

# CONTENTS

## **PART A EXECUTIVE SUMMARY**

### **1. EXECUTIVE SUMMARY**

- 1.1 Introduction
- 1.2 The Purpose of the Review
- 1.3 The Format of the Review
- 1.4 Scope of the Best Value Report
- 1.5 Relationship with Community Development Performance Management Plans

## **PART B BACKGROUND, CONTEXT & INTRODUCTION TO THE REVIEW**

### **2. BACKGROUND TO COMMUNITY DEVELOPMENT**

- 2.1 Directorate Organisation
- 2.2 Scope and Influence of Cultural Services
- 2.3 The Basis of the Council's Cultural Services
- 2.4 Financial Basis of Community Development Services

### **3. NATIONAL & REGIONAL CONTEXT**

- 3.1 National Government Legislation and Policy
- 3.2 Regional Context - General
- 3.3 Island and Council Strategic Setting
- 3.4 National, Regional and Local Strategic Basis for Cultural Services
- 3.5 National and Regional Funding Implications

### **4. COMMUNITY DEVELOPMENT**

- 4.1 Overall Purpose – Beliefs and Values
- 4.2 Community Development Themes

### **5. THE APPROACH TO THE BEST VALUE REVIEW**

- 5.1 Aim and Objectives of the Review
- 5.2 Process, Methodology & Timetable
- 5.3 Best Value Review and Cultural Strategy
- 5.4 Relationship With Other Best Value Reviews
- 5.5 Best Value Review of Constituent Services

## **PART C COMMUNITY DEVELOPMENT BEST VALUE REVIEW**

### **6. Community Development Aims and Objectives**

### **7. Summary Assessment of Challenge; Compare; Consult and Compete**

### **8. Summary Service Appraisal – SWOT**

### **9. Performance Improvement Plan: 2003-2008**

## **PART D INDIVIDUAL SERVICE BEST VALUE REVIEWS**

## **PART E APPENDICES**

## **PART A EXECUTIVE SUMMARY**

### **1. EXECUTIVE SUMMARY OF BEST VALUE REVIEW PROCESS**

#### **1.1 Introduction**

The Community Development Best Value Review commenced in January 2002 and was to be completed by March 2003. It was conceived in two parts, individual service Reviews, to be followed by a more strategic Best Value Review of the Community Development service as a whole. The individual service reviews were completed within the original timetable. Additionally IdeA was commissioned as a critical friend, to consider the individual service reviews and advise on further progress. IdeA reported in February 2002.

There has been some delay in progressing to a final Review report. Two factors in particular contributed to the delay. Firstly, a shortage of management time for the task arose as a result of the detailed considerations of the externalisation of Wight Leisure and management of Isle of Wight Tourism. Secondly, it was clearly important to consider the implications of the new Strategic Policies and Plans adopted by the Council from the end of 2002 through until June 2003. Without taking these on board, the Community Development Performance Improvement Plan may well have been compromised.

During the latter stages of the Review a specialist management consultancy for the leisure, sport, tourism and cultural sectors advised and assisted with the final Review analysis and report.

#### **1.2 The Purpose of the Review**

The aim of the Review, besides fulfilling the specific Best Value requirements, has been to undertake a fundamental root and branch review of each service in order to provide the basis for improvements.

The Best Value Review has facilitated a re-appraisal of the aim and objectives of Community Development. This has been in the context of the Directorate's Strategic Plan (2001-2004) and the Council Strategies and Action Plans emerging after the completion of the individual service Best Value Reviews.

It has been recognised that the Community Development services offer potential double value, in that they can service all residents and provide support to the tourism industry.

#### **1.3 The Format of the Review**

The Review has been prepared and presented in 5 parts.

- PART A: EXECUTIVE SUMMARY
- PART B: BACKGROUND, CONTEXT & INTRODUCTION TO THE REVIEW
- PART C: COMMUNITY DEVELOPMENT BEST VALUE REVIEW
- PART D: INDIVIDUAL SERVICE BEST VALUE REVIEWS (Members Room)
- PART E: APPENDICES

## 1.4 Scope of the Best Value Review Report

This Review has embraced:

- The establishment of an aim and objectives for Community Development at the beginning of the Review. The aim for Community Development is –

“To enhance the quality of life of Isle of Wight residents through the provision of cultural experiences and opportunities and the development of cultural values; and to use cultural services to assist in underpinning the Island’s tourism industry”

- A review of the national, regional and local context in which Community Development operates
- The important relationship between Community Development services and on the one hand, the Council’s strategic policies for a better and more equitable and inclusive community, and on the other hand the tourism economy of the Island
- in depth reviews of each of the eight services due for Best Value Review

This has included the following techniques as part of facing the 4C’s of Best Value – ‘*Compare, Consult, Challenge and Compete*’.

- ✓ Pilot Survey – Citizen’s Panel
  - ✓ Stakeholder Discussion Meetings
  - ✓ Structured Interviews with Key Stakeholders
  - ✓ Review of Current User Data, Trends & Views on Services
  - ✓ Residents Consultation – Citizens Panel 2
  - ✓ Visitor Consultation
  - ✓ Comparison with other Local Authorities
  - ✓ Comparison with “Excellent” Authorities
  - ✓ Investigate Alternative Methods of Service Delivery
- A Strategic Overview of Community Development and the individual Best Value Reviews to assess the overall strengths, weaknesses of the service and the opportunities for, and threats to, the service –

amongst the strengths identified was the intrinsic value of existing services, notably:

- *Ventnor Botanic Gardens – A National ‘Gem’*
  - *Music Service – exemplary performance*
  - *Strong Arts and Sports development work*
  - *Dinosaur Isle - Landmark for Island History*
  - *Valued libraries and mobile service*
  - *Parks portfolio - underpins Tourism industry*
  - *Vibrant Records Office*
  - *Rare Roman Villa*
  - *Much loved local Theatre operation*
- Preparation of an overall Community Development Performance Improvement Plan, which focuses on priorities across the service area.

The overall Community Development Performance Plan has been developed in the context of the individual Best Value Reviews, Best Value good practice, this broader assessment of Community Development (including SWOT) and the Council's broader strategic agenda. The purpose of this overall Performance Improvement Plan is to provide greater focus and targeting of resources on high priorities within Community Development and relevant, wider Council activity. In order to do this it has been important to identify: -

- 1) key strategic improvements, which are largely concerned with processes and seeks to address weaknesses in organisation, process and information which have a fundamental effect on Community Development activity and impact and underpin and/or facilitate –
- 2) operational improvement actions which address identified areas for improvement from the Best Value reviews

### **1.5 Relationship with Community Development Performance Management Plans**

The individual service Best Value Reviews were completed prior to the development of the 2003/4 Community Development Performance Management Plans (Appendix 8). It was therefore possible to include in the Service Performance Management Plans detailed performance indicators, including for the first time local performance indicators, in the light of the service Best Value Reviews. The 2003/4 Performance Management Plans are therefore an integral and detailed part of Community Development's Performance Improvement Plan.

## **PART B BACKGROUND, CONTEXT & INTRODUCTION TO THE REVIEW**

### **2. BACKGROUND TO COMMUNITY DEVELOPMENT**

#### **2.1 Directorate Organisation**

Community Development has been a branch of the Education and Community Development Directorate since 1999. The lead officer for Community Development is the Head of Community Development and Tourism, who reports directly to the Strategic Director of Education and Community Development within the Unitary Authority.

There are 13 Sections Heads at various levels within Community Development. *Wight Leisure* and *Tourism* are also placed within the Directorate. Both the MD of Wight Leisure and the Head of Tourism Services report directly to the Head of Community Development and Tourism.

#### **2.2 Scope and Influence of Cultural Services**

*Wight Leisure* and *Tourism* have both previously completed Best Value Reviews. This review therefore addresses all other services within the cultural "umbrella" and within the direct responsibility of the Head of Community Development and Tourism. The Community Development activities reviewed here are:

- ◆ Library Service, including the Children's Service
- ◆ Museums Service
- ◆ Isle of Wight Record Office
- ◆ Schools' Music Service
- ◆ Arts Development, including Theatres
- ◆ Parks & Gardens Service
- ◆ Sports Development Unit
- ◆ Ventnor Botanic Garden

The Council has previously considered the scope of culture in relation to its existing services and the preparation of its Cultural Strategy. It has adopted the approach suggested in the DCMS Guidance '*Creating Opportunities*', which sets out both material and value dimensions.

All the services listed above (see Appendix 6 for a profile of the services) form part of the Council's material definition of cultural services. Other services within the Directorate that are within the adopted definition are Tourism, festivals, attractions, Wight Leisure facilities, Branstone Farm and the Schools Museum Service.

Only informal leisure pursuits, the built heritage, architecture, landscape and archaeology are not within the Directorate. However, some elements of these latter aspects are within the Directorate by virtue of specific buildings and sites operated.

Branstone Farm, was excluded from the Best Value Review because of its small size. The Schools Museum Service was not included because it is a partnership with Carisbrooke Castle, whereby the Council pays the salary of the Curator to reflect the School Service provided.

## **2.3 The Basis of the Council's Cultural Services**

Only one of the services is operated under a statutory regulation - the public library service. However, without statutory obligation, the 1964 Act also gives the Council the power to provide and maintain museums and art galleries. The Council is able to provide the other services under the Local Government (Miscellaneous Provisions) Act 1976. In addition, as reported in this Review, all the services have significant and direct relevance to the Council's strategic role within Government legislation and priorities.

In particular the Local Government Act 2000 clarifies the position and provides a more recent and general power for the Council to promote and improve the well-being of its area.

## **2.4 Financial Basis of Community Development Services**

The current financial profile of the eight services under review is given in Appendix 7.

The approximately £4.3 million net annual budget for community development was "overspent" by £17,000 in 2002/03. This was, in the main due to staff shortages through prolonged sickness in the libraries and at Ventnor Botanic Garden.

The service has had to find £127,000 of cuts in expenditure during the 2003/04 budget round. These were found in the libraries and museums services. A one-off increase in the budget of £45,000 was awarded for 2003/04 to support the taking back of theatre management in-house. A capital award of £100,000 was also made for 2003/04 for essential health and safety works in the parks and at Ventnor Botanic Garden.

The Best Value Review and Improvement Plan and its outputs will inform the budget preparation and alignment for the 2004/5 cycle.

## **3. NATIONAL & REGIONAL CONTEXT**

### **3.1 National Government Legislation and Policy**

The Best Value Review has taken account of the broad, national legislative and social policy context and the overall government policy direction. The themes of government social policy include:

- environmental, social and economic policies set within a broader philosophy of sustainable development and leading to an improved quality of life;
- A 'joined up' cross-agency approach to solving complex social problems;
- a commitment to tackling social exclusion;
- the modernisation of local government including the duty of 'Best Value';
- the promotion of community-based regeneration with community strategies
- greater recognition and support of the voluntary sector;
- strengthening of regional decision making.

Alongside social policy priorities are government economic policies, many of which are inter-related with social policies. Regeneration of the building fabric and morale of communities are part of this national picture.

### 3.2 Regional Context - General

Many of the general characteristics of The South-East Region are reflected in the Isle of Wight. The South-East is a region of contrasts. Whilst densely populated, there are few large urban centres to generate major facilities on the scale of large cities elsewhere. The region is far more rural than popularly imagined, masking some of the difficulties arising from limited access to facilities and poor transport links.

Overall the South-East Region is sometimes seen as an area of great affluence, where cultural needs are less problematic. The economic well being of a good proportion of the population disguises problems of deprivation in certain locations. Difficulties of access and opportunity arise from commuter journeys and the subsequent limited time available, discretionary spend and access to facilities. In the case of the Isle of Wight insularity brings some advantages and disadvantages in these respects.

The regional profile reinforces the analysis of a region of contrasts. The region is characterised by an above national average GDP per capita, yet the Isle of Wight is 33% below the national average. Deprivation in the region is evidenced by the designation of development/assisted area status in rural (including Isle of Wight) and urban (e.g. Brighton and Hove) areas alike. Districts with very high levels of deprivation are found in Kent, Hampshire and East Sussex as well as the Isle of Wight. On the Island, as well as East Sussex, there is a high incidence of economic inactivity within the population, and, in places, a weak industrial base.

Cultural activity and values cannot be divorced from the social and economic fabric of society. The Best Value Review identified the need to tackle some of the regional myths that are apparent on the Island and can mask problems and inhibit improvement investment and progress.

### 3.3 Consideration of the Island and County Council Strategic Setting

The Council has developed a range of strategies, plans and initiatives over the past two years, with some post-dating the individual service reviews (Appendix 5). The most relevant are the Council's Corporate Plan, its Social Inclusion Policy and the Community Strategy "*Island Futures*". These have direct relevance and implications for Community Development.

The following table gives the objectives and themes of the two headline strategies.

**TABLE 1: STRATEGIC OBJECTIVES**

<b>Council Corporate Plan</b>	<b>Island Community Strategy</b>
Improving health, housing and the quality of life for all	Guaranteeing the Quality of Life and Sustainability
Encouraging job creation and economic prosperity	Improving Access to Services and Facilities
Raising education standards & promoting lifelong learning	Developing Learning and Skills
Creating safe and crime-free communities	Supporting Jobs and the Local Economy
Improving public transport and the highways infrastructure	Ensuring Quality in the Built Environment
Protecting the Island's physical environment	Promoting Equality
	Developing Tourism

The very nature of being an Island has a significant bearing on many practical aspects of Island life. Community Development also benefits from the advantages and suffers from some of the disadvantages.

Hints have been given in the regional context (para 3.2) that the Isle of Wight does not share in the prosperity more generally enjoyed by its mainland neighbours. The Island has:

- ❖ A narrow economic base dependent upon a highly seasonal tourism industry
- ❖ Low wages and high benefit dependency
- ❖ Comparative high unemployment
- ❖ Population imbalance with a high proportion of retired

The Council's Comprehensive Performance Assessment shows that economically the Island's GDP is only 67% of the UK average. 15 of the 48 Island wards are in the worst 20% of the most deprived areas nationally. There are no wards in the top 40% least deprived areas.

The Island has a population of 132,731 at the 2001 Census. demographic profile is also significant. The Isle of Wight has a disproportionate number of elderly people with 26% of adults being of pensionable age, compared to the national average of 18%. Children (15 and under) form 18% of the population and over 20% of the adult population is single.

The potential for Community Development services to play a part in the Council's Action Plan that may be modest at times, but very important at others.

The relationship between the Community Development Review and the other plans and strategies of the Council is shown in Table 2.

### **3.4 National, Regional and Local Strategic Basis for Cultural Services**

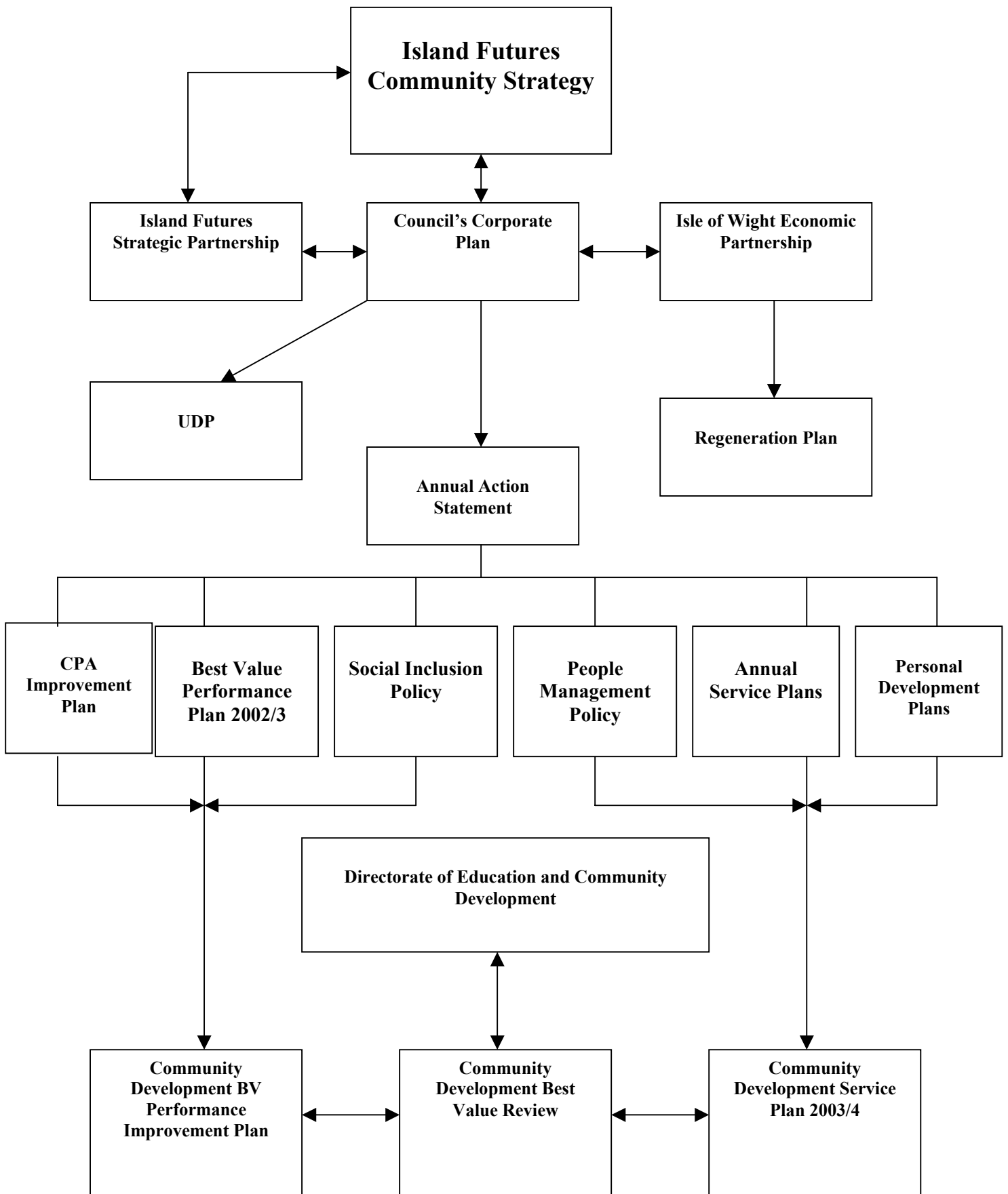
A significant synergy exists between the strategic context for the Isle of Wight (as represented through the Community Strategy and the Corporate Plan) and the strategic context articulated through national and regional cultural organisations.

This context offers a clear opportunity and indeed responsibility for Community Development to place itself central to the achievement of strategic priorities for the Island.

Of particular relevance to the cultural context for the Isle of Wight are:

- **DCMS Strategic Priorities (DCMS Strategic Plan 2003 – 2006)** The DCMS Strategic Plan (2003 – 2006) identifies four Strategic objectives that are linked to Public Sector Agreements Targets and supported by a number of strategic projects.
- **The Cultural Cornerstone (Strategy of The South East Cultural Consortium November 2002)** Representing key cultural agencies, the strategy presents a co-ordinated cultural strategy for the region with five key challenges supported by fourteen objectives. The Strategies and Policies of the key quasi-governmental are considered within the context of the Cultural Cornerstone.
- **Island Life (The Community Strategy for the Isle of Wight)** The first Community Strategy for the Isle of Wight, produced by the Local Strategic Partnership, identifies seven key themes for the Island. The Community Strategy will present the context for the revised Corporate Plan.





**TABLE 2: Links of the Best Value Review to other Plans and Strategies of the IW Council**

Consideration of these key strategies identifies the following key drivers, which will influence the Community Development service for the Isle of Wight.

### **Supporting Opportunities For Young People**

As a key strategic priority, the DCMS Strategy seeks to *'enhance access to a fuller cultural and sporting life for children and young people giving them the opportunities to maximise their talents to the full.'*

This priority is supported by the PSA Target of increasing from 25% in 2002 to 75% in 2006, the percentage of children who participate in PE in school for at least two hours per week. This target is in turn supported by a number of linked strategic projects, which include Museum Education, Culture Online and Creative Partnerships.

This priority area is allocated the largest amount of new exchequer funding with an additional £176 million directed to supporting young people.

Although not specifically identified, the theme of developing young people is also highlighted in The Cultural Agenda, the strategy of the South East Cultural Consortium (November 2002). Strategic Challenges relating to young people include 'The Challenge of Learning' and the 'Challenge of Inclusion'

The priority of working with young people highlights the importance of developing links with schools and the Youth Service. Good examples of partnership already exist between schools and sections within the Community Development division (notably, the Sports Development Service and the Music Service)

The service will need to build on these good links and further develop the opportunity to develop partnerships for young people within and outside schools. Specifically, the service will need to ensure monitoring of service utilisation by young people and identifying action to redress under representation.

### **Social Inclusion**

The DCMS Strategic Plan seeks to *'open up institutions to the wider community to promote ... social inclusion.'* The target of increasing 'take up' by new users from priority groups is supported by targets to increase new visitors to museums, libraries and increase sports participation. In particular, targets to increase participation from socio-economic groups C2, D and E as well as ethnic minorities will be of relevance.

The Cultural Cornerstone supports this priority in seeking to utilise culture to support a reduction in the 'gap' between the regions most deprived wards and the rest of the region.

The Community Strategy highlights the importance of recognising and responding to the causes of access inequality. Developing partnerships to provide preventative services to priority communities will be important, particularly with regard to health and community safety. Developing greater use and take up of the 'one card' leisure access scheme and addressing rural transport issues will be appropriate within this context.

### **Lifelong Learning**

*'Opening up institutions to the wider community to promote lifelong learning...'* is a priority of the DCMS Strategic Plan. This objective will, in particular be supported by a range of personal development programmes such as sports coach development schemes.

The 'Challenge of Learning' is one of five strategic challenges within the Cultural Cornerstone. Raising educational achievement levels, contributing to quality of life and understanding regional cultural sector skills and training needs are specific objectives of the Strategy. In particular, the role of museums, libraries and archives are recognised as providing important support for lifelong learning.

At the more local level, developing learning and skills is a key theme of the Community Strategy. The cultural services will have a role to play in addressing key issues of academic achievement levels, as well as promoting a good quality of life to help to recruit to key positions where skill shortages currently exist.

### **Economic Development**

An objective of the DCMS Strategic Plan is to '*maximise the contribution which the creative and leisure industries can make to the economy*'. Projects linked to skill development within the industry and supporting the creative industries will be of particular importance to the Community Development division.

The Cultural Cornerstone highlights the contribution leisure industries have and will make to regeneration. Of particular relevance are actions to support the regeneration of seaside towns, rural areas and promoting the role of culture in supporting economic development.

These national and regional themes are supported in the Community Strategy with key themes of developing tourism and supporting jobs and the local economy.

Existing user surveys highlights that, visitors to the Island account for a significant proportion of visits to facilities and services managed by Community Development. This important economic development role needs to be overtly recognised and where possible, its contribution to the local economy measured. Partnership work with the Tourism section, in particular seeking to encourage year round visitors will be important.

### **Other Strategic Priorities**

The priorities listed above are identified in all relevant strategic context documents and therefore are particularly key for the Isle of Wight Community Development service. Notwithstanding these, other issues are highlighted which will influence future service delivery. Most notably these are:

- Supporting a high quality built and natural environment,
- Providing high quality customer driven services,
- Supporting and developing excellence

Consideration of these priorities will also need to be recognised within the best value

## **3.5 National and Regional Funding Implications**

The national and regional context that has been set out is particularly relevant to this Best Value Review. The extent to which the services under review can promote or improve the economic, social and environmental well being of the Island is especially relevant. The context is strongly linked to funding opportunities. Government, regional and even Lottery grant funding sources require project and initiative bids to be relevant to identified strategic priorities and to be strongly justified and targeted.

## 4. COMMUNITY DEVELOPMENT

### 4.1 Overall Purpose – Beliefs and Values

The overall purpose for Community Development is embraced by the Directorate's statement of purpose in the Education and Community Development Strategic Plan 2001-2004. It is to:

***Secure the highest quality educational, learning and cultural opportunities throughout life for the whole population of the Isle of Wight***

The underpinning beliefs, also set out in the Plan, relate to opportunity and access for all Islanders, the development and strengthening of the community and individual through education, learning and cultural opportunities and the provision of relevant, effective, efficient and economic services.

The Plan also seeks to maintain a set of values that encompass respect for individuals and local communities and pursue professional qualities, excellence in service provision, partnership and collaboration.

### 4.2 Community Development Themes

Consistent with the Directorate's Strategic Plan, Community Development has been pursuing four themes to provide focus, direction and priorities until 2004. These are:

- ◆ ***Raising Achievement*** for residents (children and adults) and staff (staff development)
- ◆ ***Community Learning*** (extending knowledge and skills for individuals to deal with rapidly changing social and economic environments and ***provide opportunities for social development*** of individuals and community groups)
- ◆ ***Inclusion - Access to opportunities for all***, regardless of physical, social and intellectual attributes or ability to pay
- ◆ ***Best Value*** – To implement the sound principles of Best Value to engage the public, protect the Island's cultural and environmental assets and achieve an efficient, effective and economic operation alongside high service standards.

These themes will underpin the 'corporate' Community Development Performance Improvement Plan arising from this Review.

## 5. THE APPROACH TO THE BEST VALUE REVIEW

### 5.1 Aim and Objectives of the Review

The Best Value Review has facilitated a re-appraisal of the aim and objectives of Community Development. This has been in the context of the Directorate's Strategic Plan (2001-2004) and the Council Strategies and Action Plans emerging after the completion of the individual service Best Value Reviews. The aim of the Review, besides fulfilling the specific Best Value requirements, has been to undertake a fundamental root and branch review of each service in order to provide the basis for improvements.

It has been recognised that the Community Development services offer potential double value, in that they can service all residents and provide support to the tourism industry.

## 5.2 Process, Methodology & Timetable

A Project Team/Steering Group was formed to lead and co-ordinate the Review process and a Member Appraisal Group was formed (Appendix 1). A timetable was drawn up (Appendix 2).

The Review commenced in January 2002 and was to be completed by March 2003. The individual service Reviews were completed within this timetable. However, it was acknowledged that there was also a need to undertake a more strategic Best Value Review of the Community Development service.

Additionally IdeA was commissioned to consider the individual service reviews and advise on further progress. IdeA reported in February 2002. The documents they considered are listed in Appendix 3. Where possible, some actions were identified and implemented as the Review progressed. The Council's proposals to re-organise Community Development on a 'sectional' basis were supported by IDEa, and are close to completion (See Table 3). The Library headquarters are to be moved to a better building and this has also enabled some rationalisation of Records Office space.

There has been some delay in progressing to a final Review report. Two factors in particular contributed to the delay. Firstly, a shortage of management time for the task arose as a result of the detailed considerations of the externalisation of Wight Leisure. Secondly, it was clearly important to consider the implications of the new Strategic Policies and Plans adopted by the Council from the end of 2002 through until June 2003. Without taking these on board, the Community Development Performance Improvement Plan may well have been compromised. This prompted the Council to gain additional short-term advice and support from a leisure management consultancy to assist in finalising the composite Review.

The key elements of the Review Process have included: -

- ✓ Pilot Survey – Citizen's Panel
- ✓ Stakeholder Discussion Meetings
- ✓ Structured Interviews with Key Stakeholders
- ✓ Review of Current User Data, Trends & Views on Services
- ✓ Residents Consultation – Citizens Panel 2
- ✓ Visitor Consultation
- ✓ Comparison with other Local Authorities
- ✓ Comparison with "Excellent" Authorities
- ✓ Investigate Alternative Methods of Service Delivery

## 5.3 Best Value Review and Cultural Strategy

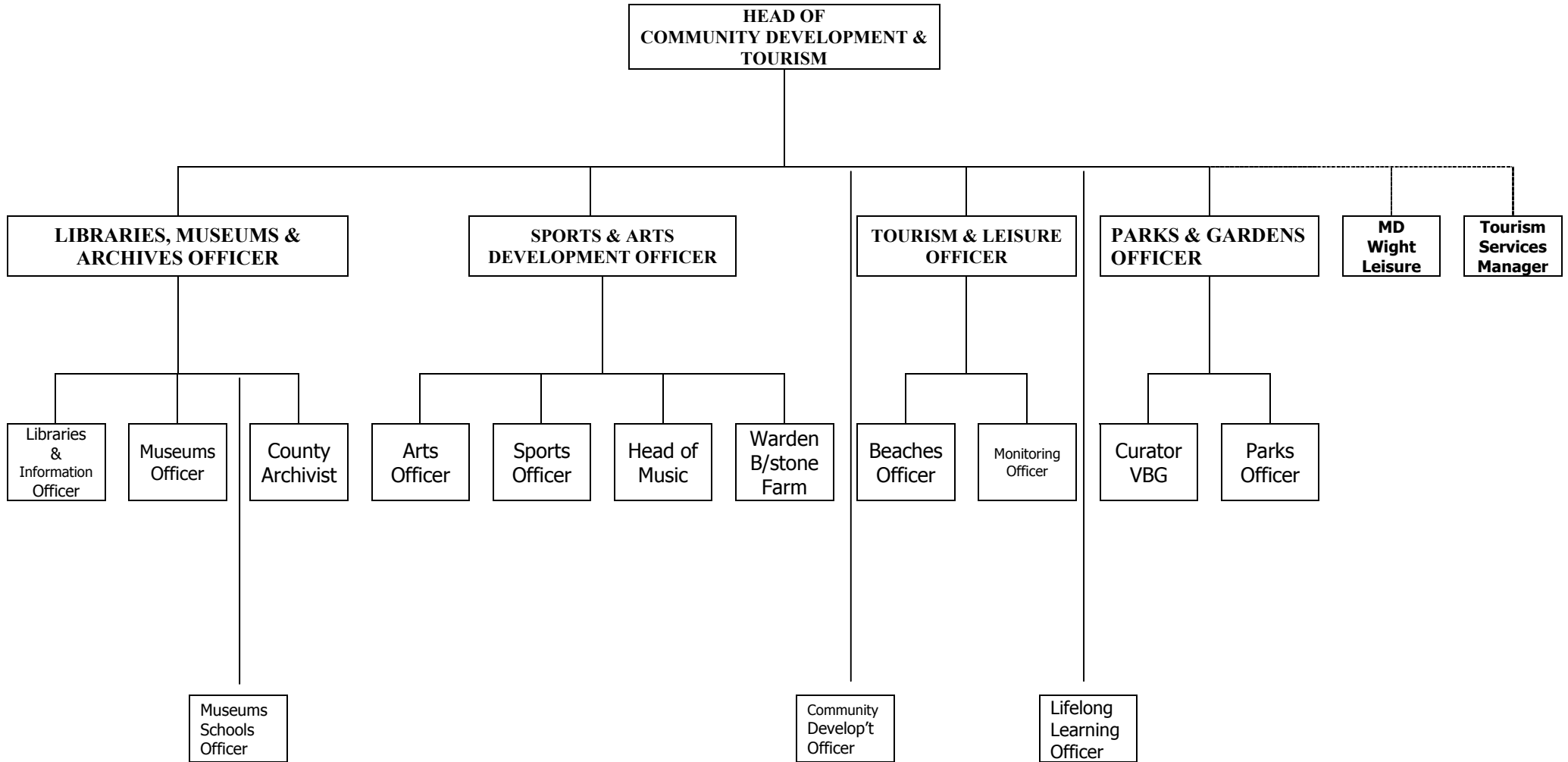
Much of the work to undertake the Best Value Review has run parallel to or overlapped the work to prepare the Cultural Strategy. The delays affecting the Best Value Review have similarly affected the Cultural Strategy. It was then decided to use the final Best Value Review and the recent Council Strategies and Plans to inform the Cultural Strategy. The Consultation Draft of the Cultural Strategy is to be available in September.

## 5.4 Relationship with Other Best Value Reviews

The Council has already undertaken two other Best Value Reviews within the Directorate that have a relevance to Community Development. These are: *Wight Leisure* undertaken in 2001, Tourism also in 2001 and *Youth & Community* (within Education) undertaken in 2002.

### Directorate of Education & Community Development

#### PROPOSED NEW STRUCTURE FOR THE COMMUNITY DEVELOPMENT AND TOURISM BRANCH



The relationship to Wight Leisure is significant. This important leisure provision is substantial. In many places elsewhere it represents a major part of the broad cultural service provided by similar community development sections or departments. Wight Leisure has been 'separate' unit with a Managing Director for some time, following CCT. It was subject to a Best Value Inspectorate report in October 2002.

The Inspectorate Report judged that Wight Leisure provided a good, 2-star service that contributed to the Council's corporate objectives, with high levels of user satisfaction, a wide range of programmes and promising prospects for improvement. The Inspectorate's main recommendations included the need for Planned Preventative Maintenance for all leisure facilities, conclude negotiations for establishing a Trust at arms length from the Council (NPDO) and to spread the existing levels of good working across all Council services.

After a Council decision not to pursue the establishment of a NPDO for Wight Leisure at present, the MD still reports directly to the Head of Community Development & Tourism under the recently revised organisational structure. This provides new opportunities and challenges within Community Development.

The Tourism Best Value Review acknowledged the role played by Community Development services in both underpinning and providing important attraction infrastructure for tourism – notably through Parks & Gardens, Ventnor Botanic Gardens, Arts and Sports Events, Museums and Theatres.

The Youth and Community Best Value Review makes little or no reference to Community Development or any of its eight services and gives very limited mention of Wight Leisure. This highlights that internal Directorate and cross-Directorate liaison and co-ordination needs to be strengthened at a strategic level.

## **5.5 Best Value Reviews of Constituent Services**

Best Value Reviews of the services listed in para. 2.2 were completed by March 2003. The Performance Improvement Plans for each of the eight services are included at Appendix 5. The full Best Value Reviews (Part D of this Review) for each service are available in the Members Room.

## **PART C COMMUNITY DEVELOPMENT BEST VALUE REVIEW**

### **6. Community Development Aim and Objectives**

A clear aim and targeted objectives were developed and formally adopted for Community Development at the initial stages of this Best Value Review, alongside the themes in the Directorate's Strategic Plan. These fed into the production of the Council's Corporate Plan and the Island's Community Strategy "*Island Futures*". The aim and objectives will also underpin the Cultural Strategy.

These will provide the context for making the aims and objectives of individual services more consistent.

#### **AIM:**

**"To enhance the quality of life of Isle of Wight residents through the provision of cultural experiences and opportunities and the development of cultural values; and to use cultural services to assist in underpinning the Island's tourism industry"**

#### **OBJECTIVES:**

- A. Promote Personal Development**  
Provide people with opportunity to realise the full potential of their creative skills and abilities
- B. Develop Young People**  
Encourage young people to be fully involved with the community and vice versa
- C. Strengthen Communities**  
Reinforce neighbourhood networks through their sense of identity to achieve common goals
- D. Promote an Inclusive Society**  
Ensure that every individual on the Island has the opportunity to participate fully in Island life
- E. Protect and Develop The Islands Cultural and Environmental Resources**  
Secure the protection of the Island's heritage and natural and built environment and raise awareness of their importance to the well-being of the Island's communities
- F. Promoting Economic Development and Tourism**  
Contribute to the development of economic prosperity on the Island through the creation and attraction of cultural investment, especially in the tourism sector, which draws its primary strength from the cultural services
- G. Make Communities Safer**  
Encourage participation in cultural activities as a constructive use of leisure time as an alternative to boredom and anti-social behaviour
- H. Promote Physical Health and Mental Well Being**  
Encourage the uptake of physically and/or mentally stimulating activities as a route to staying healthy and providing a foundation for a full and active life



## 7. Summary Assessment of Challenge; Compare; Consult and Compete

### Main Elements of Individual Reviews [How it meets 4 C's]

Best Value requires that four aspects in particular are considered to judge whether 'Best Value' is being achieved and how improvements can be made. The four aspects are: -

- I. Challenge**
- II. Compare**
- III. Consult**
- IV. Compete**

#### I. Challenge

Very brief summaries of the key findings for "Challenge" in the Best Value Reviews for each service are given below. The overall Review has identified that this is a generally weak area that needs to be addressed in the Improvement Plan.

<b>Service</b>	<b>Assessment</b>
◆ Library Service	79% of respondents in MORI 5 survey said that IWC should be providing the service. In MORI 6 66% of respondents stated that they were satisfied with provision of library services.
◆ Museums Service	The MORI 5 survey indicated that 79% of respondents expected the Council to be responsible for services such as libraries, museums and archives. This is backed up by other consultation that the Council should be the provider of Museum Services.
◆ Isle of Wight Record Office	Strong opinion that the Record Office provides an important service and the IWC should continue to run it.
◆ Schools' Music Service	Held in high regard – 12.5% Key Stage 1-4 studying musical instruments
◆ Arts Development, including Theatres	Consultation showed that IWC need an Arts Development Unit to assist the promotion, co-ordination and encouragement of the arts on the Island but not presently adequate in terms of staff and resources.
◆ Parks & Gardens Service	The Local Authority is the best provider of this service and should remain the protector of the valuable assets.
◆ Sports Development Unit	Stakeholders felt that the Council should be providing the service. Also felt the partnership approach currently used to deliver many of the services was effective and economic
◆ Ventnor Botanic Garden	Using MORI 6 and other public consultation events the general perception is that the Council should provide the service of the Botanic Garden. As a key tourist attraction in the ownership of the Council, the facility should be more widely marketed.

## II. Compare

Very brief summaries of the key findings for "Compare" in the Best Value Reviews for each service are given in the table below. The overall Review has identified that this aspect has been well covered. The overall Improvement Plan proposes some more appropriate benchmarking comparisons in the future for some services.

<b>Service</b>	<b>Assessment</b>
◆ Library Service	Library Service has higher lending stock per 1000 population in comparison with NUB Group members but the percentage of stock on loan and percentage of new stock added is lower than other authorities. A programme of stock editing has been initiated.
◆ Museums Service	IW Museum Service shows close parallels with services at Colchester, ST. Albans, Stoke on Trent, NE Lincolnshire and Middlesbrough. In these comparisons, while the IW ranks at the bottom of the list in terms of resident population (upon which Council Tax returns are important) it rates at the top of the list in terms of net cost per visit/usage - ie the cost to the Council tax payer is the least.
◆ Isle of Wight Record Office	Based on the 2001/02 CIPFA estimates the IW Record Office (comparing with 4 other authorities) has the 3 <sup>rd</sup> highest number of reader visits but the lowest population. It is also open the longest hours per week.
◆ Schools' Music Service	Has amongst the highest proportion of pupils achieving national qualification framework level 1 and above. Employs fewer teachers than any other comparable music service but achieves 100% of Island schools receiving music services
◆ Arts Development, including Theatres	Comparison with Portsmouth & Southampton highlighted the low number of Arts Service Staff and provision in relation to population
◆ Parks & Gardens Service	Based on comparison with the NUB Group the IWC spends less per Hectare on Parks and Recreation than comparative authorities but maintenance rates are the most cost effective of the comparison group.
◆ Sports Development Unit	Working towards national accreditation in QUEST(Sports Development) and to benchmark scores against top upper quartile local authority and one Top NUB group local authority.
◆ Ventnor Botanic Garden	Comparison with Belfast City Council Botanic Gardens indicated that Ventnor built environment (apart from new Visitor Centre) is comparatively neglected and under resourced. Marketing budget is amongst the lowest in the country for similar type/size of Garden. Very high level of community usage on a national scale.

### III. Consult

Very brief summaries of the key findings for "Consult" in the Best Value Reviews for each service are given below. The overall Review has identified that this is a strong area, with good consultative processes feeding into conclusions, recommendations and improvement plans.

<b>Service</b>	<b>Assessment</b>
◆ Library Service	Marketing strategy needs to be created. Review of fees & charges/fines structure. Library Focus Group needs to be established.
◆ Museums Service	Consideration should be given to establishing an Island History Centre bringing together the Museum Service, Record Office, Archaeology. Recommendation that an Isle of Wight Museums Forum is formed of not-for-profit museums.
◆ Isle of Wight Record Office	Based on a survey to British Archives 2001 - Public dissatisfaction with building and visitor facilities. Knowledge and helpfulness of staff scored very highly but felt that supply of advance information needed improving
◆ Schools' Music Service	Need for more liaison between schools and music service
◆ Arts Development, including Theatres	Clear failure by any Island agency to provide an arts marketing function. Due to lack of resources there is still inadequate support offered to many professional, semi-professional artists and creative industries
◆ Parks & Gardens Service	Consultation through MORI surveys, public surveys/questionnaires and focus groups indicate that respondents want the Council to increase expenditure on maintenance and cleansing of open areas and improved play equipment provision.
◆ Sports Development Unit	Need to develop unit in to a more strategic department co-ordinating new initiatives and programmes, and strengthen voice at educational and community levels
◆ Ventnor Botanic Garden	Serious consideration be given to the relationship and role that the Botanic Garden may have in an Island-wide strategy for Parks, Gardens and Open Spaces.

#### IV. Compete

Very brief summaries of the key findings for "Compete" in the Best Value Reviews for each service are given in the table below. The overall Review has identified that "compete" is addressed to varying degrees of success across the services.

Service	Assessment
♦ Library Service	Looked into possibility of Library Service being operated in trust environment but felt not viable carrying this out in isolation – would need to be part of larger leisure and culture trust (based on comparison with Hounslow). Only selection of adult book stock is contracted out at present which has proved successful.
♦ Museums Service	Various options considered but Local Authority is best placed to be the provider of Museums service. Provision is connected with Archaeology, Archives and Museum Schools Service to the extent that they should all remain with Council control or all should be externalised.
♦ Isle of Wight Record Office	Reviewed possibility of going out to a trust (based on comparison with Jersey Archive Trust) but income and sponsorship support is critical to its success. Possible solution to problems faced by Record Office lies in opportunities for pooling resources by working in conjunction with other sections within Community Development to provide an island history service.
♦ Schools' Music Service	Continued funding from LEA & DfES essential although DfES restructured funding requires shortfalls to be funded by LEA if current high standards are to be maintained
♦ Arts Development, including Theatres	The majority of organisations and 50% of individuals consulted favour a model whereby the Arts Service is delivered by the Local Authority. The Regional Arts Council go further stating that an Arts Service should be the responsibility of the Local Authority.
♦ Parks & Gardens Service	IWC is best placed to undertake this important service however it could be improved by combining services with distinct synergies.
♦ Sports Development Unit	Stakeholders felt a central body is best placed to co-ordinate initiatives (Community Development Initiative and School Partnerships)
♦ Ventnor Botanic Garden	Options of a Trust or Private Sector Contractor were looked but it is felt that as the Garden is open public space these would not be viable – the collections would still need to be the property of the IWC. The Local Authority is best place for the delivery of this service however, fragmentation of like-services within the authority requires closer inspection.

## 8. Summary Service Appraisal – SWOT

**Table 4: Composite Table Of Principal Strengths And Weaknesses**

(identified from the individual Service Best Reviews and PIPs)

The strengths and weaknesses which have been identified are not of equal value or intensity. Nonetheless they have provided a useful framework to inform the individual service and overall Community Development PIPs.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Intrinsic value of existing services, notably: <ul style="list-style-type: none"> <li><i>Ventnor Botanic Gardens – A National 'Gem'</i></li> <li><i>Music Service – exemplary performance</i></li> <li><i>Strong Arts and Sports development work</i></li> <li><i>Dinosaur Isle - Landmark for Island History</i></li> <li><i>Valued libraries and mobile service</i></li> <li><i>Parks portfolio - underpins Tourism industry</i></li> <li><i>Vibrant Records Office</i></li> <li><i>Rare Roman Villa</i></li> <li><i>Much loved local Theatres</i></li> </ul>	Internal Directorate and cross-Directorate liaison and co-ordination at a strategic level  Community Development organisation and resources to take <i>full</i> advantage of sources of external grant opportunities and awards made  Lack of succession and contingency planning in respect short-term grant projects  Shortcomings in marketing and in internal and external communication
Inward Investment through Grants	SMART targets for improvement
Regional, national, international significance (Arts Carnival work/ Dinosaur Museum, geology)	lack of clarity and full understanding of the implications of recent Council Strategic Policies and Plans
Staff Commitment and awareness of improvement (General/IIP/EFQM)	Development of pathways and general improvement in partnership working
Council best placed to provide services (consultation feedback)	Current organisational structures provide lack of focus on service delivery
Impact on corporate aims (regeneration work in Ryde/commitment to BV process)	Customer engagement is patchy prior to Best Value consultations
Strong Partnership working (sports development/arts/museums/ libraries)	Physical access issues – related to old buildings (DDA implications)
Some across service links (education and school sport)	Member awareness of community development services and its contribution to the corporate agenda
Generally high customer satisfaction ratings	Some major and many minor resource issues (facilities and staffing)
Services generally placed in upper quartiles for key performance indicators	No service-wide strategy for capital investment to address refurbishment, replacement and new provision issues
Some services have been successful at leveraging external funding	Some recent falls in customer satisfaction
Has quickly responded to IDeA with revised organisational structure	Links to the Corporate Plan need to improve and be more explicitly stated

**TABLE 5: COMPOSITE TABLE OF MAIN OPPORTUNITIES AND THREATS**

<b>Opportunities</b>	<b>Threats</b>
Council's Corporate Plan and consequent budget strategy includes priorities which Community Development can help to deliver	Council's medium term budget strategy and relative placing of services for reduction in revenue funding
Increased national activity and knowledge in the pursuit of alternative management delivery models	Increased reliance on grant aid funding with need to identify exit routes
The relevance of Community Development to the Council's Corporate Plan and the Island's Community Strategy	Risks associated with increasing pressure on existing facilities and staff in the absence of major Council capital funds for Community Development, limited maintenance budgets, revenue reductions and the absence of a co-ordinated facilities strategy
Value and potential of key assets (see Strengths – intrinsic values) in the commercial tourist market to generate additional income to benefit resident cultural services	Overall Council revenue finance pressures creating an unavoidable downward spiral affecting all services and particularly maintenance budgets and marketing funds to the detriment of resident access
Enthusiasm, commitment and dedication of staff, especially key service leaders, in creating and maintaining valuable services	Demoralising effect on staff, and key players in particular, of further budgetary constraints affecting facilities and staffing
The opportunity to extend the successful Friends Scheme concept at Ventnor Botanic Gardens to other facilities	Any disruptions to the tourism industry that would affect service performance in terms of visitors/users and income (e.g. foot & mouth; 9/11)

## 9. Performance Improvement Plan

The overall Community Development Performance Plan has been developed in the context of the individual Best Value Reviews, Best Value good practice, this broader assessment of Community Development (including SWOT) and the Council's broader strategic agenda. The purpose of this Performance Improvement Plan is to provide greater focus and targeting of resources on high priorities within Community Development and relevant, wider Council activity. In order to do this it has been important to identify: -

- 1) key strategic improvements, which are largely concerned with processes and seeks to address weaknesses in organisation, process and information which have a fundamental effect on Community Development activity and impact and underpin and/or facilitate -
- 2) operational improvement actions which addresses operational weaknesses identified in the Best Value reviews

The individual service Best Value Reviews were completed prior to the development of the 2003/4 Community Development Service Plan (Appendix 8). It was therefore possible to include in the Service Plans detailed performance indicators, including for the first time local performance indicators, in the light of the service Best Value Reviews. The 2003/4 Service Improvement Plans are therefore an integral and detailed part of Community Development's Performance Improvement Plan.

The Community Development Performance Improvement Plan follows, in chart form. The Improvement Plan should be read in conjunction with the individual service Improvement Plans in Appendix 5. It should also be noted that the plan does not make a specific link between each of the actions and the Council's corporate objectives. It is felt that the actions all contribute in whole or part to 5 of the 6 objectives the only exception being that of "improving public transport and the highways infrastructure". It is also felt that the actions support each of the Council's 4 commitments listed in the corporate plan.





## COMMUNITY DEVELOPMENT PERFORMANCE IMPROVEMENT PLAN 2003 - 2008

PIP No.	IMPROVEMENT ACTION	SERVICE AREA & RESPONSIBILITY :: COMMUNITY DEVELOPMENT	COSTS		TARGET DATE	EXPECTED OUTCOME
			Revenue	Capital		
<b>STRATEGIC IMPROVEMENT ACTIONS</b>						
1	<p>COMMUNITY DEVELOPMENT ORGANISATIONAL STRUCTURE</p> <p>The adaptation of the Community Development organisation structure to create grouped services with 'section' heads (Idea Report)</p>	Head of CD & T	£45,000	n/a	October 1 <sup>st</sup> 2003	Greater co-ordination and synergy of purpose of Community Development activities. More focused and targeted Community Development activity
2	<p>COUNCIL CROSS-CUTTING LINKS</p> <p>Increase and improve internal and cross-Directorate links &amp; partnerships: -</p> <p>Join or create specific cross-service project teams in relation to Community Development activities that are most relevant to the Council's strategic priorities</p>	Head of CD & T and new 'section' heads and Community Development Officer	nil	n/a	December 31 <sup>st</sup> 2003	<p>Improved knowledge of new strategic priorities, better implementation of PIP and improved service planning</p> <p>Better intra and inter- Directorate working</p>
3	<p>PIP IMPLEMENTATION</p> <p>Organise a project team to deliver the PIP. Examine the existing organisational structure of Community Development to ensure that a co-ordinating role can be fulfilled by a CD officer to: monitor the PIP, progress planned improvement initiatives and actions across Community Development and contribute to Council-wide Improvement Plans and other activities that are relevant to Community Development</p>	<p><i>Resources:</i> Head of CD &amp; T in conjunction with Strategic Director</p> <p><i>Project Team:</i> New 'Section' heads and Community Development Officer</p>	Potential	Council Annual Capital Budget	October 31 <sup>st</sup> 2003	High quality implementation of PIP and increased contribution by Community Development to the Council's strategic priorities and plans
4	<p>CAPITAL EXPENDITURE PLANNING</p> <p>Development of a co-ordinated Community Development Capital Expenditure Plan</p>	Head of CD & T, new 'section' heads and Community Development Officer	Potential: Links to 3	n/a	April 2004 (for 2005/6 budget cycle onwards)	More clearly defined and evaluated capital expenditure bids which are prioritised against Community Development and Council Best Value Improvement Plans and Council strategies
5	<p>ANNUAL SERVICE ACTION PLANS</p> <p>Prepare 2005/6 Service Plan to ensure each 'service' plan reflects the <i>priorities</i> of the overall Community Development Best Value Review and PIP and Council Strategies</p>	Heads of Service	nil	n/a	February 2004 for 2004/5	Greater focus on addressing Council and Community Development priorities highlighting the best use of available resources and any potential resource implications for the Council

PIP No.	IMPROVEMENT ACTION	SERVICE AREA & RESPONSIBILITY :: COMMUNITY DEVELOPMENT	COSTS		TARGET DATE	EXPECTED OUTCOME
			Revenue	Capital		
6	INVESTIGATE ALTERNATIVE METHODS OF DELIVERING THE SERVICE OR PARTS OF IT Consider Trust, contracting and partnership/agency options	Head of CD &T and 'Section' Heads with external support	External support necessary as for Wight Leisure	n/a	Progressive programme to be planned	Objective testing of the efficient, effective and economic delivery of services to ensure services provides Best Value. Better informed management regardless of the outcome
7	Develop a Facilities Strategy across all of Community Development and Wight Leisure through the establishment of a Council Project Team	Head of CD &T and all 'Section' Heads in conjunction with cross-Council representatives	Potential to be at least cost neutral	Potentially significant – subject to Council priorities and resources	Completion for consideration in capital programme for 2005/6	The completion of a <b>Facilities Development and Rationalisation Plan</b> - objective analysis of facility limitations and demands for new and/or improved provision, judged against policy objectives, supply and demand factors, site and location considerations, capital sources [Council and external grant] and revenue finance profiles
<b>OPERATIONAL IMPROVEMENT ACTIONS</b>						
8	Review the marketing of each service and identify improvements and co-ordinated activities that can form a joint Community Development Marketing Plan (with links to Wight Leisure)	Service Heads with appropriate external advice	Better use of existing budgets as a priority	n/a	Marketing Plan in Place for 2004/5	Improved marketing effectiveness to create greater resident and tourist awareness
9	Evaluate the tourist-friendly characteristics of the principal facilities and review charging policies for those visited by tourists and consider resident discounts	Heads of Service with possible external advice/support	Potential benefits	n/a	Completion prior to setting 2004/5 charges	greater benefit from tourism primary and secondary income, whilst preserving charging and access benefits for residents
10	Evaluate options to develop an Island History Centre	A cross-Council Museums; Records; Heritage; Archaeology Working Group [links to <b>PIP No.7</b> ]	To be assessed	Capital and HLF Grant Application implications	Completion for initial consideration in 2005	Objective and informed feasibility study and outline business plan for the proposed, potential concept
11	Enhancements to Library Service buildings	Head of CD &T and Head of Library Service		£400,000	Already underway	Improved image and attraction to residents

PIP No.	IMPROVEMENT ACTION	SERVICE AREA & RESPONSIBILITY :: COMMUNITY DEVELOPMENT	COSTS		TARGET DATE	EXPECTED OUTCOME
			Revenue	Capital		
12	Capitalise on the expertise and status of Ventnor Botanic Gardens by developing its potential as a centre for horticultural excellence	Head of Service in association with Sparshott College and appropriate advice and support	Potential benefits	N/A	October 2004	Increase profile of, and interest in, Botanic Gardens with a view two-way benefits – external for horticultural training and internal in terms of grants and extra labour
13	Review theatre provision in Ryde and Sandown and examine rationalisation options	Head of CD &T, Arts Officer and Community Development Officer	Cost neutral	To be considered	March 2004	A more efficient and economic theatre service which will also provide experience for the proposed Facilities Strategy
14	Improved communication of Best Practice and developments in Community Education to members and the community generally. Seek out Best Practice elsewhere to inform and improve delivery of IOW services	Head of CD &T and Service Heads	nil	n/a	From November 2004	Greater understanding of the range, values and all the benefits of the Community Development services
15	Assess viability of extending successful Botanic Gardens 'Friends' Scheme, in appropriate forms, to other facilities	Head of CD &T and Heads of Service – links with Marketing PIP	Within existing budgets	n/a	Linked to Marketing Plan	Extend benefits achieved by Botanic Gardens to other facilities where feasible
16	Implement Green Flag Awards for major parks	Head of Parks Service	Within existing budgets	n/a		Improved Parks environments
17	Better Benchmarking against more similar operations in some service areas	Service and Section Heads as appropriate – Museums Service first	Within existing budgets	n/a	During 2004	Better and more helpful resource and performance comparisons for the Isle of Wight Council
18	Address recent small falls in customer satisfaction	Heads of Service as appropriate	Within existing budgets	n/a	During 2003/2004	Re-establish and surpass, if possible, previous satisfaction levels

PIP No.	IMPROVEMENT ACTION	SERVICE AREA & RESPONSIBILITY :: COMMUNITY DEVELOPMENT	COSTS		TARGET DATE	EXPECTED OUTCOME
			Revenue	Capital		
19	Assess in detail apparent urgent need for additional administrative support in Arts Unit	Head of CD &T; Head of 'Section' and Head of Service	Any budget implication to be considered in 2004/5 cycle	n/a	August – September 2003	Improvement in effectiveness of existing resource commitments to engage all sections of the community and increased potential to attract and manage even more grant funding
20	Improve liaison between schools and the Music Service including re-establishing the Schools/Music Service Partnership Forum	Head of Music Service with appropriate support from Community Development	None immediately	n/a	Seek to establish by June 2004	Even more effective use of an already excellent service, creating increased opportunity for a wider audience within the community
21	To improve and develop community use of school sports facilities	Head of Service	To be assessed on merits of each site for 2004/5/6 budget years	Any implications subject to feasibility assessment for each site	Site by site from January 2004	Greater community use and benefits of existing facilities with increased access use of 'doorstep' provision

**PART D INDIVIDUAL SERVICE BEST VALUE REVIEWS**

**PLACED IN THE MEMBERS ROOM**

## **PART E APPENDICES**

### **APPENDIX 1 PROJECT TEAM/STEERING GROUP**

### **APPENDIX 2 BEST VALUE REVIEW TIMETABLE**

### **APPENDIX 3 IdeA REFERENCE DOCUMENTS**

The Improvement and Development Agency (IDeA) reviewed the following documents:

- ❑ the scoping document for the Community Development Services Best Value Review (BVR) (Draft)
- ❑ individual service and improvement plans which will support the overall performance improvement plan, specifically Sports Development, Arts Development, Museum, County Record Office, Libraries, Parks and Gardens, Ventnor Botanic Garden and School Music Service
- ❑ the Annual Library Plan
- ❑ arts and museum strategies
- ❑ the Community Development Service Plan 2002/2003
- ❑ community development services financial information
- ❑ the Isle of Wight (IOW) Best Value Performance Plan 2001 –2002
- ❑ the Island Futures Community Strategy
- ❑ the Isle of Wight Council Corporate Plan
- ❑ Speak Up! Panel Surveys 4 -6 - MORI

**APPENDIX 4 :: ISLE OF WIGHT STRATEGIC DOCUMENTS**

**APPENDIX 5 :: INDIVIDUAL SERVICE PERFORMANCE IMPROVEMENT PLANS**

**APPENDIX 6 :: COMMUNITY DEVELOPMENT SERVICE PROFILES**

**APPENDIX 7 :: COMMUNITY DEVELOPMENT REVENUE BUDGETS – 2002/3 & 2003/4**

**APPENDIX 8:: COMMUNITY DEVELOPMENT PERFORMANCE MANAGEMENT PLANS –  
2003/4**