

Our Island | Our Vision

Isle of Wight Council Corporate Plan 2017 to 2020

Our vision:

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

Foreword – by Dave Stewart; Leader of the Isle of Wight Council:

As Leader of the Isle of Wight Council I am pleased to present the Corporate Plan for the council which sets out our strategic priorities and direction for the period 2017 to 2020.

It sets out a clear vision for the council and underpins that vision with the desired outcomes to be achieved and describes the values that will underpin everything we do.

Our vision:

“Is for the Isle of Wight to be an inspiring place in which to grow up, work, live and visit”.

This Corporate Plan embodies the manifesto commitments of this council’s Conservative Administration, made during the local government elections in May 2017 and in the decisions taken since. As the Leader of the council I will now aim to ensure, through this plan that, these commitments will be at the heart of our decision making and will determine how the council is run. We will seek to:

- Create opportunities for all
- Deliver economic growth and prosperity
- Preserve our environment
- Protect our community
- Plan for our future needs
- Provide sound financial management

The values that will underpin the delivery of our commitments are set out in more detail in the plan and most importantly we have set out how we intend to evaluate our success in delivering our commitments through the measures and activities we have described. This will bring greater transparency to our approach; will encourage more effective scrutiny of, and constructive engagement in, our work, by peers and stakeholders.

I believe this Conservative Administration has a strong mandate to deliver this plan and pursue our clear vision for the future of the Isle of Wight. I look forward to leading the council as we undertake the delivery of the plan and achieve our ambitions and commitments. This is our purpose and this is what we aim to accomplish.

This will be a council that works for everyone

Dave Stewart
Leader of the Isle of Wight Council

Setting the Scene:

Growth, Regeneration, Opportunity, Wellbeing

We want to grow and improve the Island, not only in terms of overall wealth, but also in education standards, skills and the availability of jobs; in doing so we will make the best advantage of our own assets to improve business and job opportunities and the provision of appropriate housing for everyone that needs it. We will make time to celebrate and make the most of the Island's unique characteristics to promote and secure inward investment and appropriate development; and build on our relationships with government and business to be the catalyst for the changes we need to see in the Island and the council. And we will ensure that everyone has the opportunity to live the lives they want to lead in a safe and independent manner and where they have the tools and skills to take responsibility for their own quality of life

A recent study by the University of Portsmouth, identified the Isle of Wight's unique characteristics which have financial impact on the delivery of public services. The additional cost to the Isle of Wight Council in having to provide public services within these constraints is estimated (2016/17) to be at least £6.5m per annum. The many challenges the council faces in delivering public services are set out later in this plan but its financial position remains the most serious challenge it must address.

We have already made a significant start on our improvement journey.

- Working in partnership with the private sector we have secured a new contact centre for the Isle of Wight with the prospect of up to 600 new jobs being created; we have launched a regeneration strategy to a wide audience including potential new investors and have established a new dialogue with the community, 'the Wight We Want', to inform how we might undertake our social regeneration activities.
- Our new emerging strategy for the delivery of adult social care services, 'care closer to home', is already starting to influence the way in which we deliver these key services and we have collaborated effectively with health colleagues in agreeing plans for the allocation of the Better Care and Improved Better Care funds this year. We have established with the Isle of Wight CCG and NHS Trust a new Local Care Board to drive the health and care integration agenda and we have had wider conversations across the wider public sector about the opportunities for integrated working.
- We have agreed a new plan, "Delivering Educational Excellence", to continue the recent much needed improvements in educational attainment. Working with our strategic partners, Hampshire County Council, we are making good progress in this regard, but there is still much to do.

- The influence of our organisational development programme (BIG – ‘believe in great’) continues to grow as we work with staff to create a positive environment for innovation and creativity to flourish.

About Our Plan:

Our plan is written with a view to achieving our vision for the Island and the council over the next ten years but with a specific focus on the activities we intend to complete in the next three. We will refresh our plan annually so that it always sets out our planned activities for a three year period.

Our vision will be achieved by delivering the twelve outcomes we have set out. Some of these outcomes will require a greater investment of our time, resources and expertise at different periods over the next ten years, and our annual plan refresh will allow us to match our resources to our priorities for the next plan period.

We are seeking to lay the foundations for the long term sustainable improvements we feel are important for the Island. We have therefore provided two sets of measures to describe how we will measure our success in both the immediate and the longer terms.

Some of the things we are looking to achieve over the long term include:

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

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

Success will deliver the following important outcomes:



Our Core Values:

Our core values set out how we intend to work as an organisation and describe everything that will be at the heart of everything we do. They can be read as further benchmarks of how successful we are as an organisation in much the same way as our key messages of success, outcomes and activities. Whilst they are described at an organisational level, we also expect the same of every individual, organisation or partner working for us.



Our key activities/breakthrough projects (by portfolio):

Leader and Strategic Partnerships

Work with the Island's MP to continue to press the unique 'Island Case' with government and ensure its recognition in the outcomes of the 'fair funding review' of local authority services.

Champion the needs of the Island's community in the development & implementation of the NHS sponsored Hampshire & Isle of Wight Sustainability Transformation Plan/Programme (STP).

Work with government and local partners to secure, where possible, the local control of central powers where this is to the benefit of the Island and its community.

Undertake an annual, seminar with town and parish councils to identify, review & revise plans for closer collaboration, and specifically to consider local needs particularly in relation to, transport, infrastructure and housing.

Revise and refresh the terms of reference for, and the operation of the Health and Wellbeing Board; ensuring that it is an effective strategic driver of community wellbeing for the Island.

Work with local partners and key stakeholders to develop a case for government for integrated working across all of the public services on the Isle of Wight enabling the delivery of, 'One Island : One Public Service', sustainable services based on the needs of the community.

Adult Social Care and Public Health

Implement an agreed three year delivery plan for the 'Care Close to Home' strategy based on the principles of promoting, improving and protecting wellbeing making best use of the additional Improved Better Care Fund monies.

Develop and implement a clear plan, process and system for securing the integrated delivery of local health and care services.

Further the integration of Adult Social Care and Health including the roll out of integrated locality services and an integrated access hub with Isle of Wight NHS Trust.

Develop robust and effective processes for securing annual Better Care Fund agreements with the Isle of Wight Clinical Commissioning Group, with appropriate action plans and to ensure significant increase in joint commissioning activity.

Deliver demonstrable improvements in adult safeguarding practice using the principles of 'Making Safeguarding Personal' and ensure a high quality and consistent approach across the council and its partners.

Revise the Health and Wellbeing Strategy and ensure support from partners in its delivery and application.

Update the Joint Strategic Needs Assessment (JSNA) ensuring the data is relevant, current and informs decision making at all levels of the council.

Review and revise if necessary the role and effectiveness of the Local Area Coordination model for area based community development and wellbeing.

Build on the robust short-term arrangements put in place for the continued delivery of sexual health, substance misuse and 0-19 (school nursing and health visiting) services and develop a plan for the long term delivery of the services.

Children's Services

Consider and implement arrangements for the long term strategic management of Children's Services.

Work with and challenge schools' performance to ensure that all are good or outstanding.

Work with and challenge schools in financial deficit to secure a more sustainable position for the schools and the council.

Consider the options, including the benefits and risks in altering the current arrangements for school term times, following a wide-ranging consultation exercise with all stakeholders; any identified changes to be implemented no earlier than the 2019/20 academic year.

Support schools and the education system in adapting to changes in the National Funding Formula.

Maintain focus on children's safeguarding practice to ensure a high quality of service with effective systems to protect children and keep them safe.

Work with partners and key stakeholders to deliver an annual youth conference to increase the council's connections to young people and promote local wellbeing opportunities.

Regeneration and Business Development

Complete business cases for the development of at least five key development sites and secure support for their implementation where appropriate.

Liaise with key stakeholders in the business and tourism community in the co-ordination, development and relaunch of an Island Investment prospectus, new economic development plan and business facing website .

Roll out the "Wight we Want" public engagement programme to underpin area based social regeneration activities covering the whole Island.

Work with partners and key stakeholders to organise and deliver a digital conference to promote the island's connectivity and showcase the opportunities available to business on the Island.

Work in partnership to deliver the 'community hub' One Public Estate feasibility studies and then actively pursue viable schemes.

Work with businesses and training providers to develop a plan for increasing the number of apprenticeship placements and reduce the number of young people not in education, employment or training.

Infrastructure and Transport

Ensure the timely completion of the core investment period works for the highways PFI in 2021; delivery of an annual programme of improvement schemes to support local stakeholder and community need and ongoing monitoring of the performance and affordability of the PFI contract.

Consider the recommendations of the Infrastructure Task Force to improve infrastructure, public transport and mainland connectivity and work with partners and stakeholders to develop an appropriate delivery plan.

Develop and implement externally funded works works to open up regeneration sites in and around Newport and ease congestion in the town.

Work with communities and businesses to deliver the agreed parking strategy by taking a phased approach to its implementation.

Planning and Housing

Consider and implement the outcomes of the business case for the provision of extra care housing and seek the funding for its delivery.

Work with partners and key stakeholders to identify and deliver appropriate schemes to meet local housing needs through a housing delivery plan.

Work with partners and key stakeholders to review the Island Plan so that it is consistent with the aspirations of the council through area based regeneration policies.

Environment and Heritage

Work with partners and key stakeholders to deliver an environmental conference with a view to agreeing and implementing an audit of the local environment to inform delivery and monitoring of the creation of a long term protection and improvement plan.

Consider the opportunities for securing long term sustainable access to the Island's heritage.

Liaise with and represent the views and needs of the Island's rural community in informing the council's activities.

Community Safety and Public Protection

Develop a business case considering the options for future governance of the Isle of Wight Fire and Rescue Service building on the successful partnership with Hampshire Fire and Rescue Authority.

Fully assess the options and opportunities presented by the Policing and Crime Act 2017, liaising with the Hampshire Police & Crime Commissioner , through a Memorandum of Understanding .

Develop options to improve the overall effectiveness of the IW Fire & Rescue Service, ensuring an effective, resilient and safe service for the Island at all times.

Work with strategic partners and key stakeholders to ensure the Island has effective and robust arrangements to ensure the safety of the community at all times.

Corporate Resources

Continue to secure improvements in the public's ability to contact the council and make best use of its services, especially through the contact centre.

Deliver the savings plans necessary to achieve an annual balanced budget.

Create a three year savings plan ensuring the council's planned expenditure is, ultimately, no greater than its expected income.

Continually review further options for expenditure reductions and income growth as part of the budget management process.

Develop and implement a digital transformation strategy, built from the resident/user perspective, as a central pillar in transforming the way the council does business, to be more effective and efficient.

Complete and implement the 'Believe in Great' (BIG) organisational development plan as a collaboration with staff to allow them to be bold, ambitious, innovative, creative and action oriented in the planning and delivery of activities for and on behalf of the community.

Procurement, Waste Management, Special Projects and Forward Planning

Ensure the completion of the new waste to energy plant, to time and budget, as part of the requirements of the waste management contract and continue to explore all opportunities to reduce the volumes of household waste sent to landfill.

Complete a phased review of the council's procurement activities to ensure they provide best value and encourage local businesses and the voluntary and community sector to work with the council.

Continuously gather and review information, particularly from government sources, to identify potential risks, and opportunities to the council's aspirations and ensure the council is well placed to respond in a timely and appropriate manner.

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

Measure	Source	Baseline	Three year target (March 2020)	Ten year target (March 2027)
Percentage of residents, very or fairly satisfied with the Isle of Wight as a place to live.	Local Government Association Resident Satisfaction Survey	2015 89%	90%	90%
Percentage of residents, very or fairly satisfied with the way the Isle of Wight council runs things.	Local Government Association Resident Satisfaction Survey	2015 39%	50%	70%
Percentage of residents who strongly or tend to agree that the Isle of Wight council provides value for money.	Local Government Association Resident Satisfaction Survey	2015 32%	40%	55%
Rate of permanent admissions to residential and nursing care homes per 100k population (older people – 65+).	Adult Social Care Outcomes Framework	2017 952.4	628.2	592
Proportion of looked after residents supported to live at home.	Local count	2017 27.3%	35%	60%
Percentage of adults in need of secondary mental health services.	Public Health Outcomes Framework	2014/15 14.5%	13%	10%
Proportion of children living in poverty (All under 20).	Public Health Outcomes Framework	2014 20.7%	19%	16%
Percentage of schools graded good or better in most recent inspection.	Local count	2017 69%	90%	100%
Average attainment 8 measure at year 11 when compared to comparator authorities.	Department for Education	2016 bottom 25%	better than average	Top 25%
Percentage of children looked after (per 10,000 children ≤ 18 years old).	Local count	2017 88.6%	80%	70%
Percentage of 16 to 18 years old Not in Education, Employment of Training.	Department for Education/ONS	2015 2.8%	2%	1%

Measure	Source	Baseline	Three year target (March 2020)	Ten year target (March 2027)
Proportion of the working age population qualified at NVQ level 2 or higher.	Office for National Statistics	2016 73.8%	75%	80%
Number of jobs on the Isle of Wight	Office for National Statistics	2015 49,000	50,250	54,000
Average gross weekly wage for an Isle of Wight resident (median income level).	Office for National Statistics	2016 £492.50	£525	£600
Number of business start-ups (per 1000 population)	Office for National Statistics	2015 3.5	3.8	5.0
Availability and take up for business of high speed digital services.	Office of Communications (Ofcom)	2016 20%	30%	50%
Number of visitors to the Isle of Wight (millions).	Visit Isle of Wight	2015 2.35	2.43	2.5
Number of households in temporary accommodation.	Local count	2017 179	150	100
Number of Extra Care Units available on Island.	Local count	2017 0	150	700
Number of Band D equivalent properties.	Local count	2017 52,000	52,300	55,000
Total value of gross business rates payable (£'millions).	Local count	2017 37	37.5	40

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

Measure	Source	Baseline	Three year target (March 2020)	Desired Trend
ADULT SOCIAL CARE				
Average daily rate (per 100k population) of delayed transfers of care from hospital that is due to adult social care.	Local count	2017 9.3	4.58	Decrease
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/rehabilitation services.	Adult Social Care Outcomes Framework	2017 91%	91%	Increase / Maintain
Number of outstanding deprivation of liberty standards assessments	Local count	2017 749	50	Decrease
Percentage of safeguarding meetings held within 7 days of the referral being received.	Local count	2017 88%	90%	Increase
Percentage of adult safeguarding case conferences held within 28 working days of the safeguarding planning meeting.	Local count	2017 10%	85%	Increase
Percentage of adult social care assessments completed within 28 days of the initial contact referral.	Local count	2017 73%	85%	Increase
Number of admissions to permanent residential or nursing care as a percentage of referrals.	Local count	2017 6.5%	2%	Decrease
Number of adult safeguarding concerns raised in the month.	Local count	2017 173	130	N/A
PUBLIC HEALTH:				
Average number of alcohol treatments completed (per month).	Local Drug and Alcohol Action Team	2016/17 75	75	N/A
Average number of drug treatments	Local Drug and Alcohol Action	2016/17 35	35	N/A

Measure	Source	Baseline		Three year target (March 2020)	Desired Trend
completed (per month).	Team				
Average number of adults (18-74) in contact with secondary mental health services (per month).	IW NHS Mental Health provider services	2016/17	875	850	Decrease
CHILDREN'S SERVICES:					
Percentage of primary schools graded as good or outstanding in the most recent inspection (not including schools with no inspection score).	Ofsted	2017	79.5%	80%	Increase
Percentage of secondary schools graded as good or outstanding in the most recent inspection (not including schools with no inspection score).	Ofsted	2017	50%	75%	Increase
Proportion of children on a child protection plan that are there for a second or subsequent occasion.	Local count	2017	25%	23%	None
Number of repeat referrals to children's social care within the last 12 months.	Local count	2017	157	83	Decrease
Number of children looked (after at month end)	Local count	2017	232	129	Decrease
FIRE & RESCUE SERVICE:					
Percentage of critical incident calls responded to within 10 minutes.	Local count	2017	76.4 %	90	Increase
Percentage of co-responder calls responded to within 8 minutes.	Local count	2017	94.3 %	90	Maintain
Number of people (including children) killed or seriously injured in road traffic accidents (annually).	Local count	2016/17	77	≤ 75	Decrease
PLACE:					
Percentage of main (Hierarchy 1) roads rehabilitated and meeting PFI contract	Contract	2017	58%	89.70%	Increase

Measure	Source	Baseline		Three year target (March 2020)	Desired Trend
specification.					
Percentage of minor (Hierarchy 2, 3 and 4) roads rehabilitated and meeting PFI contract specification.	Contract	2017	33.33%	86.45%	Increase
Average number of people on the housing register per month.	Local count	2017	2022	1900	Decrease
Average number of people on band 1 of the housing register per month.	Local count	2017	20	17	Decrease
Average number of households in temporary accommodation per month.	Local count	2017	175	160	Decrease
Number of major planning applications received.	Local count	2016/17	39	Monitoring measure	Increase
Percentage of all planning applications processed within timescale.	Local count	201/17	96%	96.5%	Increase
Percentage of contract waste recycled or composted.	Contract data	2017	57.35%	55%	Increase
REGENERATION:					
Average number of out of work benefit claimants (per month)	Office for National Statistics	2017	1584	Monitoring measure	Decrease
Number of apprenticeship starts	Education and Skills Funding Agency- Apprenticeship levy claims	2017	0	200	Increase
Average number of in person advice & guidance activities per month with businesses seeking to grow and develop the Isle of Wight	Local count	2017	6	15	Increase
RESOURCES:					
Average number of stage 1 complaints made about council services per month	Local count	2017	57	50	Decrease
Average number of Freedom of Information requests received per month	Local count	2017	118	100	Decrease

Measure	Source	Baseline		Three year target (March 2020)	Desired Trend
Average number of transactions completed by self-service on line (per month)	Local count	2017	51,358	82,000	Increase
Average number of calls made to the contact centre (per month)	Local count	2017	48,885	44,000	Decrease
Average time to answer calls in the contact centre (per month) in seconds	Local count	2017	250	90	Decrease
Average number of days lost due to sickness per month per permanent employee (excluding schools)	Local count	2017	7.99	6.5	Decrease
Number of staff absences citing stress as a reason for absence (annually)	Local count	2017	156	140	Decrease
Number of reported incidents of violence and aggression towards staff (annually)	Local count	2017	218	200	Decrease

Strategic Risks:

Our strategic risks represent those issues which have the greatest potential to impede the delivery of our corporate plan and vision. It is therefore important they are continually monitored and assessed so that we ensure we are planning to manage and mitigate the risks and take appropriate action as may be required.

Risk	Assigned to	Inherent Score	2017 Assessed Score	Target Score
Lack of financial resource and the ability to deliver the council's in-year and medium term budget strategy	Director of Finance	16	13	9
Insufficient staffing capacity and skills	Head of Resources	16	9	9
Failure to improve educational attainment	Director of Childrens Services	16	9	6
Failure to identify and effectively manage situations where vulnerable children are subject to abuse	Director of Childrens Services	16	9	5
Failure to provide effective arrangements to prevent incidents of abuse of vulnerable adults	Director of Adult Social Services	16	12	6
Failure to secure the required outcomes from the integration of Adult Social Care and Health	Director of Adult Social Services	16	12	6
The council fails to achieve the required outcomes from its significant contractual relationships and fails to successfully resolve some anomalies in the contract's interpretation (in relation to the 25 year Highways PFI contract)	Head of Place	16	9	5
The risk that the Island's economy falls further behind its mainland comparators and is unable to generate sufficient wealth to sustain the Island and its community	Director of Regeneration	12	12	9
Achieving the Vision for the Island	Chief Executive	14	12	6

Note: the risk score is calculated by considering both the likelihood and impact of the risk occurring. The most likely, highest impact risk would have a score of 16. The inherent risk score represents assessment of the level of risk without any control measures in place; whilst the target score describes the position if all possible actions and controls to mitigate the risks are in place.

The Isle of Wight in Summary:

1. The Isle of Wight covers an area of 147 square miles, with a coastline that runs for 57 miles. The Island features a wide variety of natural, rural and urban landscapes. Over 50% of the Island is designated as an Area of Outstanding Natural Beauty and 28 miles of coastline is designated as Heritage Coast. In addition, the Island also includes a very high number of internationally, nationally and locally important nature conservation sites. Whilst the overriding character of the Island is rural, about 60% of the Island's population live within the main towns of Newport, Cowes, East Cowes, Ryde, Sandown and Shanklin. Newport is the County Town of the Island and is the main employment centre. Outside of these settlements there are around 30 villages and hamlets.
2. The Island population benefits from a strong sense of identity which is also reflected in a strong, diverse and vibrant third sector. There is pride in the Island as a safe place to live, offering access to an excellent quality of life and an outstanding environment.
3. The Isle of Wight is the UK's largest inhabited island without a permanent link to the mainland. A recent study by the University of Portsmouth has identified that segregation from the mainland has an impact on the delivery of public services in three ways:
 - a. **Self-Sufficiency:** This occurs where it is not physically possible, or too costly, to share services across boundaries with other local authorities and still meet the council's legal obligations to its community.
 - b. **Island Premium:** The size of the market, limited numbers of suppliers and additional fixed (eg transport) costs can lead to relatively higher prices being charged by or for the supply of goods and services when compared with mainland authorities.
 - c. **Dislocation:** The costs associated with the physical, and perceived, separation from the mainland; has direct and indirect costs, and is closely tied to the underlying issues of the Island premium and self-sufficiency.

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

4. The council's financial position remains its most serious challenge; its gross annual controllable expenditure in 2017/18 is £160m but after taking account of long term commitments, its 'real' controllable expenditure is £120m. Having already saved in excess of £63m over the six years from 2011/12, it must still save a further £7.5m in the 2017/18 financial year and a further £19m in the following three years to ensure that its expenditure matches its income. It has taken robust actions in the development of a new Medium Term Financial Strategy, which has improved the overall financial resilience of the council, this still requires the council to:
 - Increase its overall; efficiency and effectiveness
 - pursue entrepreneurial, commercial and collaborative activities
 - withdraw from or offer minimum provision for low impact services
 - improve the Island economy and therefore the tax base (homes and businesses)
 - deliver significant public service transformation
5. The Island's population is one of the oldest in England, with over 1 in 4 (26.6%) of its residents being older than 65 years of age; in the next ten years it is predicted that the number of 65 to 79 year olds will increase by nearly 17% while the over 85's will increase by 40%. Of the 70,776

households on the Isle of Wight, 1 in 6 (11,796) are occupied by a single person over 65. Disease prevalence is high by comparison with England, but not unusual given the Island's population mix.

6. In contrast to the high numbers of older people on the Island, the number of children is falling despite the birth rate rising, with around 25,000 under 18 years of age. The rate of children in need on the Isle of Wight is almost double that of the South East and almost a fifth of those have a disability. Just under one in 5 school age children have a special educational need and 1.5% of school age children are home educated. In some areas of the Island nearly half of under 16s live in poverty, and overall almost 15% of primary pupils are eligible for and claiming free school meals.
7. The Isle of Wight is ranked 109 (out of 326) on the overall Index of Multiple Deprivation (IMD) Scale (1= most deprived) in the most recent (2015) analysis. Previously it was rated 126 (2010) and 134 (2007). This is not necessarily a sign that levels of deprivation on the Island are increasing; other areas may be improving at a faster rate than the Island can achieve. There are, however, 13 areas of the Island ranked in the 20% most deprived in England; two of which are in the 10% most deprived. Employment and living environment (quality of housing, air quality, road traffic accidents) deprivation are major factors influencing the Island's overall IMD position.
8. The Island's labour market is very unlike that of the rest of the South East. The level of economic activity is extremely low; its Gross Value Added (measure of productivity) per capita, is lower than Cornwall and the Isle of Scilly and two thirds of that, for Hampshire and the Isle of Wight, and also the south east. Gross weekly pay is approximately 90% of the national and 82% of the South East average figure. Unemployment rates are higher than the south east and there is a steady increase in International Labour Organisation (ILO) unemployment and the seasonality of work tends to mask some of the underlying employment problems.
9. The structure of the local economy is changing with retailing, manufacturing, construction, health and business services being the five largest employment sectors. Traditionally, the largest sectors have been tourism, manufacturing and agriculture. The Island does however host some very successful high technology businesses in the areas of marine, aerospace and composites, but it is generally a low skilled employment area and under a quarter of the Island's working age population are qualified to NVQ level 4 or above, compared to 32% in the South East.
10. There is a need to support and stimulate sustainable economic growth on the Isle of Wight within the context of the emerging national Industrial Strategy which aims to boost productivity of the UK's companies, industries, places and people and enhance economic competitiveness. There are a range of local public and private development sites with potential to bring forward new housing and employment floor space on the Island and thereby stimulate economic growth.
11. Many of these sites, however, need infrastructure investment to unlock or accelerate their potential and improve viability for private sector investment, recognising that construction projects on the Island attract a premium. If this investment can be secured it will deliver direct jobs, new homes, new employment space, new skills opportunities and private sector investment to respond to the place-based opportunities and challenges of the Island.
12. Demand for housing on the Island remains high, yet availability of affordable housing remains an issue and this presents a particular challenge for the Island, accentuated by physical severance from the mainland housing markets.