care Close to Home" strategy, promoting, improving and protecting wellbeing and continuing to increase the numbers of people we support in their own homes.</p>	<ul style="list-style-type: none"> • Complete action plans for the new strategic across each of the six themes by December 2021
<p>Drive forward integration with health, putting in place the right governance, commissioning and delivery arrangements so that we secure care closer to home.</p>	<ul style="list-style-type: none"> • By December 2021, to agree and deliver a Community Services strategy with the IoW NHS Trust and CCG which expands upon current integrated arrangements across ASCHN and the local NHS – explicitly, to include learning disabilities and mental health services to ensure that people can get the right support when they need it. This will include services working together in local community hubs planned for Newport and Sandown. • By December 2022, to agree and deliver integrated community commissioning arrangements with the CCG, building on the current Better Care Fund arrangements.
<p>Champion the need of the Island in development and implementation of the NHS</p>	<ul style="list-style-type: none"> • Ensure full democratic representation on the shadow (April 2022) and main (April 2023)

The Ongoing Business of the Council	Key Activities
<p>sponsored Hampshire and Isle of Wight Integrated Care System</p>	<p>boards of the Integrated Care System</p> <ul style="list-style-type: none"> • Develop and secure support for an Isle of Wight 'branch' of the Integrated Care System (April 2022) and seek the delegation of some ICS functions to the local branch by April 2023 and then ongoing as the opportunities arise
<p>Agree and secure ongoing funding for key schemes funded by the Improved Better Care Fund</p>	<ul style="list-style-type: none"> • Complete review of the Early Help Living Well Service by December 2021 • Implement the recommendations of the bed based review of the Regaining Independence Service – reducing the numbers of nursing home beds commissioned and reinvest these funds into home based reablement to start from April 2022 • Undertake a full review of the regaining Independence Service, including funding by April 2022. Ensuring that the review also includes consideration of the recommendations from the recent bed based review of the Regaining Independence Service – reducing the numbers of care home beds commissioned and reinvest these funds into home based reablement • Renew the contract with Mountbatten by December 2021 relating to the delivery of the Raising Standards Initiative which focuses on supporting all CQC regulated care across the Island to be high quality. Report this to the Cabinet for consideration in January 2022. • Review the IOW Market Position Statement to ensure that independent providers understand the future needs of people living on the Island and the priorities of local people.
<p>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.</p>	<ul style="list-style-type: none"> • Review current safeguarding thresholds to ensure that they retain their accuracy and impact and deliver multi-agency training based on any recommendations. By June 2022 • Deliver a campaign of public media focused safeguarding protective measures.
<p>To ensure clinically safe effective services are delivered across the Public Health responsibilities, within budget and to those that are in greatest need,</p>	<ul style="list-style-type: none"> • Quarterly performance reviews of all services to confirm, need, quality and clinical safety.

The Ongoing Business of the Council	Key Activities
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.	<ul style="list-style-type: none"> • Complete a refresh of JSNA by July 2022 including Covid-19 Impact Assessment and ensure its use by partners to inform decision making
To ensure that the public health impact of the Covid-19 pandemic is actively monitored and that the public are properly informed of the actions they may need to take	<ul style="list-style-type: none"> • Monitor the presence of Covid-19 across the Island and initiate activities in response as detailed in the CONTAIN action plans.
Sexual Health and Inclusion Services	<ul style="list-style-type: none"> • Review the existing contractual agreements by January 23 • Maintain a high quality service for our Island which is a bespoke diverse service. • Annual report from the local manager to be submitted to the Cabinet Member for consideration, February recurring. • Support a reduction of unintended pregnancy. • Developing a new safe confidential space for diversity LGBT+ and inclusion. Facilitate a sexual health and inclusion worker providing support for health education, health improvement

We will use a range of indicators to measure how we are making progress such as:

- Rate of permanent admissions to residential and nursing care homes per 100,000 population (older people 65+) (annual measure)
- Proportion of people in receipt of care and support funded by the council supported to remain in their own home (annual measure)
- Number of households in temporary accommodation (annual measure)
- Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/rehabilitation services (quarterly measure)
- Number of people discharged from hospital progressing direct to long term support at home (ASCHN funded) (quarterly measure)
- Average number of people on the housing register (per month) in each of the bands (quarterly measure)
- Proportion of people in need of secondary mental health support (annual measure)
- Life expectancy at birth (males) (annual measure)
- Life expectancy at birth (females) (annual measure)

- Number of people stopping smoking 4 weeks (in the commissioned service) (quarterly measure)
- Number of people achieving weight loss of 5% of body weight in 12 weeks (in the commissioned service) (quarterly measure)
- Number of adults 25+ taking part in sport or physical activity (quarterly measure)
- Successful completion of alcohol treatments (quarterly measure)
- Smoking at time of delivery (birth of baby) (quarterly measure)
- Percentage of children overweight or obese in Y6 (quarterly measure)
- MMR vaccination coverage at 2 years old (quarterly measure)

Community Protection, Digital Transformation, Housing Provision and Housing Need

Introduction

Regulatory and Community safety services incorporates regulatory functions such as Trading Standards, Environmental Health and Licensing The service ensures regulatory compliance through support, intervention and enforcement which in turn enables the successfulness of our business sector as well as economic growth. Working in partnership the service also tackles some of the wider problems such as crime, anti-social behaviour/disorder and reducing reoffending, as well as environmental issues such as contaminated land remediation and improvement in air quality.

For the next few years we will focus our activities on the recovery of the Island’s business sector, following the covid pandemic, supporting those businesses which pose the highest risk to safety or public health of our communities. We will put greater emphasis on support and education with enforcement activity reserved for only the most serious of offences. We will seek to explore ways in which regulatory services can support businesses and communities in their activities.

We will also focus on the more vulnerable areas of our communities where the impact of crime, anti-social behaviour and domestic abuse can be significant. We will put to best use the expected funding from 2021-2025 to address issues such as violent crime reduction (under 25s), safer streets (focus on the safety of women and girls) and domestic abuse (following the introduction of the Domestic Abuse Act 2021).

We will work to increase the rate of affordable housing for Island residents using public and private assets to increase the availability of housing across the Island. This will include work to bring empty properties back into use, using measures including compulsory purchases and looking to secure investment that will allow the council to promote the delivery of affordable homes.

We will work to renew and refresh the council’s website, making it simpler for people to find the information they need in a timely way and for them to communicate with the council. It will become the window on the council and is key to our aspirations to be open and transparent in everything we do. In the meantime, we will work to improve our digital presence by making greater use of social media and targeted communications with the public.

Councillor Ian Stephens

Deputy Leader and Cabinet Member for Community Protection, Digital Transformation, Housing Provision and Housing Needs

Administration’s Aspirations	Key Activities
19. Endeavour to reintroduce CCTV monitoring where needed to support public safety	<ul style="list-style-type: none"> • Endeavour to reintroduce 24 hour CCTV monitoring to one third of identified ‘hotspots’ annually • Reduce the levels of street based unwarranted attention faced by woman and girls by the introduction of the safe streets programme.

Administration's Aspirations	Key Activities
20. Create a new accessible council website	<ul style="list-style-type: none"> Phase 1 of a new website including services for planning; fostering; registrars; coastal management; parking; adult community learning and adult social care to be operable by 31 March 2022. Phase 2, for all other services to be operable by March 2023
21. Support Island wide digital connectivity to support Island businesses and residents.	<ul style="list-style-type: none"> Support Wight Fibre rollout of full fibre to the premises to June 2023 Identify options to reach noncommercial property to enable maximum possible coverage -June 2023
22. Housing that is created must be housing fit for purpose. We will prioritise truly affordable housing for Island residents, meaning housing that is not just affordable to rent or buy but affordable to live in and maintain.	<ul style="list-style-type: none"> Work with partners, including town and parish councils to deliver innovative solutions to secure the provision of affordable housing for Island residents Where necessary make use of the council's housing company to address market failure in meeting needs Where possible use available powers including compulsory purchase Introduce temporary housing schemes to meet local needs by September 2023 Increase the number of affordable housing units available by December 2023
23. Wherever possible bring appropriate empty and derelict buildings back into use for affordable housing.	<ul style="list-style-type: none"> Annually increase the number of empty and derelict properties that are brought back into residential use from April 2022 and keep the Empty Property Strategy under review so that it remains fit for purpose.

The Ongoing Business of the Council	Key Activities
Work in partnership to deliver key priorities for community safety in the reduction of crime, anti-social behaviour and disorder, reduce reoffending and prevention of radicalisation (counter terrorism).	<ul style="list-style-type: none"> Deliver the violent crime reduction unit funded by the Home Office including local interventions. Complete the Domestic Abuse Act capacity fund review and Strategic plan. Put in place the new Strategic Domestic Abuse Partnership by March 2022
Deliver the statutory regulatory functions to keep the Island businesses, residents, and visitors safe from harm.	<ul style="list-style-type: none"> Deliver a revised statutory intervention programme 2021-23 to prioritise the highest risk areas including the backlog of regulatory work following the Covid pandemic.
Continue to ensure the private sector housing stock is fit for purpose and compliant with current housing standards.	<ul style="list-style-type: none"> Extend the licensing scheme following review for Houses in Multiple Occupation to other HMO categories, by March 2023.

Enable those with a disability to access funding for adaptations so that they can live safely within their own homes.	<ul style="list-style-type: none"> • Increase the delivery of the annual Disabled Facility Grant scheme so that people are able to undertake adaptations more quickly
Bid for, promote and deliver the various home energy efficiency grant schemes to improve Island homes and reduce energy consumption.	<ul style="list-style-type: none"> • Actively monitor with partners and stakeholders the availability of funds to support these schemes and make targeted bids as they become available

We will use a range of indicators to measure how we are making progress such as:

- Percentage population that feel safe in the community (annual measure)
- Amount of funding secured for the Island for community safety initiatives (annual measure)
- Percentage of 0,1 or 2 rated premises for food hygiene (annual measure)
- Amount of money saved to vulnerable consumers by trading standard interventions. (quarterly measure)
- Number of empty residential properties where IWC intervention results in their being brought back into residential use (annual measure).
- Percentage of long-term empty residential properties (annual measure)
- Number and value of Disabled Facility Grants issued (quarterly measure)
- Number of temporary housing units delivered (annual measure)
- Number of new affordable homes built (annual measure)

Children's Services, Education and Lifelong Skills

Introduction

Children and families on the Isle of Wight benefit from a high performing Children's Services department. Our social care services are rated as 'good' in all areas by Ofsted, our services for children with special needs perform as well any in the region, our services to support schools are highly valued and schools are increasingly performing better, although there is still more to do.

Children's Services is a highly regulated and inspected area of the council's activity and has to carry out over 200 statutory duties. Therefore, it is important that the council continues to perform these functions well. Doing the basics well is particularly important for Children's Services and the children and families that we support in so many ways.

Our ambitions for the duration of this corporate plan are that we remain a high performing department as measured by our fulfilment of statutory duties and a broad set of performance and quality markers that are regularly scrutinised through the council's democratic processes. We are also ambitious for all of our schools and aspire to help all schools on the Island become at least 'good' in Ofsted terms, measuring progress along the journey. We are equally ambitious for children with special needs and will maintain high performance in terms of the timeliness of education, health and care plans and engage with families more effectively whilst also seeking to bring the high needs block of schools funding back into balance in the long term.

We will continue to transform our children's social care services through the embedding of our 'Hampshire and Isle of Wight Approach' to social work which has been demonstrated to enable more children to stay safely with the families rather than come into public care. Allied to this we will work on transforming our work with foster carers and placement providers to ensure that for children who do need to come into care, we provide the highest quality care possible.

Councillor Debbie Andre

Cabinet Member for Children's Services, Education and Lifelong Skills

Administration's Aspirations	Key Activities
24. Listen to parents and students and work with them to develop 'needs driven' Childrens Services	<ul style="list-style-type: none">• Delivery of Isle of Wight Children's Services Participation Strategy and annual action plan, including response to the annual children in care 'Brightspots' survey, implementation of the Young Inspectors programme, Care Leavers allotment programme, Come Dine with Us, participation of IoW children in All Parliamentary Programme, Have Your Say Activity Week, STAR awards, children's participation in recruitment and tendering processes.• Facilitation of the Hearing Young People's Experiences (HYPE) group and ensuring recommendations from this group are taken forward through the Corporate Parenting Board.

Administration's Aspirations	Key Activities
	<ul style="list-style-type: none"> • Developing an 'Expert by Experience' group to inform Transformation Programme within Children's Services. • Co-producing with Island Parent Carer Network all significant policies and strategies in SEND such as sufficiency strategy, SEN Support guidance, self-evaluation against new SEND Ofsted framework and refresh of SEND action plan.
25. Work with local communities to maintain and ensure appropriate local school provision	<ul style="list-style-type: none"> • Complete consultation on Chillerton and Rookley school • Ensure a strategic school places plan is in place and maintained.
26. All council decisions must be considered with regard to their impact on young people and future generations	<ul style="list-style-type: none"> • Review council decision making template by December 2021
27. Promote active engagement with the Youth Council and Youth MP (YMP)	<ul style="list-style-type: none"> • Increase member and staff engagement with the YMP, also children in care and care leavers via the corporate parenting board. The YMP will be included in the membership of the Corporate Parenting Board • Increase engagement with parents via Parent carer network.

The Ongoing Business of the Council	Key Activities
Work with and challenge schools' performance to ensure that all are good or outstanding.	<ul style="list-style-type: none"> • Regular school improvement visits to all maintained schools through the Leadership and Learning Programme • Co-construct with headteachers a coherent annual professional development programme based upon comprehensive data analysis • Ensure schools are familiar with the new Ofsted framework and are prepared for when routine inspections commence again • Raise standards of attainment at every key stage • Focus on raising standards of attainment for vulnerable groups such as those with special educational needs, those living in circumstances of relative poverty and those open to social care. • Work closely with the Regional Schools Commissioner to challenge performance in the academy sector.

<p>Work with and challenge schools in financial deficit to secure a more sustainable position for the schools and the council.</p>	<ul style="list-style-type: none"> • Review the budgetary projections for every maintained school and intervene if and where necessary. • Where schools are forecasting a future budget deficit, provide support and challenge through the finance and school improvement teams. • Where necessary issue a notice of concern and intervene using formal processes to ensure good budget management.
<p>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.</p>	<ul style="list-style-type: none"> • Delivery of the early help strategy and action plan to support families in the community, through Family Hubs and the wider early help offer to prevent escalation into more costly statutory services. • Ensure an effective and timely response to keep children safe and protected from harm, abuse and neglect, through consistent thresholds applied at the Multi Agency Safeguarding Hub. • A robust and effective quality assurance programme ensures that effective social work interventions are delivered in a timely way and where required. • Effective managerial oversight ensures risks to children are understood and actions taken to mitigate those risks and needs. • Delivery of children’s social care transformation programme, embedding the Hampshire and Isle of Wight, incorporating strengths based, family focused support and practice informed by restorative practice and motivational interviewing, building safeguarding capacity through the Resilience Around Families Team (RAFT) to enable more children to live safely at home. • Where children cannot remain safely at home, other permanent arrangements are established in a timely way that best suit the needs of the child. • Implementation of a new social care case management system to improve both efficiency and accessibility to key safeguarding information.
<p>Grow the number of foster carers and adoptive parents on the Isle of Wight.</p>	<ul style="list-style-type: none"> • Delivery of the Modernising Placement Programme. This will include a detailed needs analysis to understand the needs of children in care. Design new care

	<p>pathways that better reflect the needs of children on the island, enhance our foster carer recruitment by developing foster carer hubs that provide additional flexible support to foster carers when they need it most.</p> <ul style="list-style-type: none"> • Develop a psychological service embedding trauma informed care and develop an urgent and extended care model in conjunction with Hampshire colleagues. • Continue to work with Adopt South to access a wider pool of prospective adopters to meet the needs of island children being placed for adoption.
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We will use a range of indicators to measure how we are making progress such as:

- Number of children looked after at year end (per 10,000 of 0-17 year old population) (annual measure)
- Number of Intermediate / Advanced and Higher Apprenticeship starts in year (annual measure)
- Percentage of Level 2/3 qualified adults (**annual** nomis data from ONS) (annual measure)
- Proportion of working age population qualified at NVQ level 2 or higher (annual measure)
- Percentage of early help cases closed with positive outcomes achieved. (annual measure)
- Percentage of children on a child protection plan that are then referred for a second or subsequent occasion. (quarterly measure)
- Percentage of primary schools graded as good or outstanding in the most recent inspection (not including schools with no inspection score).
- Percentage of secondary schools graded good or better in most recent inspection
- Average attainment 8 measure at year 11 when compared to comparator authorities
- Number of post 16/17 Not in Education, employment, and training (NEET) or % of
- Percentage of care leavers in education, employment, or training (quarterly measure)
- Proportion of children living in poverty (all under 20)

Planning and Community Engagement

Introduction:

Development and maintenance of a high-quality planning service is a key priority for this administration. We are committed to ensuring the right level of development on the Island that meets our needs. Making sure that our communities have an effective voice in the decision-making process around for planning applications will be key features of our approach. We will also look to inform and advise on the restrictions which are placed on the Local Planning Authority by national policies, and which may not always serve the needs of the community in the way we would wish to see it.

We are committed to bringing for the agreement of a new Island Planning strategy by 2023 and this will be a major step forward for the Island enabling the right planning policies to be in place to secure a sustainable future as we progress over the next 15 years. Through this process we will ensure that all Islanders have a safe and secure place they can call home as part of welcoming, thriving and inclusive communities; this is one of the most important ambitions of a progressive planning and housing delivery approach we will develop within the council. The whole council will take an active part in addressing housing market failure to achieve our housing ambition.

The Island’s unique attributes as an Area of Outstanding Natural Beauty and a UNESCO Biosphere Reserve recognise the importance of the local environment both national and internationally. Our planning policies will seek to protect and enhance these attributes and make sure that we are able to make much more of them in informing any policy decisions that we need to take.

We recognise the importance of enforcement in supporting the delivery of our planning policies and in helping to maintain the integrity of the Island’s environment and support its businesses. We want to ensure that people no longer aim to ‘game’ the system and undermine the policies we will have debated at length with our community. We will continuously review our enforcement activities and look to develop new approaches to their delivery and look to secure whenever possible additional powers and funding to support these aims.

Councillor Paul Fuller
Cabinet Member for Planning and Community Engagement

Administration’s Aspirations	Key Activities
28. Review, enhance and improve our Planning Department to improve outcomes and adherence to statutory obligations	<ul style="list-style-type: none"> Complete a peer review of the service by April 2022 identifying areas of best practice and for improvement against comparator authorities. Implement an action plan in response to the recommendations of any review.
29. We will reduce the current proposed housing development numbers while ensuring we meet our local housing need.	<ul style="list-style-type: none"> Champion the adoption of a new Island Plan based on housing targets evidenced to meet Island needs and compliant with legislation for adoption by September 2023
30. Use the recent brownfield site data to identify housing opportunities.	<ul style="list-style-type: none"> Identify priority sites for development by March 2022 and work for start on site on some schemes by December 2023

Administration's Aspirations	Key Activities
31. Only develop greenfield sites when absolutely necessary.	<ul style="list-style-type: none"> Develop by January 2022 an evidence framework to support any decisions to be taken in respect of greenfield sites not already allowed for in the draft Island Plan
32. Accelerate the completion of the Island Plan. The process to be followed will include meaningful engagement with residents and town and parish councils	<ul style="list-style-type: none"> Complete all Island consultation on draft Island Plan by and seek adoption through the formal process by September 2023
33. Parish/town council representative(s) to sit on the Isle of Wight Council Planning Committee.	<ul style="list-style-type: none"> Amend the council's constitution to allow a representative from the relevant town, parish or community council to be a non-voting member of the committee and contribute to the debate on applications in its area, by July 2021

The Ongoing Business of the Council	Key Activities
Planning and building control regulatory and enforcement activity	<ul style="list-style-type: none"> Consideration and determination of planning applications. Building control Service Planning Enforcement

We will use a range of indicators to measure how we are making progress such as:

- Proportion of new housing development commenced on brownfield land (annual measure)
- Number of major planning applications received (quarterly measure).
- Percentage of all planning applications processed within timescales (quarterly measure).

Regeneration, Business Development & Tourism

Introduction:

A key focus of our corporate strategy is to encourage new businesses to set up and existing businesses to expand on the Isle of Wight and to create sustainable jobs and wealth for the Island's community. This is essential for the Island's future prosperity and overall wellbeing especially as it looks to recover from the impacts of the Covid-19 pandemic.

We will aim to complete the council's planned regeneration schemes and attract at least 30 new businesses here as well as supporting 100 businesses to grow and develop at the same time. We will help create 500 new jobs over the lifetime of the plan. We will also make sure that the Island's residents benefit from this activity by having access to the right skills and training to support new and growing businesses. Recognising the value of all paid work in helping people fulfill their potential will be an important our economic and health and wellbeing approach.

We will build and grow our vibrant cultural sector, breathe new life into our high streets and make sure that the Isle of Wight continues to be a major UK visitor destination

Councillor Julie Jones-Evans

Cabinet Member for Regeneration, Business Development & Tourism

Administration's Aspirations	Key Activities
34. Complete key regeneration projects to drive employment, skills and inward investment.	<ul style="list-style-type: none"> • Secure development partner(s) for Newport Harbour by March 2023 • New homes available at Newport Harbour by March 2024 • Secure development partner for Shanklin Spa by May 2022 • Establish actions in response to Island opportunities provided by the proposed Solent Freeport – April 2022 • Continue to market Island Technology Park for 'opportunistic' investments as part of the Solent freeport scheme • Secure infrastructure funding for Nicholson Road scheme by March 2024
35. Engage with Business and communities on Island regeneration progress	<ul style="list-style-type: none"> • Digital Innovation Centre to open in 2022 • Pier Street, Sandown to open in 2022 • Seek to secure Venture Quays planning permission for new homes 2023 • Branstone Farm Business Park to open in 2022, with new homes available from October 2022 • Camphill infrastructure improvements to be completed by March 2023 • Establish and maintain Economic Development board sector sub-groups by December 2021 • Stage an annual regeneration progress event in June 2022 and annually thereafter

Administration's Aspirations	Key Activities
	<ul style="list-style-type: none"> Initiate regular business focused interactive communications (quarterly e-newsletters) starting November 2021
<p>36. Elevate the role of creative industries as part of our regeneration strategy.</p>	<ul style="list-style-type: none"> Increase the value of the creative sector to the Island's economy by March 2023 Increase the number of jobs in the creative industries by March 2025 Establish resources to create an Island Cultural strategy Strengthen relationships with Historic England and the Arts Council
<p>37. Use available powers to deal with long term empty or derelict buildings that mar our seafront and town centre areas.</p>	<p>Co-ordinating <i>positive landlord engagement</i>, enforcement and CPO powers with regeneration enabling capacity to identify clear plans for derelict buildings.</p> <ul style="list-style-type: none"> In each year we will bring two of the most derelict properties, as identified by the local community, back into use or have them tidied up so that they are no longer a blight on the community.
<p>38. Focus on regenerating our High Street and visitor economy to assist post Covid-19 recovery and growth</p>	<ul style="list-style-type: none"> Through continued commitment to the HHSAZ in Newport and Ryde we will assess the impact of diverse uses, such as events and their potential to reinvigorate our other town centres. By 2025 we will have increased the number of people living in town centre locations. Work with VIOW to help increase year-round tourism and increase the quality of visitor attractions and accommodation, particularly sustainable and accessible tourism. Develop a sustainable and accessible tourism campaign approach to start in 2023.
<p>39. Promote people-oriented place planning for town centres</p>	<ul style="list-style-type: none"> By March 2023 in addition to the place plans already developed we will support the development of a place plan for the Bay area in collaboration with Lake, Sandown and Shanklin town councils and commence work on a place plan for the West Wight area.

The Ongoing Business of the Council	Key Activities
<p>Continue with our public engagement programme to underpin area-based social regeneration activities covering the whole Island.</p>	<ul style="list-style-type: none"> Provide quarterly updates on progress with the regeneration strategy to policy scrutiny committee, business and resident databases

The Ongoing Business of the Council	Key Activities
	<ul style="list-style-type: none"> • In areas without a place plan collaboration and communication focus undertake bi - annual community presentations in liaison with local town and parish councils
<p>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.</p>	<ul style="list-style-type: none"> • Working with Island Futures we will use external funding sources to deliver a range of apprenticeship and training opportunities such as the Governments Kickstart programme. • Support for the Island Careers partnership and its efforts to link schools and business.

We will use a range of indicators to measure how we are making progress such as:

- Number of jobs on the Isle of Wight (annual measure)
- Number of visitors to the Isle of Wight (annual measure)
- Average gross weekly wage for an Isle of Wight resident (mean income level) (annual measure)
- New of jobs created and protected by regeneration projects (annual measure)
- Number of jobs in creative industries (annual measure)
- Number of people living in new town centre locations (annual measure)
- Average number of out of work benefit claimants (per month) (quarterly measure)
- Average number of in person advice and guidance activities per month with business seeking to grow and develop the Isle of Wight (quarterly measure)

Environment, Heritage and Waste Management

Introduction:

The Isle of Wight has a unique environment which sets it apart from other areas of the country. Over 75% of the Island is subject to some form of national environmental designation and over 50 percent is classified as an Area of Outstanding Natural Beauty (AONB). Further, the whole Island has been designated a UNESCO Biosphere Reserve, one of only 7 in the UK. We will work to protect and enhance the Island’s natural environment and make sure that all the decisions we take are consistent with this aspiration. We will look to further add value to the landscape by seeking dark skies designation for those areas of the Island where it is most appropriate and seek support from the local communities to secure this status.

We want to capitalise on these unique features to support our economic growth and recovery from the Covid-19 pandemic without ever putting these special assets at risk. They will also be our catalyst for a focused approach to the climate change agenda and we will work across the council and with partners for the Isle of Wight to be carbon net zero by 2040. As part of this work, we will continue to drive up the already high recycling rates across the Isle of Wight and continue to reduce the amount of waste that we produce.

We will preserve and conserve our rich historic and cultural heritage and develop these assets in partnership with our communities and stakeholders, so that the Island’s unique place is understood and celebrated and can act as a driver of regeneration and individual physical and mental health and wellbeing.

Councillor Jonathan Bacon

Cabinet Member for Environment, Heritage and Waste Management

Administration’s Aspirations	Key Activities
<p>40. Support and enhance our Biosphere and AONB areas. Support the active management and development of Biosphere status and secure Dark Sky status.</p>	<ul style="list-style-type: none"> • Annually increase the number of trees planted and maintained from April 2022 in accordance with a new tree management and planting plan to increase biodiversity, green corridors and off set carbon impacts. • Agree short term (from July 2022) and long term (from June 2023) environmental stewardship agreements (including tree planting) with Natural England • One part of the Island will have a Dark Sky Space designation by March 2024 following the completion of a positive business case and with secured funds by March 2022.
<p>41. Continue to develop successful waste management and increase recycling rates further.</p>	<ul style="list-style-type: none"> • Increase the number of garden waste subscription services by 50 percent by April 2023 • Annually reduce the volume of non-essential waste sent to landfill to achieve net zero by April 2025

Administration's Aspirations	Key Activities
<p>42. Commit to develop sustainable transport options with a focus on infrastructure to encourage active travel.</p>	<ul style="list-style-type: none"> • Complete a Local Transport Plan (LTP) 4 by April 2022 based on the need for long term sustainable transport options. • Annually increase by 20 percent from April 2022. the number of towns, parish and community councils with local walking and cycling infrastructure plans which can be used to support capital funding bids
<p>43. Promote the increased use of renewable energy in all sectors.</p>	<ul style="list-style-type: none"> • Secure commitment from all stakeholders to improve grid connectivity to the mainland and a roadmap for its achievement. • Prepare capacity planning study for the Island in relation to renewable energy by end of February 2022 including a heat network options analysis for the Forest Road Energy Recovery Facility. • Increase the capacity in the local supply chain to deliver low carbon and retrofit works as well as the tidal energy industry by December 2022. • All council facilities to use 100 per cent green energy or onsite renewable generation where possible by March 2024. • Use the procurement process to increase the proportion of suppliers to the council that use 100 per cent green energy or onsite renewable energy generation by March 2025
<p>44. Embed both the Biosphere and the Climate Change Strategy into policy, including the Island Plan; advanced by appropriate Action Plans. All council decisions are to have regard to the Biosphere and the Climate Change Strategy</p>	<ul style="list-style-type: none"> • Publish and Promote the Climate and Environment Strategy and fully launch 'Mission Zero' by April 2022. • Introduce a *new Climate and Environment Impact Assessment screening tool for corporate decisions by April 2022 • Introduce Climate Change training modules to all staff, councillors and other stakeholders by August 2022 through the e-learning Hub. • Introduce carbon literate Climate Ambassadors to support decision making; undertake and complete Carbon Literacy Training by April 2023 • Publish a policy Matrix detailing how the Climate and Environment Strategy, the Island Plan, the Sustainable Transport Plan and the Biosphere Plan are aligned and mutually supportive of each other by July 2022 and together form the means to

Administration's Aspirations	Key Activities
	guide the maintenance and use of the Biosphere. This work will be supported and overseen by a Biosphere Steering Committee drawn from all relevant sectors of the Island, including representatives of the Environment, Business, Art and Culture and Wellbeing.

The Ongoing Business of the Council	Key Activities
Work towards the delivery of a new Records Office	<ul style="list-style-type: none"> We will plan and secure funds for the development of a new facility; construction works to start on site by April 2025, subject to the agreement to a full business case by March 2023
Secure the future of the Island's geological collection by working with regeneration and investment partners.	<ul style="list-style-type: none"> We will act to maintain the accreditation status of the collection at all times and work with relevant bodies to enhance its display wherever possible

We will use a range of indicators to measure how we are making progress such as:

- Carbon emissions (annual measure)
- Increase number of IWC employees cycling or walking to work (when they attend a workplace) (annual measure)
- Number of Island schools and colleges participating in the Eco Schools Programme (annual measure)
- Town & parish councils participating in the Green Impact Programme (annual measure)
- Total number of garden waste subscribers (quarterly measure)
- Percentage of domestic waste diverted from landfill (quarterly measure)
- Reduction in residual (LACW) household waste per person (quarterly measure)
- Percent of council facilities using green energy only or on-site generation (quarterly measure)
- Percent of council suppliers using green energy only or on-site generation (quarterly measure)
- Number of fly tip incidents (quarterly measure)
- Number of fly tip actions taken (quarterly measure)

Highways PFI, Transport and Infrastructure

Introduction:

Enabling all modes of transport connectivity both to and around the Island is extremely important to support our plans for the sustainable future and prosperity of Island residents, and in attracting visitors and future investment. Our new transport plan aims to provide an effective and safe transport network which is key to allowing accessibility for all, aiding active lifestyles, tackling congestion and air pollution as well as providing a unique visitor attraction.

The completion of the seven-year core investment period of the PFI contract has significantly improved the roads on the Island and we now have some of the best in the UK. We will work with our highways service partner Island Roads to continue to improve our highways infrastructure and ensure value for money services 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.

The parking infrastructure and services provide value for residents in supporting sustainable transport outcomes and road safety. Working with our communities we will be looking at the balance between supporting thriving towns and the need to manage car parking provision safely and sustainably.

We will continue to manage our harbour assets to provide attractive and well managed services.

Councillor Phil Jordan

Cabinet Member for Highways PFI, Transport and Infrastructure

Alliance Group Aspirations	Key Activities
45. We will aim to find a permanent working solution to Floating Bridge 6 and, if appropriate, achieve this by scrapping and replacing it.	<ul style="list-style-type: none"> • Complete the contract dispute process as soon as possible without compromising the potential for further legal action. • Commission an independent engineering report to establish the potential for FB6 to operate as was intended and a cost/benefit analysis of the outcomes by January 2022. • And then by March 2022 either: <ul style="list-style-type: none"> ○ Appoint an independent organisation to design a new floating bridge in consultation with the community OR ○ Appoint an independent organisation to manage the necessary improvement works to make FB6 work as was intended
46. We will aim to bring forward a comprehensive Island wide parking strategy by 2024	<ul style="list-style-type: none"> • Liaise with all town & parish and community councils to agree suitable strategies and consultation processes.
47. Undertake an Island wide speed assessment project, including looking at all aspects of vehicle speed management,	<ul style="list-style-type: none"> • Completion of the speed assessment project with recommendations on actions by October 2022 for implementation from

Alliance Group Aspirations	Key Activities
including 20mph zones and effective enforcement	April 2023 subject to funding being secured in the 2022/23 budget
48. Establish a working group to consider the full range of options for appropriate charging and permits for parking	<ul style="list-style-type: none"> Establish joint councillor/staff group with agreed terms of reference by December 2021 Fully costed options to be produced by October 2022 for implementation in April 2023
49. Ensure compliance with Island Roads contract and with all other external contracts.	<ul style="list-style-type: none"> Continue to effectively monitor and manage the PFI Highways contract following the completion of the core investment period.
50. Actively pursue a Government imposed public service obligation on Cross-Solent services	<ul style="list-style-type: none"> Consult with the community to scope out what a public service obligation might encompass by June 2022. Complete dialogue with the Solent operators on the voluntary adoption of a public sector obligation by November 2022. If necessary, work with the Island's MP and Government to encompass the public service obligation in any legislation to be passed to 'level up' the Island with the mainland by December 2024

The Ongoing Business of the Council	Key Activities
Continue to work with the Transport Infrastructure Board to improve infrastructure, public transport and mainland connectivity.	<ul style="list-style-type: none"> Produce an annual report highlighting the key improvements and successes of the partnership. Adopt and implement an Enhanced Bus Partnership with bus operators by March 2022. Bids for grant funding to improve bus services on the Island from a £3bn government grant scheme will follow the BEP.
Developing and delivering local safety-based highway improvement schemes through an annual capital programme of works.	<ul style="list-style-type: none"> An annual report to be produced on the delivery of schemes by October of each year
Review the Integrated Transport Plan – develop and delivery LTP4	<ul style="list-style-type: none"> Complete a draft local transport plan in consultation with the community by September 2022
Continue to represent the Island on all transport related matters through partnership groups such as Solent Transport and Transport for South East.	<ul style="list-style-type: none"> Any key decisions to be taken by these groups will be referred to Cabinet and the public made aware as and when required.
Continue to seek funding for improvements to the local traffic arrangements in the Undercliff area	<ul style="list-style-type: none"> Consultation with the local community on measures to tackle traffic in the local communities by September 2022

We will use a range of indicators to measure how we are making progress such as:

- Average Road condition index (WCCI) Cat 1 roads (annual measure)
- Average Footway Condition (annual measure)
- Percentage of Category 1 Emergency Responses within 2 hours – (hazardous potholes, fallen trees, street lighting etc.) (quarterly measure)
- Percentage of highways inspections undertaken (Sec 58 Highways Act compliance) (quarterly measure)
- Number of Public transport users (quarterly measure)
- Car parking utilisation (quarterly measure)