

Foreword

A message from Councillor Shirley Smart, Leader of the Council:

The Council has one common aim, which is to Improve Island Life. This plan sets out how the Council is seeking to pursue that objective.

This year's Performance Plan contains details of our key achievements, performance results, improvement targets and objectives for the coming year.

This next year sees many fresh challenges for the Council such as the creation of a successful "Children's Services" Directorate and preparations for a Private Finance Initiative Partnership to enable our highway network to be substantially improved.

A significant event will be a further round of the Comprehensive Performance Assessment (CPA), which will be carried out towards the end of the year. This is an independent inspection of our services and provides an external assessment of how well we provide our services. The Council is currently rated as "fair" and we have been working hard on our Improvement Plan. Our aim is to become a "good" authority and then work towards an "excellent" score in the future.

I believe this Performance Plan provides a clear statement of what the Council has achieved in the last year and what is planned for the next 12 months. I hope those who read it will find it to be helpful and will share with me a real sense of optimism and enthusiasm for the challenges ahead.

A message from Mike Fisher, Chief Executive Officer:

To illustrate how it is approaching Best Value, each local authority has to produce a Best Value Performance Plan. The aim of the plan is to set out, in a clear way, details of how the Council is performing, and how it intends to improve in the future.

The Plan is used to measure performance, which, together with local consultation, helps us to determine priorities for the individual services and set targets for the next year.

It is part of a much wider hierarchy of plans, which commit the council to not only providing continuous improvement in service provision, but to becoming a high performing authority.

Further Information:

Copies of this document will be available in libraries, council offices and at www.iwight.com.

We can also provide you with the information in this plan in formats such as Braille, audio-cassette, or large print, or in other languages, or on CD-Rom, on request.

For further information on the Plan and requests for alternative formats, please contact Brigitte Hawkins on 823697, or email brigitte.hawkins@iow.gov.uk

The Council's Mission



The Council's Corporate Objectives

Improving health, housing and the quality of life for all.

Encouraging job creating and economic prosperity.

Raising education standards and promoting lifelong learning.

Creating safe and crime-free communities

Improving public transport and the highways infrastructure

Protecting the Island's physical environment.

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Introduction

The Island in Context:

The Isle of Wight Council is the only island in the south east, and as such faces unique challenges and opportunities. It covers some 147 square miles and in mid-2002 the Island had a population of some 135,000. It is a predominantly rural area with the principal town of Newport as its centre and a number of other towns each playing a role in the economy of the Island.

Much of the island is covered by UK or European Union landscape designations, for example, approximately 50% of the Island is designated as an Area of Outstanding Natural Beauty and 45km of the total 104km of coastline is designated as Heritage Coast. The local population and visitors hold the quality of the environment in high regard.

The Island attracts over 2.7 million visitors per year with approximately 1.5 million people staying every year. Tourism accounts for 20% of employment and 24% of Gross Domestic Product (GDP).

In transport terms, the Island has 122km of principal roads and 270km of other classified roads, with an additional 400km of unclassified roads, and a rights of way network of 827km.

The Island is generally more deprived than elsewhere in the southeast. Out of the council's 48 wards, 15 are in the top 20% most deprived nationally and unemployment is running at approximately 4%, compared with 1.8% nationally. Low wages, driven by a reliance on industries like tourism, also predominate, with average pay levels 22% below the average. There have been significant job losses in the recent past, and the Island has long suffered the out-migration of young adults.

Some 4,000 businesses employ over 41,000 people – 95% of firms, however, employ less than 25 people. Key sectors by volume are retail/hotels (31%), agriculture (3%), finance and business services (8%) and manufacturing (17%).

How the Council operates:

Full Council - The Full Council is made up of 48 Members and usually has thirteen meetings each year. All are open to the public. The meetings give Members the opportunity to find out what is happening in every area of the Council and to ask portfolio holders to explain the actions of individual committees. The Full Council is responsible for setting the Council's budget and Council tax levels for the following year and usually meets to agree this in February. It holds an Annual Meeting in April when it elects the Leader of the Council, the members of the Executive and the Chairs of the various committees for the following year.

Executive - The Executive is the principal decision making body of the Council and usually meets once a fortnight to consider major plans and strategies. All of its

meetings are open to the public. Made up of 9 Councillors plus the Leader of the Council, each Member of the Executive is appointed as a portfolio holder for a particular area of the Council's work or portfolio.

Decisions made by the Executive are subject to scrutiny by the various Select Committees and can be 'called in' for public consideration by the relevant Select Committee prior to being implemented.

Select Committees - Select Committees are small groups of Councillors who meet to consider how to improve the Council's services. They make recommendations to the Executive in relation to individual decisions ("scrutiny") and in relation to the development of policy ("overview"). Members of the six Select Committees will have a key role in holding both officers and portfolio holders to account for delivery of the Annual Action Statement. Their scrutiny function is a central element of the Council's performance management framework.

Regulatory Panels - Regulatory Panels are small groups of Councillors who meet to carry out specific duties required by the law. Namely: Licensing Committee; Development Control (Planning); Employee Relations and Regulatory Appeals Committee.

Advisory Committees - Advisory Committees are special interest groups established by the Council to examine specific subjects in detail or to advise on specific issues. They are not part of the formal Council decision making process.

Standards Committee – The Standards Committee, which is made up of a majority of independent (ie external to the council) people, exists to drive up standards of conduct within the council. The Standards Committee, along with the Standards Board for England (the external regulator of conduct by elected members of the council) has the power to hear complaints against elected members.

In addition there are three other groups who have responsibility for delivery of services. These are:

Directors Group (DG) - the strategic directors have operational responsibility for delivery of the Annual Action Statement and services in general, as well as advising the Executive on both strategic and operational matters.

Strategic Management Team (SMT) - made up of the strategic directors and heads of service, this group meets quarterly, co-ordinating the corporate management of the Council.

Our staff and partners - our staff and partner agencies have the day-to-day responsibility for delivery of the Council's many services and acting as the critical interface between our customers and the Executive and SMT.

Two of the most important partnerships are "**Island Futures**" our **Local Strategic Partnership**, which brings together major players on the island, including industry, the voluntary sector, health agencies and local government to adopt and deliver a

community strategy, and the **Island Strategy Group** which will deliver closer integration of health and local government services.

The purpose of the Best Value Performance Plan:

This document, which is required by law and intended primarily for the use of members and officers, sets out details of our performance as a council. It provides an overview of the council's corporate priorities and identifies objectives for the coming year. We hope that this document will enable you to see more clearly how we perform our everyday tasks. It links the actions and targets set out by the council in its Corporate Plan, Annual Action Statement and CPA Improvement Plan, providing a comprehensive summary of our performance over past years and our priorities for the coming year.

The District Auditor is required to carry out an audit of the Best Value Performance Plan. A list of recommendations is given to the Council which are addressed where action is appropriate.

We have published four years' Best Value Performance Plans, and undertaken a number of reviews, covering a wide range of services.

We are constantly striving towards meeting targets and providing services efficiently and cost-effectively. We are developing local performance indicators (LPI's) to ensure we manage performance in areas not covered by statutory indicators or where they do not appear relevant to the Island's service delivery. Where Best Value Reviews have taken place, these have been reported to relevant Select Committees.

We have created opportunities for public comment through a number of consultation exercises and where appropriate, the results have been used to make changes to service provision.

Performance Management:

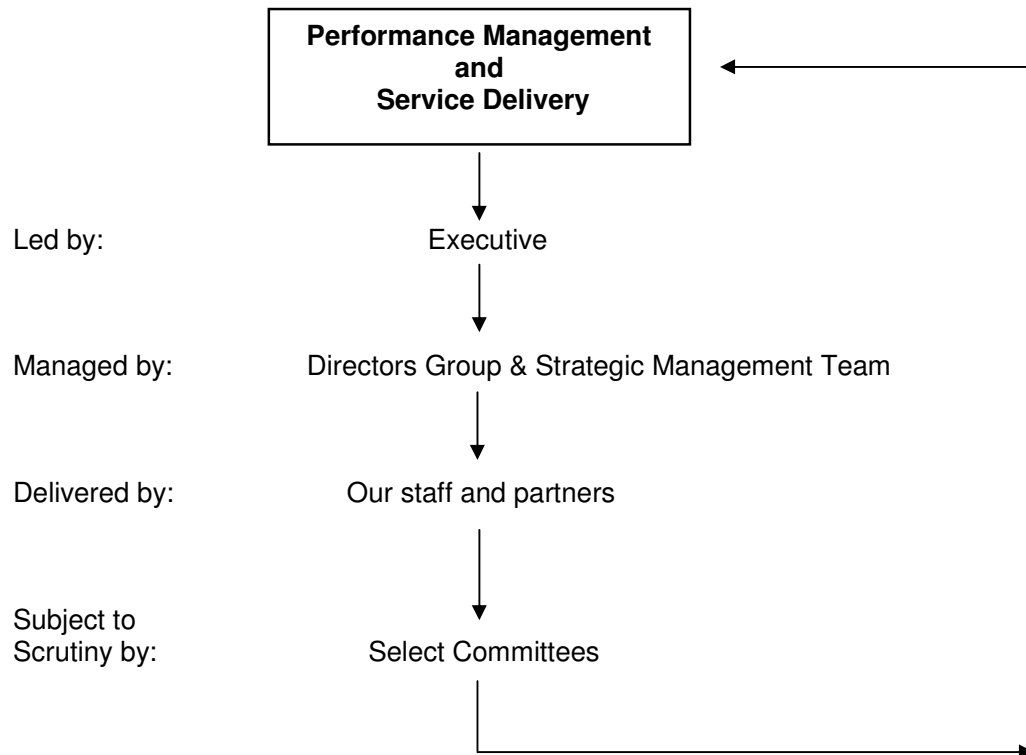
Performance management is a set of tools and techniques that can be used by senior officers and politicians to manage the performance of the Isle of Wight Council.

As you will see from the information provided in Appendix A, a large number of performance indicators are set under Best Value. We use this information not just to report to you in this document, but as a valuable management tool which enables us to assess our performance. Where services do not have nationally set indicators, local indicators are being developed. These enable us to deal with local issues as well as those set for national priorities.

The Council is making good progress in implementing a performance management framework that enables both councillors and officers to monitor progress more effectively and efficiently. This will ultimately result in the council being able to provide the community with easier access to performance information.

The aim of performance management is to make the Council more accountable. The Best Value Performance Plan is just one small element of this framework. The diagram below illustrates how performance management will be set up and delivered within the Council.

Mechanisms for performance management and service delivery



Best Value Service Reviews:

The Best Value process is just one of the tools we use to improve our services. We have an established and agreed programme for reviewing services through which services are evaluated against the four “C’s” Best Value criteria;

- Challenge – the purpose of a service and whether it is required at all.
- Compare – how we measure up to the performance of similar organisations.
- Consult – users on what they want from a service and whether needs are being met.
- Compete – to see if there are other ways services could be provided more cost-effectively.

Comprehensive Performance Assessment:

In 2002, the council and all other unitary authorities underwent a Comprehensive Performance Assessment (CPA) inspection. This was carried out by the Audit Commission and involved an in-depth assessment of the quality of our services and

how well the council is run. The CPA score and a summary of the report and its recommendations can be found in the section entitled "How we are doing".

As a result of the assessment the council has developed an improvement plan, which sets out the actions identified as a direct response to issues identified by the CPA, and also provides the action framework by which the Council will actively pursue its goals. For 2004/05 the improvement plan is incorporated within the Annual Action Statement.

By setting out how the council proposes to improve its overall capability and capacity, the improvement plan will contribute to the delivery of improved services for the public. Individual responsibilities in the improvement plan will be documented in Service Improvement Plans and monitored through Personal Development Reviews.

The Council will be re-assessed during 2005 and independent reports indicate that we are on course to achieve an improved score.

Local Public Service Agreements:

During 2002 we negotiated a Local Public Service Agreement (LPSA), which has set us 12 challenging targets, covering a wide cross-section of services. If we can achieve these stretched targets over the next three years, we will receive additional financial support from Government. These targets link to specific corporate objectives, and will be discussed in more detail in the "Achieving our objectives" section. They also form key targets that are used to measure our performance throughout the year. We have been monitoring our performance against these targets quarterly during the year and are confident that most are being achieved. Where there are concerns, Directors and Heads of Service are asked to address these to ensure that performance stays on track.

Details of the twelve indicator definitions and more information (including a copy of the PSA agreement between the Council and Government) can be found on the councils website at :

www.iwight.com/council/documents/performance/lpsa.asp

Peer Review

In September 2003 a team of seven local government experts from the Improvement and Development Agency (IDeA) spent a week assessing the progress the Council was making in improving performance. The review team found a number of strengths including:

- Some really good service delivery
- Prudent financial management
- A commitment to getting services right

However the team also drew attention to a number of issues that might hinder further improvement including:

- Parochialism

- The perception that scrutiny of the Council's business could be more independent and challenging
- The need to provide opportunities for young people and 'hard to reach groups' to voice their opinions.

Overall the conclusion was that the Council was successfully driving through a substantial programme of change, improvement and modernisation and pointed out that the next few months were crucial to achieving a better CPA score in 2005

Copies of the Peer review report are at:

www.iwight.com/council/documents/performance

Annual Audit and Inspection Letter, 2003

In their Annual Letter the Audit Commission noted similar progress by the Council. It was observed that "the Council has risen to the challenges presented by CPA and is driving forward an extremely challenging improvement plan." It was, however, also noted that "these improvements have not yet had an impact consistently across the Council in terms of demonstrable improvements in services...."

Copies of the letter can be found at:

www.iwight.com/council/documents/performance

Setting our objectives and priorities

Our Corporate Objectives

The Council's overall mission is to "Improve Island Life". In October 2002, the Council approved its Corporate Plan for 2002-2005, setting out our priority aims and the means by which we intend to achieve our overall vision. They also provide a sense of direction for the Council and its staff.

Our six corporate objectives are listed below. From these we have developed over 60 priority actions to support these objectives, which were included in the Annual Action Statement 2003-2004.

- Improving health, housing and the quality of life for all;
- Encouraging job creation and economic prosperity;
- Raising education standards and promoting lifelong learning;
- Creating safe and crime-free communities;
- Improving public transport and the highways infrastructure;
- Protecting the Island's physical environment.

The Corporate Plan also includes a series of 4 specific commitments, which outline how the council will deliver on its corporate objectives. These are:

- A commitment to strong political and managerial leadership
- A commitment to strategically driven excellence in service delivery
- A commitment to improving our community focus
- A commitment to continuous organisational improvement and staff development

A Hierarchy of Plans

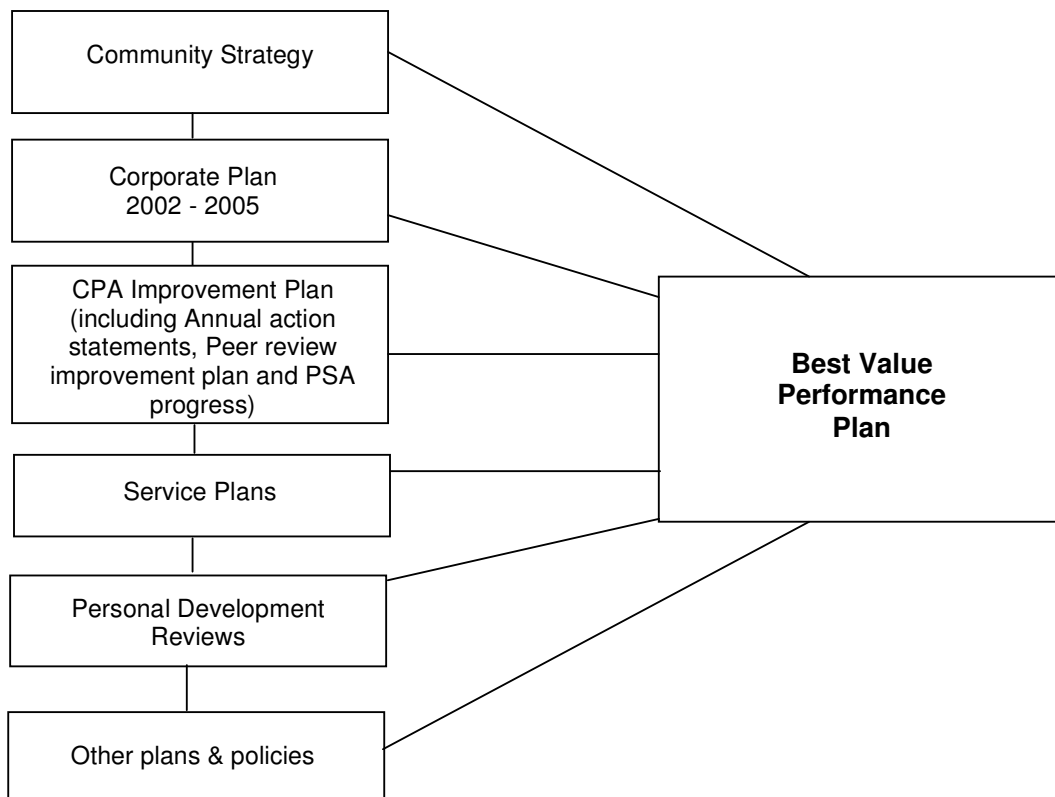
The Corporate Plan is part of much wider planning process for both the Council and the Island. It sits within a hierarchy of plans:

- Island Futures Community Strategy - developed by the Island Futures Partnership, involving public, private and voluntary sector interests, this sets out broad strategic priorities for the Island over the coming 10-15 years.
- Corporate Plan – as outlined, this sets out the Council's strategic priorities for the next three years and is essentially our contribution to the Community Strategy. The Corporate plan is supplemented by the Annual Action Statement for 2004/05, which details the priorities and targets the council is setting on an annual basis. This years Annual Action Statement key priorities are outlined in the "Achieving our objectives" section of this plan.
- CPA Improvement Plan – the Council's response and detailed actions resulting from the Comprehensive Performance Assessment Report (December 2002). The actions detail "how" the council is planning for

continuous improvement. The plan links directly to Part 3 “Making it Happen” of the Corporate Plan, the section that includes the 4 specific commitments, detailed above.

- Service Plans – these are annual plans setting out detailed operational programmes for each of the Council’s key service areas.
- Personal Development Review– these are individual plans for each member of staff. They are designed to make explicit the role of staff and their contribution to Service Plans.

The diagram on below illustrates the linkages between the Best Value Performance Plan and the various other strategic plans of the council.



The Best Value Performance Plan is a tool by which the Council can assess its performance, and it provides a baseline from which performance information can be monitored.

The Council also produces a host of other statutory and local plans and policies, within which services are provided. For example, the Unitary Development Plan, the Local Transport Plan, Corporate Asset Management Plan, Education Development Plan, Library Service Plan, Housing Strategy, and many, many more. More details of individual services plans can be obtained from the contacts listed in Appendix E of this document.

How we are doing

CPA Assessment 2002

Our overall assessment was fair, (on a range from excellent, good, fair, weak and poor) and we scored 3 out of 4 for service performance.

The results of the assessment were as follows:

Overall assessment	Fair
How well the council is run	● ● ○ ○
Service performance	● ● ● ○
The service overall score included the following individual scores:	
Education	● ● ● ○
Social care – children	● ● ● ○
Social care – adults	● ● ○ ○
Environment	● ● ● ○
Housing	● ● ○ ○
Libraries & leisure	● ● ● ○
Benefits	● ● ○ ○
Use of Resources	● ● ● ○

CPA Improvement Plan

Since the CPA Inspection in 2002, we have carried out a significant amount of work to improve the way we plan and manage performance. This work is described in the CPA Improvement Plan. This plan was drawn up in consultation with the Audit Commission, had five key themes and actions listed. The themes were as follows:

1. Maintaining the momentum of change
2. Performance Management
3. Organisational Development

4. Modernised Political Structures

5. Best Value Reviews

The detailed actions, which are listed in the CPA Improvement Plan link very strongly with Part 3 “Making it Happen”, of the Corporate Plan, the section that sets out how the Council intends to ensure that improvement happens and is continuous.

The achievement of these actions has been monitored throughout 2003/04 in the Council’s Quarterly Performance Management Report (QPMR) which is reported to the Executive and scrutinised by Select Committees. The remaining actions from the CPA Improvement Plan have been included in the 2004/05 Annual Action statement along with other improvement plans thus providing a single point of reference.

The Council has made good progress during 2003/04. This was recognised in the Annual Audit and Inspection Letter reported publicly in January 2004. The Audit Commission noted that ‘...the Council has risen to the challenges presented by CPA and is driving forward an extremely challenging improvement plan’ but considered that ‘...this has not yet had an impact consistently across the Council in demonstrable improvements in services’ and that ‘the Council remains relatively low performing in some key areas’. On this basis the Commission assessment was that the Council remained a ‘fair’ authority.

Whilst there is more to be done, the Commission’s overall conclusion was positive. ‘Whilst the challenge remains substantial, the Council has shown it is capable of achieving the improvement it seeks’. Clearly the direction of travel is right and on this basis the Council is approaching the next CPA assessment in 2005 positively. The Our Performancetarget is to be recognised as a ‘good’ authority and in future years reach our ultimate goal amongst the ranks of ‘excellent’ councils.

Copies of the full CPA Improvement Plan are available from the Policy Team, or on the web site at www.iwight.com/council/documents/performance/cpa.asp

Further information on the CPA and the scores of the Council and all other assessed authorities are available on the Audit Commission web-site at:
www.audit-commission.gov.uk

Contracts

The Council has not awarded any individual contracts that have resulted in a transfer of staff.

Our Performance

Since the publication of the last Best Value Performance Plan, we have taken great strides to monitor and manage our performance in a much-improved way. This was recognised by the District Auditor in his report on the 2002/03 Best Value Performance Plan.

We are still making improvements to the way in which performance is monitored and managed, and the detail of actions, which will be put in place this year can be found

in Appendix B of this document - the District Auditor's Annual Report and the Council's Response.

Performance Indicators

We manage and monitor approximately 160 statutory performance indicators set by the Government and a further 33 are set locally by the council, to reflect the Island's needs. Each individual indicator has to be continuously monitored and managed and must have a supporting trail of data supplied with it so District Audit can see that we have arrived at our final results for the year in a reasonable and accountable manner.

The indicators we report on fall under several different categories:

- Corporate Health
- Improving Health, housing & the quality of life for all
- Encouraging job creation & economic prosperity
- Raising education standards & promoting lifelong learning
- Creating safe & crime-free communities
- Improving public transport & the highways infrastructure
- Protecting the Island's physical environment

Every year the Government changes the number of indicators we report on and makes amendments to the existing ones. They also delete indicators and introduce new ones. We are also provided with comparative data, which takes into account the results of all other local authorities so that we can assess how well we are performing on a national level. The results are split into quartiles, which look at the top 25% of results and so on.

The bottom quartile indicates the poorest performance.

Appendix A of this document contains a table of all Best Value Indicators and Local Indicators, together with comparator data from other Unitary Authorities or other appropriate comparator groups.

The corporate centre will help service departments to develop meaningful local performance indicators where their service has no national indicators or where the national indicators are not a good measure of the performance of individual services because they are not measuring crucial service delivery issues.

Improving the way we do things

We have already looked in detail at how the Comprehensive Performance Assessment process will impact upon and set the scene for improving the way the council works. But there are other processes that feed into the Council's plans for improvement.

2002/2003 – Audit Commission Annual Audit Letter

Each year the District Auditor carries out an audit of the BVPP as part of the annual audit letter and makes recommendations for improvements for the authority. Appendix B of this report details the full list of auditor's recommendations, and our response.

Audit & Inspection Programme

The Audit Commission have developed in consultation with the Council a comprehensive, co-ordinated and proportionate audit and inspection programme, which sets out in detail the full Inspection and Audit programme for 2003-2004 and future programmes for 2004-2006. This will form the basis for how the Audit Commission will monitor the Council's performance in the coming years.

The audits and inspections cover the following areas:

1. Those associated with the council's priorities and actions set out in the CPA Improvement Plan.
2. Those associated with other regulatory and inspection work, which are not covered by the council's improvement priorities, including best value reviews.

Appendix C lists some of the audits and inspections planned during 2004/05 and beyond:

Delivering improvements through Best Value reviews

We are now in year 5 of our review programme and the emphasis of Best Value is changing as the principles become more embedded in service delivery. Each Section of the Council is now incorporating the principles of value for money, stakeholder consultation, challenging the way services are delivered and critically reviewing who should be providing them, into the annual cycle of Service Plans. There are now fewer formal Best Value reviews, though the Best Value section is currently carrying out a wider range of review work to support the Council in its efforts to drive up performance in a number of areas. The Best Value section also works closely with the Council's Select Committee Support section in scrutinizing the progress with various Service Best Value Improvement Plans and in the Select Committee's role in assessing the performance of services.

How is the work programme set?

In addition to working with Select Committees the Best Value section is a wider corporate resource. The formal work programme is set by taking into account the

priorities set by Members and Directors and also in response to areas requiring improvement, (Priority Improvement Areas), as highlighted by the Comprehensive Performance Assessments, Peer Reviews and other external inspections.

Completed Best Value Reviews

The Best Value section completed 3 main service reviews in 2003/4, ie Procurement, Planning Services and Benefits. The originally planned work on "Connecting with the Public" has now been incorporated into the wider Great Access to Great Services project. The main findings arising from the 3 main reviews are listed below and have been through the appropriate Select Committee for scrutiny, review and endorsement. The Select Committees will monitor closely the Best Value Action Plans to measure the impact on service improvements.

Procurement

This review covered all of the Council's purchasing processes and activities, including buying through consortia, major service and capital contracts and joint commissioning. Projects on e-procurement and partnering were also progressing alongside this review. The whole process was subject to external examination by the government's Improvement & Development Agency and the final Improvement Plan took account of the IDeA's recommendations and the requirements of the recently produced National Procurement Strategy. The main improvements recommended were

- to enhance the roles of Members, Directors and functional officers in strategic procurement decision making
- to introduce a "gateway" approach, project management and risk assessment for major procurements
- to develop an e-procurement strategy incorporating wider management information needs
- to consult with service-users and staff and take account of minority views in procurement decision-making
- to identify staff training needs and share procurement expertise across the Council
- to develop initiatives to improve opportunities for small / medium enterprises in the local economy to supply goods and services to the Council and proactively engage with suppliers
- to extend collaborative procurement with other public sector organisations and examine the effectiveness of existing consortia arrangements
- to ensure that quality and sustainability considerations are included (as well as price) in awarding contracts
- to develop a Contracts and Procurement Register and to map current procurement processes
- to review the Council's Contract Standing Orders and current procurement guidance
- to apply performance management to current procurement practices and apply the Procurement Excellence Model

- to integrate this Action Plan into the local Procurement Strategy and report progress to Members

Planning Services

This review covered all of the activities carried out in Planning Services - Development Control, Building control, Planning Policy, Countryside, Archaeology, Conservation, Enforcement and AONB.

The improvement plan identified the following developments

- to greatly increase the Island's gain from Section 106 Agreements in line with corporate objectives
- a corporate approach in developing the Local Development Framework
- a quicker, more effective service, which is better understood by all stakeholders
- the provision and promotion of an effective tree protection service
- a more proactive approach to major stakeholder involvement, and better participation by Members, Town & Parish Councils, interest groups and the general public, in the development of the service & the decision making process.
- better pre-application advice
- more Supplementary Planning Guidance to help better applications to be made.
- more openness and trust in the Development Control Committee process
- a service which is known for its ability to deliver quality decisions
- a fair, impartial, and consistent service
- to provide clear guidelines, information and access
- to present a single, seamless, service to the public
- to meet the Governments national PI for major applications
- a variety of internal initiatives to improve the overall service

The service is now scheduled to be inspected by the Audit Commission in September 2004.

Benefits

The Council's Housing and Council Tax Benefits service was inspected by the government's Benefits Fraud Inspectors in 2003 and a report / action plan was produced covering the service's compliance with standards under the following headings, ie Strategic Management, Customer Services, Processing of Claims, Working with Landlords, Internal Security, Counter-fraud, Overpayments and Internal issues. The Best Value review was carried out to complement the work undertaken by the BFI and a separate report under the same headings was produced. The main improvements recommended were

- to raise awareness of the service and its profile within the Council

- to improve the efficiency of the telephone system for customers accessing the service
- to provide clearer information about accessing the service, improve the Help Centres and investigate the provision of more home visits and longer opening hours
- to produce more easily understandable information, improve the application forms and provide translation services where required
- to undertake an ongoing PR campaign to increase benefit take-up
- to develop a web-site for benefits information and on-line benefits calculation
- to carry out ongoing consultation with service-users, partner organizations and landlords
- to reduce the back-log of unprocessed claims using a special team to clear this
- to process fully completed applications within 21 days
- to prioritise claims and fast-track urgent cases
- to liaise regularly with partner organizations and landlords and provide training where necessary
- to adopt service level agreements with associated service providers to produce a more efficient, co-ordinated and joined-up service overall
- to increase the efficiency of debt collection
- to review a range of internal staffing issues and improve productivity
- to consider the longer term viability of generic benefits advice for the public

The Best Value Review Programme

The main review planned for 2004/5 is on Transport. Other reviews will be carried out according to corporate priorities identified and the Select Committees' workplans due to be completed early in June 2004.

2003/2004, Achieving Our Objectives

This section of the Best Value Performance Plan sets out the Council's key achievements over the past year, highlights areas of poor performance and sets key strategic areas of work for this year taken from the Annual Action Statement 2004/05. Performance information is detailed in Appendix A of this plan.

A more detailed list of priorities and targets for 2004/05 can be found in the Annual Action Statement which incorporates our CPA Improvement Plan. Additionally, all service plans contain details of service priorities for 2004/05. It is not the intention of this document to reproduce information, which can be found in other strategies and plans developed by the council.

In setting our priority areas of work, the council has taken into consideration local consultation, the result of the CPA Inspection and other Inspections carried out through the year, and the need to link local objectives and actions with national priorities. Strengths and weaknesses in terms of how the council works, what it achieves, how it measures its performance and how it is going to improve, have all been set out in the CPA report and recommendations, and in the various Best Value Reviews and Inspections already discussed in earlier sections of this document. This section sets out the actions (improvement priorities) that the council will take to overcome some of its identified weaknesses.

Our objective is to:

Improve health, housing and quality of life for all.

Our Island status brings with it many benefits – it inspires a high degree of pride, generates a strong local identity and, for the majority of people, supports a good quality of life. However, for a significant minority of people the situation is not so favourable. Poverty, unemployment, poor housing and poor health can act to effectively exclude some people from leading fulfilled lives. The Council is committed to identifying and meeting the social care needs of our community, especially those who are most vulnerable.

We achieved this by work on:

- Protecting and providing for the needs of vulnerable adults and children.
- Reducing deprivation and social exclusion.
- Promoting healthy living.
- Improving the availability of affordable housing and reducing homelessness.

Our 2003/04 Achievements were:

- Social Services retained 2 star rating (remains top performing service in the region).
- Positive outcome to Children's Services Inspection.
- "Meals on wheels " service re – tendered.
- Introduction of a local "Fairer Charging" Policy, including provision of benefits advice for all potentially chargeable service users.
- Care homes review carried out.
- Construction of a new respite care facility for children with a disability.
- Introduced joint commissioning with PCT to further develop integrated service delivery for health services.
- Achieved target of having no homeless families with children in Bed & Breakfast accommodation and new Housing Strategy agreed.
- Developed and published Homelessness Strategy.
- Successful budget bids which will enable capital spending on housing to avoid future homelessness on the Island.
- Additional Housing and Council Tax benefit service provided at remote locations.
- New computer system in place for Benefits which has produced improvement targets for processing claims.
- Developed Race Equality Scheme.

*To improve our performance in 2004/05 our **Annual Action Statement** priorities are:*

Children's Services Directorate : following the decision to create a new directorate in response to Government proposals, attention will focus on establishing a fully effective service. Priorities will include :

- **Local Preventative Strategy** : delivery of the strategy.
- **SSI Inspection of Children's Services** : development and delivery of a series of "action plans" in response to the inspection.

These priorities apply to this objective as well as "Raising education standards and life long learning".

Adult and Community Services Directorate : as part of the proposal to create a new Children's Services Directorate a number of services will be brought together in a new Adult and Community Services Directorate. Priorities for the year include :

- **Health and Social Care** : working with partners in the health sector we aim to develop proposals for greater integration of service provision.
- **IT infrastructure** : development of improved IT support systems.

- **Market Management / Supply** : review of procurement policies for Residential Care Homes, Home Care Provision and Learning Disability Provision.
- **Housing and Community Services** : development of proposals to improve the supply of affordable homes, bring empty properties back into use and further reduce homelessness. Attention will also focus on delivery of the Pan Estate Neighbourhood Management programme.
- **Community Development** : attention will focus on integration of the service into the directorate following recently agreed re-organisation proposals. There will be a specific focus on delivery of the Cultural Strategy, Creative Partnerships programme and securing new premises for the Records Office. Attention will also focus on completion of a review of Wight Leisure and implementation of the findings and upon integration of Parks/Gardens/Beaches and Tourism Services within the Environment Services Directorate.

More details on service improvements can be found in the following service plans:

- Children's Services
- Adult services
- Housing Services
- Community Development & Tourism

Our objective is to:

Encourage job Creation and Economic Prosperity

Put quite simply, the Island does not share in the economic prosperity more generally enjoyed by our mainland neighbours. Above average unemployment, low wages, a dependence upon a seasonal tourism industry and emerging skill shortages, all serve to restrict business growth and competitiveness.

However, despite these difficulties the economic prospects for the Island are relatively good. In particular our strengths in advanced materials production, in electronics and in the marine and leisure industries provide the basis for future prosperity. In addition, the tourist industry is one of the fastest growing sectors in the world and has great potential to expand on the Island.

The Council is determined to build on these opportunities creating new jobs, maintaining our existing business base and creating sustainable economic prosperity for all.

We achieved this by work on:

- Establishing the island as one of the fastest growing economies in the South East region, creating sustaining new jobs and investment opportunities.

- Supporting, development of the Island as one of the UK's leading tourist and leisure destinations.
- Ensuring that all our residents are able to share in the improving economic prosperity.

Our 2003/04 Achievements were:

- Projects Cowes masterplan developed and agreed – will spearhead major regeneration initiative in the Medina Valley.
- 133 new jobs created.
- Successful bid for £2.5 million for Pan Neighbourhood Management project.
- Successful bid for £0.5 million of DFES money for a Centre of Vocational Excellence in care for the elderly.
- Successful award of £90,000 from New Opportunities fund to purchase and build training yacht for young people.
- New Head of Tourism appointed.
- Document Imaging Project implemented for Planning Services.
- Debt recovery rates for Council Tax and Business Rates improved.
- Liquor licensing regime in place – draft policy written.

*To improve our performance in 2004/05 our **Annual Action Statement** priorities are:*

Environment Services Directorate : attention will focus on building on the required improvements to the performance of the Environment Services Directorate in the run up to CPA 2005. Priorities will include :

- **Consumer Protection** : preparation for formal transfer of Liquor Licensing to the Council and maintaining our improved corporate approach to health and safety.
- **Tourism** : development of a Tourism Strategy, delivery of an active Destination Management System and consolidation of Tourism Industry membership arrangements and the Image Campaign.
- **Economic Development** : finalisation of Cowes Waterfront masterplan, creation of a special purpose development company with SEEDA and English Partnerships, delivery of the Area Investment Framework, improvements to public broadband infrastructure, securing further funding under the Market Towns Initiative, delivery of existing regeneration programmes and re-contracting with SEEDA for on-going support to our Enterprise Hub.
- **Regional issues** : ensuring the Island is an active player in the emerging regional agenda.

More details on service improvements can be found in the following service plans:

- Community Development & Tourism

- Corporate Policy & Communications
- Property Services
- Planning Services

Our objective is to:

Raise Education Standards & Promote Lifelong Learning

We have many excellent schools and other education and training providers on the Island. However although achievement levels are continuing to improve, a number of challenges face us - the number of people with degree-level qualifications is low, performance at GCSE level is below the average and basic skills provision needs to be improved.

The importance of education and lifelong learning is a priority for the Council – we believe that access to continuing education is a basic right for everyone. Harnessing and realising the talents of all, especially our young people, will be essential to the future of the Island.

We achieved this by work on:

- Raising achievement levels.
- Promoting community learning.
- Promoting learning that is accessible to all.

Our 2003/04 Achievements were:

- Positive outcome of OFSTED Inspection.
- Agreement to form new Children's Services Directorate (new Director appointed).
- Significant Improvement in Key Stage 3 exam performance.
- Local Preventative Strategy developed and agreed.
- An admission round with 96% of first preferences achieved.
- Special school re-organisation achieved September 2003 including extensive re-furbishment program.
- Continued development of intranet service through "Eduwight" for all schools.
- Successful bid for £0.4million to connect all libraries to broadband.
- Cluster based schools provision developed / implemented.
- Family Learning Service – first to achieve "matrix" standard in region.
- 13 of our services to schools were rated as within the top 10 authorities in the country.

*To improve our performance in 2004/05 our **Annual Action Statement** priorities are:*

- **Ofsted** : development and delivery of a series of “action plans” in response to the inspections which took place in 2003/4.
- **Local Preventative Strategy** : delivery of the strategy.
- **SSI Inspection of Children’s Services** : development and delivery of a series of “action plans” in response to the inspection.

More details on service improvements can be found in the following service plans:

- Education Services
- Community Development
- Children’s Services
- Adult Services

Our objective is to:

Create Safe and Crime-free communities

Compared with many mainland areas the Island is fortunate in being a relatively safe and crime-free community - recorded crime here is generally below the rates for the Hampshire Force area and the national averages.

The Island is also fortunate in having a locally controlled Fire and Rescue Service and in having a comprehensive range of public and consumer protection services to promote and maintain community safety.

Maintaining a safe and crime-free community is a priority for the Council.

We achieved this by work on:

- Reducing crime, disorder and the fear of crime.
- Supporting the provision of a locally controlled fire service.
- Safeguarding public welfare through our consumer protection services.

Our 2003/04 Achievements were:

- Proposals agreed to merge the Drug Action Team and the Crime and Disorder Reduction Team to provide a better strategic focus on safer communities.
- FAIRMAP strategy developed and approved.
- Recruited Education Liaison Officer to take fire safety message to schools.
- Implemented a new Fire and Rescue Incident Command System.

- Successfully set up and launched Young Firefighters Scheme.
- All fire service operational staff have received initial training on new Incident Response Unit.
- Provision of competent Health and Safety Advice to the Council brought in-house.
- Procedure for reporting key monthly Consumer Protection outputs introduced.

*To improve our performance in 2004/05 our **Annual Action Statement** priorities are:*

Fire and Rescue Service : attention will focus on achieving significant progress with modernisation of the Fire & Rescue Service. Priorities will include :

- **Member engagement** : securing more effective member involvement in the modernisation agenda.
- **Organisational capacity** : development to a Financial Plan to ensure that the service has the resources, skills and capacity to deliver on the modernisation agenda.
- **Communications** : development of a Communications Strategy to ensure effective and on-going staff and community input to the modernisation process.
- **Information management** : development of effective performance management mechanisms to ensure delivery of the FAIRMaP Action Plan.
- **CPA preparations** : undertaking of internal self-assessment exercise to benchmark our state of readiness for CPA assessment in 2005.
- **Safer Communities** : creation of a new Safer Communities Team and partnership framework to develop a more holistic approach to community safety.

More details on service improvements can be found in the following service plans:

- Corporate Policy & Communications
- Fire & Rescue
- Consumer Protection
- Engineering Services (Coastal Protection)
- Planning Services

Our objective is to:

Improve public transport and the highways infrastructure

As a predominantly rural community, transport is a key issue for the Council – access to public transport or to a car is essential for many people to travel to work, for shopping, education and for leisure pursuits. Almost 30% of our residents have no access to a car and many live in rural areas, some of which have limited public transport provision.

The transport needs of visitors to the Island add to the challenge facing the Council – traffic levels on our roads virtually double during the peak holiday period. Visitor needs also impose additional demands on public transport provision.

Meeting the transport needs of both residents and visitors is a priority for the Council.

We achieved this by work on:

- Maintaining the highways infrastructure.
- Encouraging travel by sustainable means.
- Promoting public transport.
- Successfully bidding for funds to repair damage caused by the exceptionally hot summer last year and other transport projects.

Our 2003/04 Achievements were:

- Commercial feasibility work for a Highways Private Finance Initiative (PFI) project.
- Favourable Local Transport Plan settlement of £6.3 million for 2004/05 (with in excess of £7 million for one – off road schemes – Ryde Interchange, Undercliff Drive, Heat damage road repair).
- Completion of “strategic routes” re-surfacing programme.
- Completion of Military Road cliff stabilisation scheme.
- Completion of Sandown cycle way.
- Improvements to Newport – Sandown cycle way and Ventnor Haven.
- Exceeded the public service agreement target for increasing cycling this year.
- Park and Ride scheme developed at Cowes.

*To improve our performance in 2004/05 our **Annual Action Statement** priorities are:*

- **Engineering** : development of proposals for a PFI initiative for roads maintenance and action to improve under-performing Performance Indicators.

More details on service improvements can be found in the following service plans:

- Engineering Services
- Planning Services

Our objective is to:

Protect the Island's Physical Environment

The quality of the Island's environment is second to none – almost 70% of the Island is protected by either UK or European environmental designations. In particular, we have an Area of Outstanding Natural Beauty (AONB) covering almost 50% of the Island together with 44 sites of Special Scientific Interest (SSSIs) and 45 kilometres of Heritage Coast. Both residents and visitors alike value the exceptional quality of our landscape.

The Council is fully committed to protecting and enhancing the Island's physical environment.

We achieved this by work on:

- Promote sustainable service delivery.
- Protect the natural, built and historic environment.
- Make best use of natural resources and reducing waste generation.

Our 2003/04 Achievements were:

- Successful second year for Green Island Awards Scheme.
- Completion of coast protection schemes at Castlehaven and Seaview Duver.
- Completion of Ventnor Haven project.
- Sustainable Energy Feasibility Strategy developed for new housing scheme at Pan.
- Completion of Planning Best Value Review and agreement on improvement plan (over £600,000 grant funding attributed to support service improvements).
- The government target for processing major planning applications has been met.
- Establishing the Island Warm Homes Group to tackle fuel poverty.

*To improve our performance in 2004/05 our **Annual Action Statement** priorities are:*

- **Planning** : preparatory work for drafting of the new Local Development Framework (LDF), delivery of the BV Improvement Plan and achievement of a satisfactory BV inspection.

- **Sustainability** : development of a Sustainability Strategy.

More details on service improvements can be found in the following service plans:

- Corporate Policy and Communications
- Planning Services
- Community Development
- Engineering Services

Making It Happen

In addition to the six strategic aims in our Corporate Plan, the Council has also made four specific commitments governing our way of working – these are designed to ensure that the necessary systems and processes are in place to support achievement of our priorities and targets:

- Commitment 1: Strong Political and Managerial Leadership
- Commitment 2: Strategically driven excellence in service delivery
- Commitment 3: Improving our community focus
- Commitment 4: Continuous organisational and staff development.

Central to our improvement agenda is effective political and managerial leadership and this is given priority in our Annual Action Statement 2004/05 along with service delivery.

As with the corporate objectives, details of the individual actions planned for 2004/05 can be found in the Annual Action Statement which includes the Comprehensive Performance Assessment (CPA) Improvement Plan. This lists additional work, which the council plans to undertake in order to facilitate, and co-ordinate improvements in its corporate management and performance.

We will achieve these by work on:

- Building our internal leadership skills and capacity.
- Building both internal and external awareness, “ownership” and support for the council’s corporate priorities.
- Having effective corporate and service planning and support systems in place.
- Establishing effective performance management arrangements.
- Developing a culture of continuous improvement in service delivery.
- Developing a customer-centred culture across the council.
- Developing and extending the use of strategic delivery partnerships.
- Recognising the need to provide services that meet the needs of both residents and visitors.
- Improving public confidence in the standards and ethics of the Council.

- Improving the skills, performance and motivation of our staff.
- Developing a culture of continuous organisational improvement.

Our 2003/04 Achievements were:

- Establishment of a corporate performance management framework involving formal quarterly reports (QPMP's). These reports now go to Director's Group, the Executive and Scrutiny and enable the Council's performance to be monitored in respect of National and local Performance Indicators, PSA targets, general areas to watch, progress against the annual action statement and the report also highlights key achievements.
- Introduction of a "Priority Improvement Area" system which has contributed to improvements in areas designated (Homelessness, Benefits, Planning and Highways).
- Introducing a new Service and Budget planning process within an agreed Annual Planning Cycle.
- Achievement of the targets within the CPA Improvement Plan.
- Significant progress in Risk Management arrangements.
- Most Council departments have now been awarded Investor in People status.
- Improvements to internal and external communications.
- External challenge included in all Best Value reviews.
- Further development of the Island Futures partnership – revised Community Strategy produced.
- Improvements to tackling diversity issues involving innovative use of drama-based training programme.
- Increasing number of Council services made available on-line.

*To improve our performance in 2004/05 our **Annual Action Statement** priorities are:*

1. **Strategic leadership** : the 2002 CPA assessment identified the need to improve organisational leadership arrangements. Significant progress has been made in this respect. In the forthcoming year attention will focus on continuing to build and improve our political and management leadership capacity. Priorities will include :
 - **2020 vision** : agreement of a vision for the future of the Island.
 - **Service Investment Strategy** : development of a 3 year budget strategy and savings proposals to achieve a maximum 5% Council Tax increase in 2005/06.
 - **Accommodation Review** : improved use and cost-effectiveness of Council accommodation.
 - **People Management** : establishing a more effective approach to staff development and workforce planning.

- **Communications Strategy** : development of improved external and internal communications and supporting work to develop an Island branding strategy.
 - **Diversity** : development of an improved approach to tackling diversity and social inclusion and, in particular, the development of women managers, support for black and ethnic minority groups.
 - **Service priorities** : providing appropriate political and managerial leadership to ensure achievement of key service delivery priorities including School Reorganisation, Health and Social Care, Fire and Rescue and Island Branding.
2. **Performance** : the Annual Audit Letter for 2003 recognised the significant progress made in establishing a corporate performance management framework. This year attention will focus on further development of our performance management framework and moving from “measurement to management.” Priorities will include :
- **CPA** : the aim is to achieve a “good” score in the next CPA assessment in 2005. Attention over the coming year will focus on action to address known areas of poor performance.
 - **QPMRs** : further development and refinement of our Quarterly Performance Management Report (QPMR) monitoring framework. This will include development of local PIs and a more consistent approach to performance management at directorate and service levels.
 - **PIA's** : achievement of demonstrable improvements to those services designated as Priority Improvement Areas.
 - **PI's** : action to improve performance in those performance indicators (PIs) falling into the bottom quartile.
3. **Partnership working** : the growing enabling role of the Council requires concerted attention to developing a partnership approach to service delivery. In the coming year we will focus on continuing to grow and develop our key strategic partnerships. Priorities will include :
- **Island Futures** : development of the role and standing of Island Futures as our local strategic partnership.
 - **Health & Social Care Services** : development of proposals to achieve greater integration of health and social care services.
 - **Isle of Wight Economic Partnership** : development of closer working links with IWEP to achieve our economic development objectives.

- **Safer Communities** : development of a new partnership agenda through the merger of the Drug Action and Crime & Disorder Teams.
4. **Customer relations** : The Council has a strong commitment to modernising the way in which we engage with recipients of our services. Over the next year attention will focus on continuing to improve our approach to customer relations primarily through delivery of the Great Access to Great Services (GAGS) initiative. Priorities will include :
- **GAGS** : continued roll-out of the programme with a focus on Business Process Engineering (BPR) in Planning and Engineering Services, enabling projects to support the programme (CRM, DIP) and development of the contact centre.
 - **E:Government** : development of proposals to ensure achievement of Government targets by December 2005.

More details on service improvements can be found in the following service plans:

- Corporate Policy & Communications
- Select Committee & Best Value Support
- Personnel Services
- Legal & Democratic Services
- Finance & Business Services
- ICT Services
- Community Development
- Property Services

Appendix A – Performance Indicators

Corporate Health

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 001 a	Does the authority have a community strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well being in a way that is sustainable?	Yes	Yes	Yes	Yes	Yes	Yes	Not available	
BVPI 001b	By when (mm, yy) will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?	No	December 2003	June 2004	June 2005	June 2006	June 2007	Not available	
BVPI 001c	Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when (mm, yy) will this be undertaken?	No	Yes	Yes	Yes	Yes	Yes	Not available	
BVPI002(a)	The Level of Equality Standard for Local Government to which the authority conforms	1	2	1	3	4	5	1	0
BVPI002(b)	Duty to promote race equality	Amended version to be used from 03/04	44%	53%	100%	100%	100%	Not available	
BVPI 003	The percentage of citizens satisfied with the overall service provided	User satisfaction survey for 03/ 04	70%	52% (+/- 2.89%)	N/a	N/a	N/a	Not available	
BVPI 004	The percentage of complainants satisfied with the handling of their complaint	User satisfaction survey for 03/ 04	70%	36% (+/- 7.3%)	N/a	N/a	N/a	Not available	
BVPI 008	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.	93%	100% Gov't target	92.4%	95% (IWC) 100% Gov't target	96% (IWC) 100% Gov't target	97% (IWC) 100% Gov't target	91%	83%
BVPI 009	Percentage of Council Tax collected.	98.9%	98%	98.2%	98.0%	98.2%	98.3%	97%	95%
BVPI 010	The percentage of non-domestic rates due for the financial year which were received by the authority.	98.2%	98.3%	99.1%	98.4%	98.2%	98.4%	99%	98%
BVPI 011a	The percentage of top 5 % of earners that are women.	28%	30%	29.9%	30%	30.5%	31%	43%	34%
BVPI 011b	The percentage of top 5 % of earners from black and minority ethnic communities.	1.83%	2%	1.16%	1.25%	1.25%	1.25%	3.9%	1.2%
Same number of employees from ethnic minorities but changed method of calculation									
BVPI 012	The number of working days/shifts lost due to	9	7	9.3	9.1	8.8	8.5	9	11

Corporate Health

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
	sickness absence.- Council								
	Fire Service Personnel – Number of days/shifts lost to sickness absence	9	9.5	9.7	9.1	8.8	8.5	9	11
BVPI 014	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	1.52%	1.0%	1.15%	1%	0.75%	0.5%	0.15%	0.53%
BVPI 015	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce. 1. Council 2. Fire & Rescue Service	0.49% 1.64%	0.2% 1.5%	0.52% 1.7%	0.3% 0%	0.15% 0%	0.15% 0%	0.19%	0.40%
Line management have been asked to focus attendance management on long-term absence cases resulting in the number of retirements on health grounds. This policy will continue and next year's target has been raised slightly to reflect this. Redeployment policy will help to reduce the number of early retirements on health grounds.									
BVPI 016 [a&b]	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area.	(a) 0.74% (b) 16.54%	(a) 1.5% (b) 16.54%	(a) 0.6% (b) 16.54	(a) 1.5% (b) 16.54%	(a) 1.5% (b) 16.54%	(a) 1.5% (b) 16.54%	2.2%	1.2%
Nine employees declaring themselves to be disabled, left this financial year, including three retirements, therefore excluding from the snapshot on 31 st March 2004.									
BVPI 017[a&b]	The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area.	(a) 0.53% (b) 1.45%	(a) 0.6% (b) 1.45%	(a) 0.55 % (b) 1.45%	(a) 0.6% (b) 1.45%	(a) 0.6% (b) 1.45%	(a) 0.6% (b) 1.45%	3.7%	1.0%
BVPI 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	11%	12%	17%	18%	19%	20%	47%	14%
BVPI 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	16.37%	40%	23.46%	60%	100%	100%	58%	43%
BVPI 180a	The energy consumption/m2 of local authority operational property, compared with comparable buildings in the UK as a whole. (a) electricity; (b) fossil fuel	(a) 215% (b) 73%	(a) 215% (b) 73%	Not required to supply result, insufficient guidance from government	-	-	-	93% 88%	134% 136%
BVPI 180b	Average lamp circuit energy consumption for streetlights, compared with the UK national averages.(amended definition 03/04)	433.18 kwh/streetlight/yr	84%	Not required to supply result, insufficient guidance from government	-	-	-	346	436
HOUSING BENEFIT									
BVPI 076	Housing Benefit Security: (i) Number of claimants visited per 1,000 caseload	New indicator from 03/04	No target set	(i) 52.75 (ii) 0.27 (iii) 21.05	i) 25 (ii) 0.22 (iii) 23	i)25 (ii) 0.25 (iii) 23	i) 25 (ii) 0.25 (iii) 23	Not available	

Corporate Health

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
	(ii) Number of fraud investigators employed per 1,000 caseload (iii) Number of fraud investigations per 1,000 caseload (iv) Number of prosecutions and sanctions per 1,000 caseload			(iv) 4.32	(iv) 5	(iv) 5	(iv) 5		
BVPI 078a	Speed of processing: a) Average time for processing new claims.	64.9	36	75.8	36	35	34	40	59
New computer software introduced in January 2003 affected performance and was not rectified until January 2004. High levels of staff sickness and new staff training also affected performance. Performance was also affected by an increase in the number of claims, and the introduction of new tax credits.									
BVPI 078b	Speed of processing: b) Average time for processing notifications of changes of circumstance.	11.96	9	16.2	9	8	8	11	21
New computer software introduced in January 2003 affected performance and was not rectified until January 2004. High levels of staff sickness and new staff training also affected performance. Performance was also affected by an increase in the number of claims, and the introduction of new tax credits.									
BVPI 078c	Speed of processing: c) Percentage of renewal claims processed on time	78.53%	83%	69.05%	Indicator deleted from 04/05			77%	50%
BVPI 079a	Accuracy of processing: a) Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination.	98.2%	98.5%	97%	98.8%	99%	99.2%	98%	94%
BVPI 079b	Accuracy of processing: b) The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	55.75%	58%	59.5%	62.5%	65%	68%	61%	46%
BVPI 080a	User satisfaction with contact with the benefits office	User satisfaction survey 03/04	70%	Results not available until after June 30th	-	-	-	Not available	
BVPI 080b	User satisfaction with service in the benefits office		82%	Results not available until after June 30th	-	-	-		
BVPI 080c	User satisfaction with benefits office telephone service		77%	Results not available until after June 30th	-	-	-		
BVPI 080d	User satisfaction with staff in the benefits office		82%	Results not available until after June 30th	-	-	-		
BVPI 080e	User satisfaction with benefits forms		52%	Results not available until after June 30th	-	-	-		
BVPI 080f	User satisfaction with speed of benefits service		60%	Results not available until after June 30th	-	-	-		
BVPI 080g	Overall satisfaction with benefits service		70%	Results not available until after June 30th	-	-	-		

Corporate Health

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
LBV FIN REV2	Average time for processing new Council Tax benefit claims (days)	65.68	36	78.5	36	35	34	Not applicable	
LBV FIN REV3	Average time for processing new housing benefit claims (days)	46.34	36	49.5	36	35	34		
LBV FIN REV4	Average time for paying new rent allowance claim (days)	65.73	36	74.6	36	35	34		
COMMUNITY DEVELOPMENT									
LBV PK 39	Area of parks & green spaces per 1,000 head of population.	1.33	1.33	1.33	1.33	1.33	1.33	Not applicable	
LBV PK 40	Total net spending per head of population on parks and open spaces	£7.90	£6.77	£6.98	£6.98	£6.98	£6.98	Not applicable	
ENVIRONMENTAL HEALTH									
LBV FIN BS3	Cost of adult cremation service. Increase is limited to inflation but actual increase is a council decision.	£331	£351	£351	£361	-	-	Not applicable	
LBV FIN BS4	Cost of adult burial. Increase is limited to inflation, but actual increase is a council decision.	£457	£484	£484	£499	-	-		

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Improving health, housing & the quality of life for all

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Department of Health Rating	
								IWC Rating	Similar Councils
SOCIAL SERVICES									
<p><i>Department of Health Ratings for Performance are ;</i> ● Investigate Urgently, ●● Ask Questions about performance, ●●● Acceptable, room for improvement ●●●● Good ●●●●● Very Good</p>		<p>The government's Department of Health rates the quality of service provided by all councils who have social care responsibilities. This means that for the first time, people have a 'consumers guide' to how good, local services are.</p> <p>A good way of judging how well a service is performing is to compare it to the same service in very similar Councils. The Department of Health has carefully put together groups of councils who share the same problems and challenges in social care. There are different types of council in our group, it includes places such as Torbay, Herefordshire, Bournemouth and The Wirral. Comparing the performance of social services on the Isle of Wight with the other councils in our comparator group gives an official like-for-like impression of how well we are meeting these social care challenges.</p>							
BVPI 049	Stability of placements of children looked after by the authority by reference to the percentage of children looked after on 31st March in any	8.3%	8%	14.4%	12%	12%	12%	●●●●●	●●●●●

Improving health, housing & the quality of life for all

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Department of Health Rating	
								IWC Rating	Similar Councils
	year with three or more placements during the year.								
Small dataset produces volatile indicator. The outturn for 03/04 is in the top banding for the PAF indicator.									
BVPI 050	Educational qualifications of children looked after (interface indicator with education services) by reference to the percentage of young people leaving care aged 16 or over with at least 1 GCSE at grades A*- G, or GNVQ	43.8%	55%	38%	78.6%	50%	50%	●●	●●
BVPI 051	Costs of services for children looked after by the authority by reference to the gross weekly expenditure per looked-after child in foster care or in a children's home.	£381	£385	£509	£500	£450	£450	●●●●	●●●
BVPI 052	Cost of intensive social care for adults and older people by reference to the average gross weekly cost of providing care for adults and elderly people.	£357	£392	£396	£415	£435	£450	●●●●	●●●
BVPI 053	Intensive home care per 1,000 population aged 65 or over.	6.6	9	7.9	12	12	16	●●	●●
BVPI 054	Older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	69	111	115.3	120	122	124	●●	●●●
BVPI 055	Clients receiving a review as a percentage of adults and older clients receiving a service.	48%	93%	73.6%	90%	90%	90%	●●	●●
BVPI 056	Percentage of items of equipment delivered within 7 working days	New PI 03/04	No target set	71.8%	75%	80%	85%	Not available	
BVPI 058	Percentage of people receiving a statement of their needs and how they will be met.	84%	94%	80.8%	90%	95%	100%	●●	●●
BVPI 161	Employment, education and training for care leavers.	61.5%	55%	53%	52%	71%	64%	●●●●●	●●●●●
BVPI 162	The % of child protection cases which should have been reviewed during the year that were reviewed (PAF C20)	New PI 03/04	100%	100%	100%	100%	100%	Not available	
BVPI 163	The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date (PAF C23)	New PI 03/04	4%	3.3%	4%	4%	4%	Not available	
BVPI 195	Acceptable waiting time for assessment: (i) older clients % where time from 1st contact to beginning of assessment = <48 hours (ii) % where time from 1st contact to completion of assessment is less than or = to 28 days	New PI 03/04	No target set	(i) 71% (ii) 73%	(i) 80% (ii) 90%	(i) 85% (ii) 92%	(i) 90% (ii) 95%	Not available	

Improving health, housing & the quality of life for all

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Department of Health Rating	
								IWC Rating	Similar Councils
BVPI 196	Acceptable waiting time for care packages: older people % where time from completion of assessment to provision of all services in a care package is less than or equal to 28 days	New PI 03/04	No target set	68.6%	95%	95%	95%		
LBV 001	Adults and older people receiving direct payments	New PI 03/04	No target set	47	175	200	215	Not applicable	
LBV 002	The number of practice learning opportunities provided for professional social work training	New PI 03/04	No target set	16	19	20	24		
BVPI 201	No of adults and older people receiving direct payments at 31 st March per 100,00 population over 18	New PI 04/05	N/a	N/a	N/a	N/a	N/a	Not available	
LBV SSD S12	Reduce the number of children who are registered more than once in the same year.	0%	7%	12.3%	12.3%	12.3%	12.3%		
LBV SSD S13	The number of children who are looked after by the Council should reduce as alternatives to Council care are developed, targets reduce the number of children looked after per 1,000 people under eighteen	5.72	3	6.05	5.7	5.6	5.5		
LBV SSD S17	The Council has a duty to ensure that houses in multiple occupation (HMO) are safe and fit to live in. The % of known HMO's that are inspected each year by the Council will increase.	15.1%	15%	31%	15%	15%	15%	Not available	
BVPI 197	Change in number of conceptions to females aged under 18, resident in area, per thousand females aged 15-17 resident in the area, compared with baseline year of 1998	New PI 03/04	No target set	40.6	36.3	35	33		
BVPI 198	The number of problem drug misusers in treatment per thousand head of population aged 15-44	New PI 03/04	No target set	272	Indicator to be amended	Indicator to be amended	Indicator to be amended		
COMMUNITY DEVELOPMENT									
BVPI 114	Score on creating opportunity checklist %	0%	90%	83%	Indicator deleted from 04/05			100%	54%
BVPI 118a	Users – found a book to borrow	User satisfaction survey 03/04	70%	75.1% (+/- 1.5%)	75.1%	75.1%	76%	Not available	
BVPI 118b	Users – found the information they were looking for		70%	72.5% (+/- 1.5%)	72.5%	72.5%	74%		
BVPI 118c	Users – satisfied with the library overall		70%	93.9% (+/- 1.5%)	93.9%	93.9%	95%		
BVPI 119a	The percentage of residents satisfied with the local authorities sports & leisure facilities		70%	65% (+/- 2.93%)	-	-	-		

Improving health, housing & the quality of life for all

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Department of Health Rating	
								IWC Rating	Similar Councils
BVPI 119b	The percentage of residents satisfied with the local authorities library facilities.		70%	77% (+/- 2.92%)	-	-	-		
BVPI 119c	The percentage of residents satisfied with the local authorities museums services.		70%	49% (+/- 2.97%)	-	-	-		
BVPI 119d	The percentage of residents satisfied with the local authorities arts activities and venues.		70%	56% (+/- 2.98%)	-	-	-		
BVPI 119e	The percentage of residents satisfied with the local authorities parks and open spaces facilities.		70%	85% (+/- 3%)	-	-	-		
BVPI 170a	a) The number of visits to/usages of museums per 1,000 population.	817	850	744	775	800	825	1490	435
The very fine weather of 2003 (April – September) led to significantly reduced visits to indoor museums on the Island and nationally. Global warming may have serious consequences for museums which have traditionally benefited from summer visitors.									
BVPI 170b	(b) The number of those visits that were in person per 1,000 population.	774	780	611	650	700	750	922	294
The very fine weather of 2003 (April – September) led to significantly reduced visits to indoor museums on the Island and nationally. Global warming may have serious consequences for museums which have traditionally benefited from summer visitors.									
BVPI 170c	(c) The number of pupils visiting museums and galleries in organised school groups.	15,065	15,100	15,969	16,000	16,500	17,000	Not available	
WIGHT LEISURE									
LBV ED WL1	Number of visits to leisure centres and track	873,833	828,273	742,099	681,140	684,546	687,969	Not applicable	
LBV ED WL2	Number of visits to seasonal facilities	542,932	477,072	492,922	495,387	497,864	500,353		
LBV ED WL3	Staff costs as a percentage of income for leisure centres and track	85.6%	-	91.2%	90.5%	89%	87.5%		
LBV ED WL4	The total number of visits to leisure centres and seasonal facilities per head of population	10.67	10.36	9.30	8.86	8.91	8.95		
LBV ED WL5	Percentage of survey respondents satisfied with overall service received at leisure centres	97%	99%	99%	99%	99%			
LBV ED WL6	% of survey respondents satisfied with quality of facilities at leisure centres	75.1%	75%	92%	92%	94%	94%		
LBV ED WL7	% of survey respondents satisfied with availability of facilities and services at leisure centres	93.6%	-	92.1%	92.1%	93.1%	93.1%		
ENVIRONMENTAL HEALTH									
LBV FIN BS1	Number of cremations (targets based on 6 year average)	1480	1455	1497	1460	1460	1460	Not applicable	
LBV FIN BS2	Number of burials (targets based on 6 year average)	235	286	154	170	170	170		

Improving health, housing & the quality of life for all

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Department of Health Rating	
								IWC Rating	Similar Councils
HOUSING SERVICES									
BVPI 062	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority.	2.90%	1.5%	2.4%	1.6%	2.5%	2.5%	5.3%	2.2%
BVPI 064	The number of private sector vacant dwellings that are returned into occupation or demolished during 2002/03 as a direct result of action by the local authority	35	32	41	32	32	32	Not available	
The number of properties brought back into use includes one property that was demolished and developed to provide 14 units of accommodation.									
BVPI 183	The average length of stay in (i) bed and breakfast accommodation and (ii) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	(i) 14 weeks (ii) 0	(i) 10 weeks (ii) 0	i) 14 weeks (ii) 0	i) 6 weeks (ii) 0	i) 6 weeks (ii) 0	i) 6 weeks (ii) 0	1 week 0	8 weeks 20
BVPI 202	No of people sleeping rough on a single night	New PI 04/05	N/a	N/a	N/a	N/a	N/a	Not available	
BVPI 203	The percentage change in the average number of families placed in temporary accommodation compared with the average from previous year.	New PI 04/05	N/a	N/a	N/a	N/a	N/a		

Encouraging job creation & economic prosperity

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
TOURISM									
LBV T6	Visit to Tourist Information Centres per annum	383,000	385,000	404,640	420,000	430,000	450,000		

Raising Education Standards & promoting lifelong learning

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 033	Youth Service expenditure per head of population in the Youth Service target age range.	£115.09	£117.58	£104.36	£112.66	£112.66	£112.66	£90.69	£63.08
BVPI 034a	Percentage of primary schools with 25% or more of their places unfilled.	8.6%	10.8%	15.2%	15.2%	8.6%	8.6%	19%	8%
BVPI 034b	Percentage of secondary schools with 25% or more of their places unfilled.	4.8%	4.8%	0%	0%	0%	0%	12%	0%
BVPI 038	Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent.	45.2%	51%	44.8%	51%	54%	N/a	53%	43%
BVPI 039	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 GCSEs or equivalent at grades A*- to G including English and Maths.	88.8%	89%	87.8%	89%	90%	N/a	90%	86%
BVPI 040	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.	71.6%	77%	67.8%	77%	78%	N/a	75%	69%
BVPI 041	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	73.6%	83%	67.3%	83%	81%	N/a	77%	70%
BVPI 043a	Statements of special educational need drafted within 18 weeks as a percentage of all statements excluding cases where any of the exceptions listed in 3.4 to 3.42 of the Code of Practice apply.	96%	100%	100%	100%	100	100%	100%	82%
BVPI 043b	Statements of special educational need drafted within 18 weeks including those involving other agencies as a percentage of statements including cases where any of the exceptions listed in 3.4 to 3.42 of the Code of Practice apply.	55%	60%	100%	100%	100%	100%	89%	55%
BVPI 044	Number of pupils permanently excluded during the year from all schools maintained by the local education authority per 1,000 pupils at all maintained schools.	0.7	0.8	0.55	0.6	0.6	0.6	0.7	1.8
BVPI 045	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority.	8.49%	8.45%	7.9%	7%	6%	6%	8.13%	9.38%
BVPI 046	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	5.7%	5.5%	5.6%	5%	4%	4%	5.53%	6.48%
BVPI 048	Percentage of schools maintained by the local education authority subject to special measures.	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	0%	2.23%

Raising Education Standards & promoting lifelong learning

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 159a	The percentage of permanently excluded pupils provided with alternative tuition of 5 hours or less	15.79%	3%	0%	0%	0%	0%	23%	2%
BVPI 159b	The percentage of permanently excluded pupils provided with alternative tuition of 6-12 hours	36.84%	3%	0%	0%	0%	0%	23%	4%
BVPI 159c	The percentage of permanently excluded pupils provided with alternative tuition of 13-19 hours	15.79%	4%	8.7%	0%	0%	0%	28%	8%
BVPI 159d	The percentage of permanently excluded pupils provided with alternative tuition of 20 hours or more	31.58%	90%	91.7%	100%	100%	100%	75%	32%
BVPI 181a	Percentage of 14 year old pupils in schools maintained by the LEA achieving Level 5 or above in the Key stage 3 test in English	57.3%	65%	65.7%	65%	68%	N/a	70%	60%
BVPI 181b	Percentage of 14 year old pupils in schools maintained by the LEA achieving Level 5 or above in the Key stage 3 test in Maths	65%	69%	68.7%	69%	71%	N/a	71%	61%
BVPI 181c	Percentage of 14 year old pupils in schools maintained by the LEA achieving Level 5 or above in the Key stage 3 test in science	64.6%	66%	70.1%	66%	70%	N/a	71%	59%
BVPI 181d	Percentage of 14 year old pupils in schools maintained by the LEA achieving Level 5 or above in the Key stage 3 test in ICT	New PI from 03/04	69%	72.2%	69%	75%	N/a	Not available	
BVPI 192a	Average day's access to relevant training and development per practitioner delivering foundation stage education.	New PI from 03/04	4.54	11	12	12	12	Not available	
BVPI 192b	Average number of QTS teachers per 10 non-maintained settings.	New PI from 03/04	3.25	4.6	2.9	2.6	2		
BVPI 193a	Schools budget as a % of Schools Funding Assessment.	New PI from 03/04	102.42%	102%	100%	100%	100%		
BVPI 193b	Increase in schools budget on the previous year as a % of the increase in schools funding assessment on the previous year.	New PI from 03/04	134.58%	121%	117%	100%	100%		
BVPI 194	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key stage 2 English & Maths.	New PI from 03/04	English-30% Maths- 28%	18.5% 19.7%	30% 28%	32% 30%	N/a		
LIBRARIES									
BVPI 117	The number of physical visits per 1,000 population to public library premises.	6,506	7,000	6,898	7,000	7,100	7,200	5518	4097

Creating safe & crime-free communities

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
COMMUNITY SAFETY									
BVPI 126	Domestic burglaries per 1000 households	8.9	8.0	7.4	7.6	7.3	6.9	14	29
BVPI 127a	Violent offences committed by a stranger per 1,000 population	Not available	5	5.5	5.5	5.5	5.5	3	8
BVPI 127b	Violent offences committed in a public place per 1,000 population	8	8	12.2	12.2	12.2	12.2	4	12
Indicator now being recorded more accurately by the Police									
BVPI 127c	Violent offences committed in connection with licensed premises per 1,000 population	0.9	0.9	1.6	1.6	1.6	1.6	1	2
Indicator now being recorded more accurately by the Police									
BVPI 127d	Violent offences committed under the influence per 1,000 population.	Not available	No target set	Not available	-	-	-	1	5
Hampshire police unable to produce data for this indicator									
BVPI 128	Vehicle crimes per 1,000 population	5.6	5.5	5.7	5.0	4.8	4.6	16	27
BVPI 174	The number of racial incidents recorded by the authority per 100,000 population.	1.5	1.5	11.12	10	10	10	14	96
Incidents in Education recorded have risen from 2 to 15.									
BVPI 175	The percentage of racial incidents that resulted in further action.	100%	99%	100%	99%	99%	99%	100%	88%
BVPI 176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority.	0.14	0.14	0.44	0.44	0.44	0.44	1.01	0.16
Supporting Peoples Funds now allowed to be taken into account, this was not the case last year, hence increase in performance.									
CONSUMER PROTECTION									
BVPI 166	Score against a checklist of enforcement best practice for environmental health/trading standards.	(a) 85% (b)66.3%	(a) 85% (b) 70 %	(a) 83.8% (b) 76.3 %	(a) 85% (b) 77 %	(a) 86% (b) 78%	(a) 87% (b) 79 %	90% 90%	68% 70%
LBV FIN EH5	Risk assess premises by self assessment or visit, as a percentage of all premises	70%	70%	43%	70%	80%	90%	Not applicable	
LBV FIN EH9	Percentage of complaints resolved within 8 weeks	83%	87%	90%	91%	95%	97%		
LBV FIN TS1	Percentage of risk premises inspected per annum	74%	95%	86%	95%	96%	97%		

Creating safe & crime-free communities

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities		
								75 th percentile	25 th Percentile	
LBV FIN TS8	Number of businesses with 15 or more trading standards helpline inquiries during the year	12	10	15	12	12	10			
COMMUNITY LEGAL SERVICE										
BVPI 177	Percentage of expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority legal need identified in the Community legal Service Partnership strategic plan.	0.99%	1.00%	29.6%	35%	40%	45%	92%	39%	
FIRE SERVICE										
BVPI 142	Number of calls to fires attended per 10,000 population (i) total (ii) primary fires (iii) accidental – fires in dwellings per 10,000 dwellings	(i) 46.3 (ii) 25.4 (iii) 18.5	(i) 52.2 (ii) 30.2 (iii) 20.19	(i) 51.4 (ii) 23.8 (iii) 17.1	(i) 52 (ii) 29.8 (iii) 19.08	(i) 51.5 (ii) 29 (iii) 18.6	(i) 51 (ii) 28 (iii) 17.3	Not applicable to unitary authorities Benchmarking against similar Fire & rescue services available on the web – site at www.iwfire.org		
BVPI 143	Number of deaths and injuries arising from accidental fires in dwellings per 100,000 population (i) deaths (ii) injuries	(i) 0 (ii) 8.3	(i) 0 (ii) 8.5	(i) 0 (ii) 5.2	(i) 0 (ii) 8	(i) 0 (ii) 7.5	(i) 0 (ii) 7.13			
BVPI 144b	Accidental fire in dwellings confined to room of origin in smaller cities/larger towns and classified as B risk	100%	65%	85.7%	N/a	N/a	N/a			
BVPI 144c	Accidental fire in dwellings confined to room of origin in smaller towns and urban residential areas and classified as c risk	95%	74%	76%	N/a	N/a	N/a			
BVPI 144d	Accidental fire in dwellings confined to room of origin in rural villages and classified as d risk	100%	68%	86.7%	N/a	N/a	N/a			
BVPI 144	Percentage accidental dwelling fires confined to room of origin	Amended PI from 04/05	N/a	N/a	90%	92%	94%			Not applicable
BVPI 145a	% of incidents which passed the standards of fire cover – number of appliances	98.8%	99%	99.4%	PI deleted from 04/05 by government Will be retained as local PI					
BVPI 145b	% of incidents which passed the standards of fire cover – number of riders	98.7%	99%	99.0%						
BVPI 145c	% of incidents which passed the standards of fire cover – attendance time	93.5%	98%	94.3%						
BVPI 146	Number of calls to malicious false alarms per 1,000 population	0.46	0.57	0.43	0.54	0.51	0.51			
BVPI 147	Average time taken by fire authorities to issue fire safety certificates	85	73	93	PI deleted from 04/05					

Creating safe & crime-free communities

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 149	False alarms caused by automatic fire detection apparatus per 1,000 non-domestic properties	41.7	50.36	46.66	47.84	45.45	45.45		
BVPI 150	Expenditure per head of population on the provision of Fire and Rescue Services	40.05	43.81	40.49	43.81	43.81	43.81		
BVPI 206	No of deliberate fires per 10,000 population	New PI from 04/05	N/a	N/a	5.50	5.25	5.00		Not applicable
LBV F&R OP8a	Fire Control Centre emergency call handling times – 60 secs or less	81%	75%	75%	75%	75%	-		Not applicable
LBV F&R OP8c	Fire Control Centre emergency call handling times – 120 secs or less	98%	99%	99%	99%	99%	-		
LBV F&R SAF1	% of fire safety re-inspections completed on high risk premises	26%	30%	30%	30%	30%	-		
LBV F&R HS1	Number of days lost due to reportable accidents under Riddor Regulations (a) wholetime (from 03/04) (b) retained (from 03/04)	514	500	413 1027	500 960	480 920	460 880		

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Improving the public transport & highways infrastructure

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 096	Condition of principal roads.	12.1	10	11.98	11	10	9	0.8%	6.9%
BVPI 097[a&b]	Condition of non-principal roads. (a) Classified non-principal roads (b) unclassified non-principal roads	(a) 45.7% (b) 37.27%	(a) 40.0% (b) 37%	(a) 46% (b) 31.3%	(a) 43% (b) 28%	(a) 40% (b) 25%	(a) 37% (b) 22%	8.6% 10.6%	22.3% 22.3%
BVPI 099ai	No of road accident casualties per 100,000 population: pedestrians killed/seriously injured	12.03	10	9.64	N/a	N/a	N/a	10	18
BVPI 099aii	No of road accident casualties per 100,000 population: pedestrians slight injuries	69.22	50	41.52	N/a	N/a	N/a	35	72
BVPI 099bi	No of road accident casualties per 100,000 population: pedal cyclists killed/seriously injured	3.01	9	7.41	N/a	N/a	N/a	3	7
BVPI 099bii	No of road accident casualties per 100,000 population: pedal cyclists, slight injuries	33.1	30	17.05	N/a	N/a	N/a	26	42

Improving the public transport & highways infrastructure

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 099ci	No of road accident casualties per 100,000 population: two-wheeled motor vehicle users killed/seriously injured	21.07	18	18.54	N/a	N/a	N/a	9	14
BVPI 099cii	No of road accident casualties per 100,000 population: two-wheeled motor vehicle users slight injuries	43.64	44	43	N/a	N/a	N/a	26	43
BVPI 099di	No of road accident casualties per 100,000 population: car users killed/seriously injured	51.16	42	45.23	N/a	N/a	N/a	13	36
BVPI 099dii	No of road accident casualties per 100,000 population: car users slight injuries	276.88	240	236.51	N/a	N/a	N/a	244	324
BVPI 099ei	No of road accident casualties per 100,000 population: other vehicle users killed/seriously injured	3.76	4	3.71	N/a	N/a	N/a	1	5
BVPI 099eii	No of road accident casualties per 100,000 population: other vehicle users serious injuries	12.79	24	16.3	N/a	N/a	N/a	18	40
BVPI 099	Percentage change in road accident casualties, in the area of the authority, since: Number of casualties- all KSI , Children KSI, All slight injuries (a) the previous year (b) the 1994 to 1998 average	Amended Indicator from 04/05	N/a	N/a	No 109 (a) - 4 (b) - 11	No 105 (a) - 4 (b) - 14	No 101 (a) - 4 (b) - 17	Not available	
BVPI 099	Percentage change in road accident casualties, in the area of the authority, since: Number of casualties- all KSI, Children KSI , All slight injuries (a) the previous year (b) the 1994 to 1998 average	Amended Indicator from 04/05	N/a	N/a	No 16 (a) - 5 (b) 7	No 15 (a) - 5 (b) 0	No 14 (a) - 5 (b) - 7	Not available	
BVPI 099	Percentage change in road accident casualties, in the area of the authority, since: Number of casualties- all KSI, Children KSI, All slight injuries (a) the previous year (b) the 1994 to 1998 average	Amended Indicator from 04/05	N/a	N/a	No 473 (a) - 1 (b) - 17	No 468 (a) - 1 (b) - 18	No 463 (a) - 1 (b) - 18	Not available	
BVPI 100	Number of days of temporary traffic controls or road closure on traffic sensitive streets or the road was closed, due to local authority road works or utility street works per km of traffic sensitive streets.	1.35	1	0.86	0.75	0.75	0.75	0.4	2.6
BVPI 102	Local bus services (passenger journeys per year).	5.7m	5.8m	5.76m	5.98m	6.12m	6.12m	Not available	
BVPI 103	Respondents satisfied with public transport information	User satisfaction survey 03/04	70%	55% (+/- 4.3%)	-	-	-	Not available	
BVPI 104	Respondents satisfied with the local bus service	User satisfaction survey 03/04	70%	56% (+/- 4.2%)	-	-	-	Not available	

Improving the public transport & highways infrastructure

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 165	The percentage of pedestrian crossings with facilities for disabled people.	94%	95%	95%	95%	96%	96%	94%	76%
BVPI 186a	Percentage of the principal road network where major structural treatment is not considered necessary divided by the authority's average structural expenditure on the principal road network over the past three years.	61.86	61	46.79	46.79*	46.79*	46.79*	103	37
* Not possible to predict future targets until final outturn of 03/04 available in August									
BVPI 186b	Percentage of the non-principal road network where major structural treatment is not considered necessary divided by the authorities average structural expenditure per kilometre on the non-principal road network over the past three years.	127.52	127	83.04	83.04*	83.04*	83.04*	380	143
* Not possible to predict future targets until final outturn of 03/04 available in August									
BVPI 187	Condition of surface footways; categories 1, 1a and 2 footway.	14.6	12	17.6	15	13	11	16%	37%
BVPI 199	The proportion of relevant land and highways as defined under EPA 1990 Part IV section 86 (expressed as %) that is assessed as having combined deposits of litter and detritus (eg, sand, silt & other debris) across four categories of cleanline	New PI from 03/04	No target set	Indicator not collected	No target set	No target set	No target set	Not available	
This indicator was not collected due to lack of resource to carry out the inspections to collect all the information needed to compile the indicator. The Waste Management team are working on rectifying the situation.									

Protecting the Island's physical environment

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
HIGHWAYS & ENGINEERING SERVICES									
BVPI 082a	Percentage of the total tonnage of household waste arisings which have been recycled.	10.92%	13%	13.7%	14.5%	16%	17%	12%	9%
BVPI 082b	Percentage of the total tonnage of household waste arisings which have been composted.	19.66%	20%	21.3%	20%	20%	20%	5.9%	2.4%
BVPI 082c	Percentage of the total tonnage of household waste arisings which has been used to recover heat, power and other energy sources.	17.21%	21%	15%	22%	22%	22%	0%	0%

Protecting the Island's physical environment

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 082d	Percentage of the total tonnage of household waste arisings which has been landfilled.	52.21%	46%	50%	43.5%	42%	41%	79%	87%
BVPI 084	Kilograms of household waste collected per head.	574	519	595	575	580	585	501	557
BVPI 086	Cost of waste collection per household.	£42.94	£36	£43.44	£43	£44	£45	£29.63	£39.99
BVPI 087	Cost of waste disposal per tonne for municipal waste.	£47.38	£44	£49.59	£47	£47	£47	£30.39	£40.02
BVPI 089	The percentage of people satisfied with the cleanliness standard in their area.	User satisfaction survey 03/04	80%	79% (+/- 2.9%)	-	-	-	Not available	
BVPI 090a	The percentage of people satisfied with the household waste collection		80%	90% (+/- 3.3%)	-	-	-		
BVPI 090b	The percentage of people satisfied with the waste recycling service.		80%	78% (+/- 3.3%)	-	-	-		
BVPI 090c	The percentage of people satisfied with the waste disposal service.		80%	95% (+/- 3.9%)	-	-	-		
BVPI 091	Percentage of population resident in the authority's area served by a kerbside collection of recyclables.	100%	100%	100%	100%	100%	100%	100%	54%
BVPI 178	The percentage of total length of footpaths and other rights of way which were easy to use by members of the public. Did you use the CSS?CA methodology	83% Yes	95% Yes	87.5% Yes	89% Yes	90% Yes	90% Yes	83%	56%
PLANNING SERVICES									
BVPI 106	Percentage of new homes built on previously developed land.	86%	78%	95.8%	80%	80%	75%	93%	53%
Targets are falling because there are three large greenfield sites allocated which could have a significant impact upon the completions on brownfield sites in future years.									
BVPI 107	Planning cost per head of population.	£15.41	£15.50	£14.54	Indicator deleted from 04/05			£8.58	£14.19
BVPI 109a	Percentage of major applications determined within 13 weeks	42.5%	50%	59.7%	60%	60%	60%	50%	31%
BVPI 109b	Percentage of minor planning applications determined within 8 weeks	62%	65%	49.5%	65%	65%	65%	62%	47%
BVPI 109c	Percentage of other applications determined within 8 weeks	77.7%	80%	68%	80%	80%	80%	79%	66%
BVPI 111	The Percentage of applicants satisfied with the service received	User satisfaction survey 03/04	70%	78% (+/- 3.9%)	-	-	-	Not available	
BVPI 179	The percentage of standard searches carried out in 10 working days.	100%	100%	100%	100%	100%	100%	100%	87%

Protecting the Island's physical environment

PI Reference	Indicator	02/03 outturn	03/04 target	03/04 outturn	04/05 target	05/06 target	06/07 target	Similar Unitary Authorities	
								75 th percentile	25 th Percentile
BVPI 188	The number of planning decisions delegated to officers as a percentage of all decisions.	89.3%	85%	93.1%	Indicator deleted from 04/05			89%	79%
BVPI 200	Do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired?	New PI from 03/04	Yes	Yes	Yes	Yes	Yes	Not available	
BVPI 204	Percentage of appeals allowed against the authority's decision to refuse planning applications.	New PI from 04/05	N/a	N/a	N/a	N/a	N/a	Not available	
BVPI 205	Quality of service checklist	New PI from 04/05	N/a	N/a	N/a	N/a	N/a		
LBV COR PP5	Average density of housing developments on large housing schemes (over 10 units)	40.19 dph	40 dph	43dph	42dph	42dph	42dph		
LBV COR BC2	Building Control Applicants notified of defects/amendments required within 3 weeks	65%	70%	47%	65%	75%	85%		
LBV COR BC3	Building Control Decisions notified within statutory time limits	88%	92%	92%	95%	100%	100%		

Appendix B – District Audit Report And IWC Response

2002/2003 Audit Commission Recommendations and Isle of Wight Council Response.

Our auditors' statutory recommendations are set out below, along with our responses.

ACTION PLAN

Ref.	Recommendation	Priority • = Low •• = Med ••• = High	Authority's response	Officer responsible	Timescale
R1	Formalise the financial plans and underlying budget assumptions of the Council in a written medium term financial strategy	•••	Three year forecast agreed by Council. To be further developed in coming year.	PW	Feb. 2005
R2	Developments in financial monitoring and reporting to be sustained and action taken to review the effectiveness of the revised arrangements.	•••	All central staff using standard budget monitoring reports analysing changes in cash limits, and performance against budget, on a monthly basis; narrative interpretation as well as numerical data supplied Seconded staff provide purpose written financial reports to service staff, specific to requirements of the service Regular budget monitoring reports provided to Select Committees including both narrative and numerical analyses; requirement for this approach to be updated now to focus on Strategic Budget Management and Scrutiny by way of exception reporting QPMR reports to Executive on a quarterly basis, including key financial information and drawing attention to significant budget pressures	SRF AK/KH SRF SRF	Feb. 2005 Feb. 2005 Sep. 2004 June 2004

Ref.	Recommendation	Priority • = Low •• = Med ••• = High	Authority's response	Officer responsible	Timescale
			Requirement to adopt a similar approach for Select Committees, linked to QPMR, but providing further information to satisfy scrutiny role Financial information system to be reanalysed to allow reports to be generated by BVACOP (mandatory), portfolio, select committee and management responsibilities Up to date financial information for members and officers available via intranet allowing access at a level consistent with the status of the user Intranet site includes section for Financial Risk Areas where a common reporting standard is provided for services identified within the 'Top 20' risk areas, updated monthly and reviewed annually	SRF SRF SRF SRF	Sep. 2004 Mar. 2004 June 2004 June 2004
R3	Ensure that the performance assessments of individual budget holders are linked to budget management	••	QPMR reports to Executive include relevant financial information, analysed by portfolio Significant budget pressure areas are specifically identified in the QPMR report; the same budget pressure areas are identified to Select Committees on a regular basis as part of their Strategic Monitoring role Key Priority Improvement Areas were identified as part of the CPA process – these PIA's are identified in the QPMR with budget management being one of the areas to which focus is given Financial Services staff provide regular monitoring reports to Service Heads and meet with them and their staff on a regular basis to consider budget management issues as they arise	SRF supporting JB SRF SRF	June 2004 June 2004 ongoing
R4	Plans should be prepared for the utilisation of reserves, which link to the Council's medium term financial strategy and funding of the capital programme.	•••	Reserves included in Executive budget considerations.	PW	Feb. 2004

Ref.	Recommendation	Priority • = Low •• = Med ••• = High	Authority's response	Officer responsible	Timescale
R5	Develop arrangements for validating management information on key controls against data from other sources.	••	Quarterly Performance Monitoring Report (QPMR) to Executive Statement on Internal Control (SIC) working party established Draft SIC protocol written Method of obtaining assurances from Directors/Service Managers on internal controls/principal risks to be developed Link information provided by management to other sources of assurance provided independently from both external and internal sources Establishment of Risk Register 2003 Further progress to be made with risk management in terms of embedding it throughout the authority and establishing reporting guidelines.	SRF supporting JB	ongoing Apr. 2004 Apr. 2004 July 2004 July 2004
R6	The performance and impact of IA should be subject to regular review throughout the year.	••	Since the re-establishment of the Audit Panel this has been done partially by the Panel receiving reports on internal audit work performed. Accountability will be further enhanced after 1/4/04 by providing to the panel more performance information including: <ul style="list-style-type: none"> ❖ Performance to date against plans ❖ % recommendations accepted ❖ customer satisfaction statistics 	RS/GR	01/04/04
R7	IA should prepare a comprehensive annual report at the year end for presentation to the Audit Panel setting out performance against plan for the year, key achievements and the targets for the future.	••	This will be done in full and presented to the Audit Panel at the June meeting.	RS/GR	29/06/04
R8	Strategic Risk Management Group needs to spend some time considering the strategic risks identified from Service Heads and identify any gaps	•••	Further development of the Council's risk management arrangements now include reference to both the way in which risks identified during service planning will be reviewed by the SRG and	RS/CS	01/04/04

Ref.	Recommendation	Priority • = Low •• = Med ••• = High	Authority's response	Officer responsible	Timescale
			how directors themselves will have their own opportunity to identify strategic risks		
R9	Full attendance by Service Heads at Operational Risk Management Group would facilitate better risk management and greater embedding of the principles through cascade briefings	•••	Membership of the Group (now to be called Risk Management Group) is under review. This is intended to ensure that more appropriate individuals are on the Group. In addition, as a further amendment to the Council's risk management arrangements, the Group's and its members roles and responsibilities are being reviewed. This will include a requirement to cascade information through directorate management teams	PW (CS/RS)	01/04/04
R10	Evolve techniques within departmental and service meetings to identify and filter emerging risks	•••	Although service planning will be one of the main routes for risk to be identified and recorded, workshops with directorate management teams will also be used to identify emerging risk. The newly defined risk management process also provides for a way of identifying risk during the year outside of the service planning cycle	RS/CS	Some in hand. New arrangements 01/04/04 onwards.
R11	Ensure the effective linkage of risk management, project management and procurement through a management initiative programme to ensure greater embedding in good management.	••	The authority is developing the use of a risk assessment tool (PASS) which can be used to classify high, medium and low risk procurements. It is now being considered as applicable to projects to initially gauge their risk also. Once risk has been measured in this way, further processes will apply (Gateway and Prince2 methodologies to varying degrees , depending on risk). Consideration also being given to meeting common training requirements of procurement and project management , especially in relation to risk.	RS/ JB/ JS/TG	May 04 (Gateway in place and PASS being applied)

Ref.	Recommendation	Priority • = Low •• = Med ••• = High	Authority's response	Officer responsible	Timescale
R12	Ensure that there is a comprehensive risk profile captured on the new central database. There should be adequate access from service heads to manage their own data, whilst the Operational Risk Management Team will manage the identified strategic risks. This would provide a basis for the development of service plans	••	Corporate and Strategic risks will be recorded on the new database and represent the Council's corporate risk register. As such they will be performance managed by the Risk management Group (formerly the Operational Risk Group). Service risks will also be recorded on the database if Service Heads request it. Initially, Service Heads and their staff will have access to this facility on a read-only basis, but it is hoped that in the longer term they may have their own version to update. Service Plans are seen as one of the main sources of identifying risk, and there will be renewed emphasis ahead of the 2004 service planning cycle to ensure that risk features prominently in service plans.	RS/CS	Wef 01/04/04
R13	Ensure that copies of key governance documents are available to the public and partners	•••	Copies of constitution, members handbook, political procedures all available on website, intranet and in hard copy (on request)	JL	complete
R14	Plan for the evaluation of the new treasury management arrangements	•	Prudential indicators for borrowing agreed by Council at its February budget meeting. Following the consultation period and capital investment, a report on investment strategy will be considered by Council at its meeting in May 2004.	GH	May 2004

Ref.	Recommendation	Priority • = Low •• = Med ••• = High	Authority's response	Officer responsible	Timescale
R15	Ensure that a pro-active programme of anti fraud and corruption audit work is undertaken on an annual basis, including action directed at promoting awareness of anti-fraud and corruption issues in the governance framework.	••	<p>The audit plan for 2004/05 onwards makes specific provision for this activity. It comprises of three elements:-</p> <ol style="list-style-type: none"> 1. Anti-fraud awareness training for managers through fraud awareness workshops jointly provided by the Audit Commission and internal audit – to be carried out within the next six months; 2. On the back of the workshops – re-launch refreshed anti-fraud and corruption and whistle-blowing policies; 3. The audit plan contains specific fraud/corruption detection audits in high risk areas such as claims based payments; contracts awards and the granting of permissions. 	RS/GR	01/04/04
R16	Close monitoring of the Council's closedown programme for 2003/04 is required so that slippage can be identified at a sufficiently early stage to enable remedial action to be taken.	••	<p>Closedown working party established from 13/10/2003. Meetings arranged monthly and will continue throughout whole closedown process. Accountancy representation required from all service areas and involvement of other sections (debtors, creditors) as necessary to ensure they are involved fully in the process.</p> <p>Corporate closedown timetable available on intranet and e-mail sent out to All Users on 4 February advising of the link to use to access the information. Detailed timetable produced by Andrew Carpenter providing target dates for all key tasks and allocating responsible officer(s) to each task.</p> <p>Each Directorate (Service Unit where appropriate) expected to produce a service timetable which supports the corporate timetable; also required to identify key dates and tasks and allocate responsibilities to ensure slippage does not occur</p>	SRF	<p>ongoing</p> <p>Feb. 2004</p> <p>Mar. 2004</p> <p>Apr. 2004</p>

Ref.	Recommendation	Priority • = Low •• = Med ••• = High	Authority's response	Officer responsible	Timescale
			A potential problem area which may interfere with the closedown programme and cause slippage is unplanned downtime of the network, FIDO and Outlook – obtains assurances from ICT staff that such occurrences will be kept to a minimum and that improvement plans are in progress Use CIPFA Publication 'Early Closing Time: A Good Practice Guide to the Prompt Closure of Local Authority Accounts in England and Wales' as a template for making improvements to processes		May 2004 ongoing
R17	A clear action plan is required to address the issues identified by the 2002/03 audit and to provide assurances on the quality of the 2003/04 and future year's accounts	••	See table over the page identifying actions and allocating responsibilities	SRF/GH	ongoing
R18	Seek to improve further the standard and range of final accounts working papers.	•••	Standard and range of working papers included in closedown working group's terms of reference. Ensure a copy of the ACOP disclosure checklist for 2003-04 accounts is available for staff to consult as required. Obtain from external auditor a copy of their annual publication Working paper requirements: LG and distribute to Financial Services staff as appropriate. Discuss any specific requirements with external auditor. Identify what factors contribute to a 'best practice' working paper; provide a brief practice note on the subject to be available for relevant staff. Use CIPFA Publication 'Early Closing Time: A Good Practice Guide to the Prompt Closure of Local Authority Accounts in England and Wales', specifically sections 3.55 to 3.59.	SRF	Mar. 2004 Apr. 2004 Apr. 2004 Apr. 2004 Apr. 2004
R19	Agree timescales for the publication of the revised versions of the Council's constitution and financial regulations	••	Constitutional review completed. Debated at Full Council on 17 th March and again in May. (Bob Fin.Reg).	RS/JL	May 2004

Ref.	Recommendation	Priority • = Low •• = Med ••• = High	Authority's response	Officer responsible	Timescale
R20	Track and report on the implementation of the detailed audit recommendations in relation to; Freedom of information Act Care Standards Act Race Relations Act	•	Reports and action plans debated at Audit Panel (FOI + CSA) RR (A) A to be debated at September Audit Panel.	JL/GG	Sep. 2004

Appendix C – Audit And Inspection Programme

<i>Planned Output</i>	<i>Start Date</i>	<i>Draft Due Date</i>	<i>Audit Commission Lead</i>	<i>Council Lead</i>
Audit Plan	March 2004	April 2004	Stephen Taylor	Paul Wilkinson
Audit Monitoring Report 1	June 2004	July 2004	Alastair Rankine	Paul Wilkinson
Auditor Scored Judgements	September 2004	October 2004	Alastair Rankine	Paul Wilkinson
Strategic Development	TBA	TBA	Alastair Rankine	John Bentley/Alistair Drain
Connecting with the Public/e:governance	TBA	TBA	Alastair Rankine	David Price
Homeless and Housing Advice Inspection	July 2004	September 2004	Patrick Mooney	Martyn Pearl
Culture Regular Performance Assessment	TBA	TBA	Stephen Taylor	John Metcalfe
Qualitative Assessment	TBA	TBA	Stephen Taylor	Paul Wilkinson/John Bentley
Interim Audit and Governance Report	March 2005	April 2005	Alastair Rankine	Paul Wilkinson/John Lawson
Audit Monitoring Report 2	September 2004	October 2004	Alastair Rankine	Paul Wilkinson
SAS Governance to those charged with Governance	September 2004	September 2004	Alastair Rankine	Paul Wilkinson/John Lawson
Opinion on the 2004/5 Financial Statements	August 2004	October 2004	Alastair Rankine	Paul Wilkinson
Accounts Audit Report	August 2004	October 2004	Alastair Rankine	Paul Wilkinson

<i>Planned Output</i>	<i>Start Date</i>	<i>Draft Due Date</i>	<i>Audit Commission Lead</i>	<i>Council Lead</i>
PFI Appraisal	TBA	TBA	Alastair Rankine	Stephen Matthews
Management of Capital Contracts	TBA	TBA	Alastair Rankine	Paul Wilkinson
Performance Management	TBA	TBA	Alastair Rankine	John Bentley
Delivery of the Joint Health Care Strategy	TBA	August 2004	Alastair Rankine	Glen Garrod
Local Strategic Partnership	TBA	TBA	Alastair Rankine	John Bentley
Financial Management	TBA	TBA	Alastair Rankine	Paul Wilkinson
Management of Information	TBA	TBA	Alastair Rankine	John Lawson
Connecting with the Public/e:governance	TBA	TBA	Alastair Rankine	David Price
Opinion on Best Value Performance	August 2004	September 2004	Alastair Rankine	Paul Wilkinson/John Bentley
Follow-up Report	TBA	TBA	Alastair Rankine	Paul Wilkinson/John Bentley
Annual Letter	September 2004	November 2004	Stephen Taylor	Paul Wilkinson/John Bentley

Appendix D – Useful Contact Numbers And Further Information

ISLE OF WIGHT COUNCIL
www.iwight.com

Principal Office

County Hall, High Street, Newport, Isle of Wight PO30 1UD
Tel 01983 821000; Fax (01983) 823333 DX 56361 Newport (IoW)

Education Services

County Hall, High Street, Newport, Isle of Wight PO30 1UD
Tel 01983 821000; Fax (01983) 823333 DX 56361 Newport (IoW)

Planning Services

Seaclose, Fairlee Road, Newport, Isle of Wight PO30 2QS
Tel. (01983) 823552 Fax (01983) 823563

Engineering Services

Jubilee Stores, The Quay, Newport, Isle of Wight PO30 2EH
Tel (01983) 823777 Fax (01983) 520563

Consumer Services

St Nicholas House, 58 St Johns' Road, Newport, Isle of Wight, PO30 1LT
Tel (01983) 823396 Fax (01983) 823387

Fire and Rescue Services

St Nicholas House, 58 St Johns' Road, Newport, Isle of Wight, PO30 1LT
Tel (01983) 823194 Fax (01983) 825728

Social Services

17 Fairlee Road, Newport, Isle of Wight, PO30 2EA
Tel (01983) 520600 Fax (01983) 524330

Housing Services

7 High Street, Newport, Isle of Wight, PO30 1SS
Tel (01983) 823040 Fax (01983) 823050

A. Corporate Services

Function	Name	Title	Location
Corporate Services	Mike Fisher	Chief Executive Officer	County Hall
Corporate Policy and Communications	John Bentley	Head of Corporate Policy and Communications	County Hall
Legal and Democratic Services	John Lawson	Head of Legal and Democratic Services	County Hall

A. Corporate Services

Function	Name	Title	Location
Finance and Business Services	Paul Wilkinson	Head of Finance and Business Services	County Hall
Organisational Development	David Price	Head of Organisational Development	County Hall
Personnel	Max Burton	Head of Human Resources	County Hall
Select Committees	Alistair Drain	Head of Select Committee Support and Best Value	County Hall

B. Environment Services

Function	Name	Title	Location
Environment Services	Derek Rowell	Strategic Director of Environment Services	County Hall
Planning	Andrew Ashcroft	Head of Planning Services	Seaclose
Property Services	Tony Flower	Head of Property Services	County Hall
Engineering Services	Stephen Matthews	Head of Engineering Services	Jubilee Stores
Consumer Services	Rob Owen	Head of Consumer Protection	St Nicholas House

C. Social Services

Function	Name	Title	Location
Social Services	Glen Garrod	Strategic Director for Social Services and Housing	17 Fairlee Road
Adult Services	Sandy Weller	Head of Adult Services	17 Fairlee Road
Children's Services	Pru Grimshaw	Head of Children's Services	17 Fairlee Road
Housing	Martyn Pearl	Head of Housing Services	7 High Street

D. Education and Community Development

Function	Name	Title	Location
Education and Community	David Pettitt	Strategic Director of Education and	County Hall

D. Education and Community Development

Function	Name	Title	Location
Development		Community Development (Strategic Director of Childrens Services from April 2004)	
Planning and Resources	Kim Johnson	Head of Planning and Resources	County Hall
Community Development and Tourism	John Metcalfe	Head of Community Development and Tourism	County Hall

E. Fire and Rescue Service

Function	Name	Title	Location
Fire and Rescue	Richard Hards	Chief Fire Officer	St Nicholas House



Isle of Wight Council became a unitary authority on 1 April 1995 taking on the functions of Medina and South Wight Borough Councils as well as its own.

Parish Councils in the authority's area : Arreton, Bembridge, Brighstone, Calbourne, Chale, Freshwater, Gatcombe, Godshill, Gurnard, Lake, Nettlestone, Newchurch, Niton, Rookley, St Helens, Seaview, Shalfleet, Shorwell, Totland, Whitwell, Wootton Bridge, Wroxall.

Town Councils in the authority's area : Brading, Cowes, East Cowes, Sandown, Shanklin, Ventnor, Yarmouth

To find out who your local councillor is and to look at a personal profile of all Isle of Wight Council councillors, please go to www.iwight.com

Appendix E – Glossary Of Terms

BVPP	Best Value Performance Plan
BVPI	Best Value Performance Indicator
CPA	Corporate Performance Assessment
CPT	Corporate Policy Team
FAIRMAP	Fire Authorities Integrated Risk Management and Plan
LPI	Local Performance Indicator
HoS	Heads of Service
IIP	Investors in People
PI	Performance Indicator
PPR	Personal Performance Review
PSA	Public Service Agreement
QPMR	Quarterly Performance Management Report
SIP	Service Improvement Plan
SMT	Strategic Management Team

Benchmarking - the analysis of selected information, activities and processes and their comparison with similar organisations: for example, New Unitary Benchmarking Group, which are similar in size in terms of demography and rurality.

Best Practice - performance or strategy which leads to other service providers making service improvements.

Best Value - the duty that all local authorities owe their stakeholders to provide equality of access to relevant cost-effective, efficient and quality services.

Challenge - to question whether a service should be provided and at what level, in what way and by whom. Usually performed by an external person or organisation.

Citizen's Panel - a panel comprising local people who reflect the island's profile. The panel is surveyed throughout the year, the results of the surveys can be used to influence council strategies and policies to help meet community needs.

Compare - a study of performance results against other services providers both nationally and locally, as well as year-on-year comparisons.

Compete - to measure competitiveness against other service providers.

Consult - to seek opinions of those who have an interest in a service in order to influence its delivery.

Continuous Improvement - a process of measuring, assessing and reviewing in order to improve performance improvement.

Corporate Objectives - Isle of Wight Council's set of aspirations for the Island.

Corporate Plan - the Isle of Wight Council Plan which sets out how it will achieve its corporate Mission and Values and Corporate Objectives.

Council - Isle of Wight Council

Cross cutting - an activity or provision which involves more than one service, authority, voluntary organisation or private sector business.

DTLR - Department for Transport, Local Government and the Regions.

District Audit - independent body established with a statutory responsibility for the external audit of public sector organisation.

Efficiency - producing the maximum output for any set of resource inputs or using the minimum inputs for the required quantity and quality of service provided.

Feedback - responses to consultation and requests for opinion of stakeholders.

Focus Groups - small groups of local people who come together to act as sounding boards, with regard to service delivery issues etc.

Objectives - long-term vision for the Isle of Wight Council

Partnership - agreement between two or more bodies under which all contribute separate services or work towards a common aim.

Performance Indicator - any measurement which can be used for comparing performance year on year or with other providers.

Performance Measures - factual data used in comparisons of performance

Performance Target - the level of performance expected to be achieved in relation to Best Value Performance Indicators.

Policies and priorities - the guidelines by which the organisation will operate to achieve its objectives.

Service Aims - which have been identified by the Council as key priorities on which to focus.

Service Plans - management documents setting out how action plans will be achieved, including the resources to be used.

Stakeholders - everybody with a legitimate interest in the service under consideration.

Top quartile - the top 25% of performance measures within a specific group of service providers.

