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SECURING A SUSTAINABLE FUTURE FOR OUR ISLAND

» An update to the Agenda for Change

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Isle of Man
Government

Reillys Ellan Vannin

01

Securing a sustainable future
for our Island



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FOREWORD

Since 2011 we have been working hard to reduce the impact on our Island from three major events. First, the reduction in VAT to our revenues of £200m. Secondly the worst global banking crisis since the great depression and finally a slowing down of our domestic economy, mainly as a result of the first two events.

We have been fortunate to have our financial reserves. Our fiscal rebalancing plan has meant that we have reduced our deficit, while maintaining service levels, protecting the vulnerable and maintaining economic growth. We know that this has been painful for many people, but it has been necessary to ensure we have the right platform on which to build the foundations for the future. Our aim remains sustainable Government. That means public services which are effective, fair and affordable. We will do this by a relentless focus on our three priority areas:

GROWING THE ECONOMY

Economic growth brings jobs and investment to our Island. While our record of unbroken growth is something to be proud of, we must strive for more. We want to increase growth, particularly in those sectors which contribute most to our economy. We will also continue to diversify our economy, supporting new areas which need innovation and development while nurturing our traditional sectors.

PROTECTING THE VULNERABLE

We know that in times of austerity it can be too easy to lose sight of the most vulnerable in our community. That is why Council have been clear that a slash and burn approach to reductions in public services is not acceptable. We want to see more care delivered at a community level, focussing on earlier intervention to reduce the need for more acute interventions later. We want to make sure that access to services is fair and based on need, and will continue to look at means and needs testing in a consistent and equitable way.

BALANCING THE BUDGET

This year the Treasury Minister announced that the first stage of our rebalancing programme was complete. For the first time in four years we had delivered a budget which didn't draw capital from the reserve fund. We must now turn our attention to the medium and longer term. We must address the big funding challenges

in welfare, health and care and pensions. But we will also continue to drive out cost in Government, particularly through the use of technology, as set out in our digital strategy. We will deliver more services online in a way that meets the needs of the customer and reduces cost to Government.

In the mid-term report in November 2014 we reported on progress with the Agenda for Change. In this document we are setting out our priorities for the remainder of this administration. We have also put together a revised performance framework. It is important that Government is open and transparent about how it is performing against what it sets out to do. The new framework focusses on outcomes rather than activity and supports Government working together to achieve common aims.

There is much to do in the remainder of this administration. We face many major challenges in the short and longer term and we must remain focused on the task in hand, balancing our priorities against our limited resources and the need to continue to provide the excellent quality of life that we have come to expect.



Hon Allan Bell MHK
Chief Minister



OUR MAJOR CHALLENGES

These are the challenges we face as an Island nation in the next decade which we must tackle to secure a sustainable future.

Modernise our welfare system

We must reform our welfare system to make it fair, sustainable and targeted to those who need it most. We must take action now. If we do not, our latest projections tell us the National Insurance fund may run out by 2047.

Maintain and grow our economy

Economic growth is the engine that helps our Island to thrive. We must maintain and support the sectors we have while developing and attracting new sectors. We must also ensure that we have an economically active population that helps support growth.

Efficient & effective Government

We must reduce the size of Government by removing administration and bureaucracy, digitally transforming services and putting the individual in control of their information. Moving to a more empowered, customer focussed culture of delivery in the public service will be key to addressing these challenges.

Sustainable Government while protecting the vulnerable

We must work to address the long term financial challenges facing us, including public sector pensions, increasing our capital spending and reducing our reliance on reserve funds. We must also ensure economic growth supports our long term financial sustainability.

International developments

We must remain vigilant to emerging external issues. We are competing in a global economy and we must ensure we continue to push for high standards of international compliance, maintaining our reputation for transparency and co-operation. In the UK, increased devolution offers potential advantages but also threats to our economy. The UK's planned referendum on its future relationship with Europe will also have significance for our Island.

Secure transport links

Safe, reliable and efficient transport links are fundamental to our success as an Island nation. Our businesses depend on it and our people rely on it.

Affordable Health and Social Care

Increasingly complex and expensive healthcare linked to rising demand from chronic conditions and an ageing population mean we must reconfigure our services. They must be more joined up, focussed on early intervention and providing as much care as possible in our community, rather than in hospitals and care homes.

Climate change adaptation

The threat to our built and natural environment from the changing climate is increasing. The earlier we plan for adaptation, the less it will cost and the better equipped we will be to maintain a national infrastructure that supports our economic and social success.



MEETING THE CHALLENGES

We are refining our existing performance framework, building on the work of the Agenda for Change. The new framework will be based on **eight strategic objectives** which clearly state how Government will focus on delivering a sustainable future for our Island in the next ten years. We have used an **outcome based framework**. That means each objective will have a set of linked **National Outcomes** which clearly describe how you can expect life in the Isle of Man to be if the objective is met.

The new framework will be supported by a comprehensive set of indicators which will be measured to record how Government is progressing towards achieving the outcomes and its objectives – **the performance indicators**.

This revised approach will provide a level of transparency and accountability which will break new ground for the Isle of Man. It will not be a quick and easy solution, but one which will require long term commitment and dedication from every part of Government and Tynwald. The strategic objectives, national outcomes and performance indicators for the Isle of Man are set out within this document.

This is a fundamental change in approach and supports our desire for a more joined-up Government, which focuses on actions that take us closer to our long term goals in line with the purpose and overarching aims.

Purpose:
Securing a sustainable future for our Island

Our aims		
Grow the Economy	Protect the Vulnerable	Balance the Budget
<p>A thriving and growing economy brings benefits to all of us. It creates jobs and brings in tax revenues. Companies spend money on Island and invest in our towns and villages. Our economy is changing and we must be able to respond to that change with a sense of urgency, shaping our Government to react quickly to new opportunities and potential growth areas.</p>	<p>We will begin to lay the foundations for more early intervention in the way we provide our services. We want more parts of Government coming together to provide their services in a way that is joined-up and that better meets the needs of the people that use them.</p>	<p>Although we have done much to rebalance the short term revenue account, we must now focus on the long term sustainability of our Government's budget. While doing this we must also be aware of our commitment to protect the vulnerable. To date we have stuck to our commitment that we will not slash and burn services at the expense of the most vulnerable and this will continue. If we do not act now to lay the foundations for the future, it will be too late.</p>



PRIORITIES FOR THE REMAINDER OF THE ADMINISTRATION

With limited resources we must ensure we clearly identify our priorities for the remainder of this administration. We must look at the challenges we are facing and consider how they will affect us and when they will affect us. We have chosen to address those challenges which, if not dealt with in the short term, will have a significant impact on us in the future. This means that we will look to prioritise Government to address the following:

Grow the economy

We will continue to promote and support the creation of growth that brings more jobs to our Island. We will better use our reserves to stimulate economic growth, drive innovation and support investment in capital infrastructure where it will create jobs and support growth.

We will make sure that we have the right environment for enterprise and growth. We want less bureaucracy so business can flourish and grow. We will take steps to ensure that our air and sea links are secure and reliable. Our towns need to support growth – we will continue to back regeneration to drive inward investment and create employment.

New jobs mean new skills and we will push to develop our education system in tandem with the needs of our economy, particularly in vocational and tech skills.

Priority national outcomes

- We realise our full economic potential with more and better employment opportunities for our people
- We are better educated, more skilled and more successful
- We have safe and reliable transport services that support our communities and our businesses
- We have a strong and resilient Island infrastructure that provides a foundation for our economic and social success

Priority actions - We will:

- develop new initiatives with the private sector to boost the economy with a focus on job creation to be implemented by Oct 2015
- select a development partner for Lower Douglas redevelopment sites at Lord St and Parade St by Oct 2015 as the first step in the redevelopment of Douglas Quayside as part of the Douglas Masterplan
- introduce the merged financial services regulator (FSC/IPA) with a clear mandate to support economic growth by Sep 2016
- extend the range of further education and vocational qualifications at IOM College, helping people to learn and earn while remaining on the Island, by Sep 2016
- put forward plans for future strategic sea and air services which will support reliable, sustainable, affordable transport links by Jul 2016



PRIORITIES FOR THE REMAINDER OF THE ADMINISTRATION

Balance the budget

We have taken hard decisions over the past four years, and have rebalanced the revenue budget. We now need to lay the foundations for the future, addressing the biggest areas of Government spending.

In total, our health and care services, our welfare system, state pensions and Public sector pensions are the largest areas of our spending. Together they account for combined expenditure of £567m – almost two thirds of our total Government spending.

Welfare reform is vital if we are to ensure sustainability for the Island's finances in the long term. We have consulted extensively on how best to do this and will return with a proposal by the end of this administration. While looking at reform we also want to support those people who are long term unemployed back into meaningful work.

We will prioritise further reform of public sector pensions, making sure they are fully affordable for the future.

The increasing cost of the state pension must also be addressed. We will bring our plans for reform to Tynwald shortly. This will be done fairly, ensuring those who are already receiving the pension will not see any changes.

We need to make Government smarter, more effective and more efficient. Technology will play a major part in helping to achieve this. Our digital strategy will help us reduce the cost of providing services while making them easier for people to use.

Priority national outcomes

- Our Government is smarter, more effective and efficient, and works together to deliver good quality services
- Our services anticipate and are responsive to the changing needs of our communities
- Our welfare system is affordable while protecting the most vulnerable in society and helping people fulfil their potential
- We have affordable and good quality health and social care services where people are empowered to make choices about their care

Priority actions - We will:

- bring our plans for reform of the social security system to Tynwald no later than Oct 2015. This will include proposals for reform of benefits, the state pension and the National Insurance system
- set out plans to provide additional support for the long term unemployed, which links into the welfare reform plans above, by Oct 2015
- complete the thirty enabling actions identified in the digital strategy, in support of our overall digital principles by Sep 2016
- set out a plan which ensures a sustainable, affordable future for public sector pensions by Oct 2016
- we will bring forward a strategy for transformation of our health and care services to Tynwald in Oct 2015 and start a national dialogue on these proposals



PRIORITIES FOR THE REMAINDER OF THE ADMINISTRATION

Protect the vulnerable

We want to keep people safe from harm, abuse and neglect. We need to use information to better support decision making on how best to allocate our resources.

We will build on the work already done on reforming our criminal justice system, focussing on early intervention for those at risk, victims and reducing reoffending.

We want more services delivered at a local level so they are increasingly responsive to the needs of communities, particularly in health and social care.

Priority national outcomes

- Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it
- We live healthier lives
- We have improved the quality of life for children, young people and families at risk
- Our services anticipate and are responsive to the changing needs of our communities
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- We live our lives safe from crime, disorder and danger

Priority actions - We will:

- ensure people have access to high quality health and care services which are closer to their own home beginning Sep 2016
- launch pilot community and patient transport scheme in the northern parishes by spring 2016
- develop a partnership between Government and the third sector to create early help and support programmes, targeting children and young people most at risk by Sep 2016
- introduce a domestic abuse care pathway by Sep 2016
- commission a new improved and modern rehabilitation and resettlement service by Sep 2016 which will reduce re-offending and will result in a reduction in numbers of remands in custody awaiting trial
- ensure we remain as one of the safest places to live in the British Isles when measured as crimes per 1,000 of the population



THE NATIONAL PERFORMANCE FRAMEWORK

The revised national performance framework is structured in the following way:

PURPOSE - what we are trying to do

OUR AIMS - what is most important

STRATEGIC OBJECTIVES - where we need to focus our resources

NATIONAL OUTCOMES - describe what we think the Isle of Man should look like
in ten years time

PERFORMANCE INDICATORS - enable us to track progress

We will have a **growing** economy that is **strong** and **diverse** with job **opportunities** for **everyone**, allowing those who **work hard** to get on

We will have a built and **natural** environment which is **enjoyed** and **nurtured** by all for the future

We will have access to good **quality**, affordable services which meet the **needs** of our people

We will have a fair and **sustainable** welfare system, **helping** those who need it most

Our strategic objectives

We will live in an Island that is **safe**

We will have high **quality** education and skills training which **supports personal** and **economic** growth

We will be **healthier** and live **long, productive** lives

We will be **recognised** internationally for our **transparency** and **cooperation** and we will **defend** and protect our national interests

THE NATIONAL OUTCOMES

We are an international business centre of excellence and innovation	We have tackled the inequalities in our Island society
We realise our full economic potential with more and better employment opportunities for our people	Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it
We have safe and reliable transport services that support our communities and our businesses	Our welfare system is affordable while protecting the most vulnerable in society and helping people fulfil their potential
We are better educated, more skilled and more successful	We live healthier lives
We are a digital Island with skills to match	We have affordable and good quality health and social care services where people are empowered to make choices about their care
We have a strong and resilient Island infrastructure that provides a foundation for our economic and social success	We have improved the quality of life for children, young people and families at risk
We live in well-designed, sustainable places where we are able to access the amenities and services we need	Our young people are successful learners, confident individuals, effective contributors and responsible citizens
We value and enjoy our natural environment and protect it and enhance it for future generations	We take pride in our unique culture and national identity
We have adapted our natural and built environment to cope with the threats from climate change	We have constructive, well respected relationships with the UK and our international partners
Our services anticipate and are responsive to the changing needs of our communities	We have a competitive taxation system which supports growth
Our Government is smarter, more effective and efficient and works together to deliver good quality services	We defend our constitutional position and the interests of the Isle of Man
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	We live our lives safe from crime, disorder and danger.



NATIONAL OUTCOMES FOR THE ISLE OF MAN LINKED TO STRATEGIC OBJECTIVES

The performance indicators are perhaps the most important part of this new framework. They must be transparent and easy to understand. They must also allow us to compare ourselves against other places where appropriate. In some cases there may be no initial baseline for comparison. In this case we will publish what is available and build the relevant data over time.

In this section each strategic objective is listed with the national outcomes which relate to it. For each of the national outcomes there are one or more performance indicators with a note of how they will be measured.

We will have access to good quality, affordable services which meet the needs of our people		
Linked outcome	National Performance Indicator	How will it be measured?
Our services anticipate and are responsive to the changing needs of our communities	Improve the responsiveness of public services	Percentage of respondents who agreed with the statement 'I can influence decisions affecting my local area'
	Increase the number of people living independently at home	Proportion of older people living independently at home
Our government is smarter, more effective and efficient and works together to deliver good quality services	Improve public perceptions of the quality of Government services	Percentage of respondents who are fairly or very satisfied with the quality of the following services: health services, social care, schools and public transport
	Reduce government staff numbers	Number of staff employed by the public sector
	Increase government digital services	Volume of online transactions which do not require manual intervention
We have affordable good quality health and social care services where people are empowered to make choices about their care	Improve the quality of healthcare experience	Average scores for inpatient survey questions relating to the quality of their healthcare experience
	Increase the number of services delivered at a local level	Number of services delivered at a local level
We live in well designed, sustainable places where we are able to access amenities and services we need	Increase the availability of homes in line with population and demographic changes	Total additions to the supply of housing, including public and private new house building; conversions of existing buildings to housing use; and refurbishment of dwellings

We will have a growing economy that is strong and diverse with job opportunities for everyone, allowing those that work hard to get on

Linked outcome	National Performance Indicator	How will it be measured?
We are an international business centre of excellence and innovation	Increase the number of jobs created	New jobs created
	Grow profits from IOM Companies	Company profits
	Increase government digital services	Volume of online transactions which do not require manual intervention
We will realise our full potential with more and better employment opportunities for our people	Increase median salaries	Median salaries from Tax/NI
	Increase the number of people identified as suitable for employment	Measure economically active population
	Reduce the number of individuals living in poverty	Proportion of individuals living in private households with an equivalised income of less than 60% of the Isle of Man median before housing costs
	Increased output from the local food and drink sector	Number in employment and economic contribution of target sectors from the food matters strategy
	Increase household income	Average household income
We have safe and reliable transport services that support our communities and our businesses	Increase the number of air passengers	Total numbers (inbound and outbound) of passengers travelling by air
	Increase the proportion of the British population that are within 60 miles of an airport served from the IOM	Percentage of GB population within a 60 mile radius of airports served by the IOM
	Maintain reliability of ferry services	Percentage of ferry journeys departing on time
We are better educated, more skilled and more successful	Increase the proportion of graduates in our economy	Number of Manx students who graduate from degree courses on and off island
	Improve levels of educational attainment	Percentage of year 11 students gaining 5+ GCSEs at grades A*-C and percentage of year 11 students gaining 5+ GCSEs A*-C including English & Maths
	Increase levels of vocational training	Number of students enrolled on levels 2, 3 and 4 vocational programmes at IOM College; Number of year 10 and 11 students enrolled at levels 1 and 2 vocational programmes in schools
	Increase the proportion of young people (16-19) in learning, training or work when leaving school	Proportion of year 11 and 13 school leavers whose intention is to enter education, employment and training
	Improve the skill profile of the population	Proportion of adults aged 16-64 with low or no qualifications (low is defined as GCSE grade D or below, or equivalent)
We are a digital island with skills to match	Increase our digital capability	Number of people who have accessed the internet in the last month
	Widen use of the internet	Percentage of adults using the internet for personal use
	Increase average broadband speeds	Average reported speeds for broadband from ISPs
	Improve high speed broadband penetration	Number of households and businesses with high speed internet access
We have constructive, well respected relationships with the UK and our international partners	Maintain engagement with influential and relevant organisations and individuals	Adherence to international standards; meeting relevant sanctions and UN conventions; delivery of National Risk Assessment and Action Plan; successful evaluation of MONEYVAL in 2016

We will have a growing economy that is strong and diverse with job opportunities for everyone, allowing those that work hard to get on

Linked outcome	National Performance Indicator	How will it be measured?
We have a competitive taxation system which supports growth	Maintain our tax competitiveness	Tax competitiveness score as assessed by the world bank
We defend our constitutional position and the interests of the people of the Isle of Man	Preserve the Isle of Man's status as a Crown Dependency, while developing further autonomy and evolution of our international identity	Continued engagement with UK, EU and devolved administrations

We will have a fair and sustainable welfare system, helping those that need it most

Linked outcome	National Performance Indicator	How will it be measured?
Our services anticipate and are responsive to the changing needs of our communities	Increase the number of people living independently at home	Proportion of older people living independently at home
	Improve mental wellbeing	Mental wellbeing derived from average score on the Warwick-Edinburgh Mental Well-being Scale (WEMWBS) of adults aged 16+ years
	Increase the range of affordable housing options available to those in need	Number of people accessing affordable housing
We have tackled the inequalities on our island	Reduce the number of individuals living in poverty	Proportion of individuals living in private households with an equivalised income of less than 60% of the Isle of Man median before housing costs
	Widen use of the internet	Percentage of adults using the internet for personal use
	Improve the skill profile of the population	Proportion of adults aged 16-64 with low or no qualifications (low is defined as GCSE grade D or below, or equivalent)
Our welfare system is affordable while protecting the most vulnerable in society and helping people fulfil their potential	Increase the number of people identified as suitable for employment	Number of people moving off incapacity benefit and onto job seekers allowance
	Increase employment	Number of people registered as unemployed
	Increase the number of businesses	The total number of registered private sector enterprises
We have improved the quality of life for children, young people and families at risk	Reduce children's material deprivation	Percentage of children in combined material deprivation (based on a suite of questions in the household income survey) and low income (below 70% of UK median income)
	Improve children's services	Improvement in children's services inspection outcomes
Our young people are successful learners, confident individuals, effective contributors and responsible citizens	Increase levels of vocational training	Number of students enrolled on levels 2, 3 and 4 vocational programmes at IoM College; Number of year 10 and 11 students enrolled at levels 1 and 2 vocational programmes in schools
	Increase the proportion of young people (16-19) in learning, training or work when leaving school	Proportion of year 11 and 13 school leavers whose intention is to enter education, employment and training

13 Securing a sustainable future for our Island

We will be healthier and live long, productive lives

Linked outcome	National Performance Indicator	How will it be measured?
We live in well designed, sustainable places where we are able to access amenities and services we need	Increase the availability of homes in line with population and demographic changes	Total additions to the supply of housing, including public and private new house building; conversions of existing buildings to housing use; and refurbishment of dwellings
	Increase the range of affordable housing options available to those in need	Number of people accessing affordable housing
Our services anticipate and are responsive to the changing needs of our communities	Reduce Crime	Recorded crime levels
	Reduce reconviction rates	Average number of reconvictions per offender
	Improve the responsiveness of public services	Percentage of respondents who agreed with the statement 'I can influence decisions affecting my local area'
	Increase the number of people living independently at home	Proportion of older people living independently at home
We value and enjoy our natural environment and protect it and enhance it for future generations	Increase visits to Island heritage sites	Number of visits to heritage sites
	Increase the use of our outdoors	Number of visits per 1000 population from social attitude Survey
We take pride in our unique culture and national identity	Increase cultural engagement	Percentage of adults who have either participated in a cultural activity or who have attended or visited a cultural event or place in the last 12 months
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	Increase the number of people taking part in voluntary activity	Percentage per 1000 population who say they have taken part in a voluntary activity in the last month
	Improve people's perception of their neighbourhood	Percentage of adults who rate their neighbourhood as a very good place to live
We have tackled the inequalities in our island	Improve levels of educational attainment	Percentage of year 11 students gaining 5+ GCSEs at grades A*-C and percentage of year 11 students gaining 5+ GCSEs A*-C including English & Maths
	Reduce the number of individuals living in poverty	Proportion of individuals living in private households with an equivalised income of less than 60% of the Isle of Man median before housing costs
	Widen use of the internet	Percentage of adults using the internet for personal use
	Improve mental wellbeing	Mental wellbeing derived from average score on the Warwick-Edinburgh Mental Well-being Scale (WEMWBS) of adults aged 16+ years
	Improve the skill profile of the population	Proportion of adults aged 16-64 with low or no qualifications (low is defined as GCSE grade D or below, or equivalent)

We will be healthier and live long, productive lives

Linked outcome	National Performance Indicator	How will it be measured?
We are better educated, more skilled and more successful	Increase the proportion of young people (16-19) in learning, training or work when leaving school	Proportion of year 11 and 13 school leavers whose intention is to enter education, employment and training
	Increase the proportion of pre-school centres receiving positive inspection reports	Proportion of pre-school centres receiving positive inspection reports
	Increase the proportion of schools receiving positive inspection reports	Proportion of schools receiving positive inspection reports, which indicate that schools know themselves well
Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it	Improve end of life care	Percentage of people where the last 6 months of life are spent at home or in a community setting
We live healthier lives	Reduce emergency admissions to hospital	Emergency admissions rate (per 1,000 population)
	Reduce alcohol related admissions to hospital	Number of general acute inpatient and day case discharges with an alcohol-related diagnosis
	Increase physical activity	Percentage of children, young people and adults participating in recommended amounts of sport and/or physical activity (1 hour per day 7 days a week or 150 minutes per week respectively)
	Improve self-assessed general health	Percentage of adults who assess their health as very good or good
	Reduce premature mortality	European Age-Standardised mortality rates (based on the 2013 European Standard Population) for people aged under 75
	Reduce the percentage of adults who smoke	Proportion of adults aged 16+ years who are current smokers
We have affordable good quality health and social care services where people are empowered to make choices about their care	Improve the quality of healthcare experience	Average scores for inpatient survey questions relating to the quality of their healthcare experience
	Increase the number of services delivered at a local level	Number of services delivered at a local level
We have improved the quality of life for children, young people and families at risk	Reduce children's material deprivation	Percentage of children in combined material deprivation (based on a suite of questions in the household income survey) and low income (below 70% of UK median income)
	Improve children's services	Improvement in children's services inspection outcomes

We will have high quality education and skills training which supports personal and economic growth

Linked outcome	National Performance Indicator	How will it be measured?
We are better educated, more skilled and more successful	Increase the proportion of graduates in our economy	Number of Manx students who graduate from degree courses on and off island
	Increase median salaries	Median salaries from Tax/NI
	Improve levels of educational attainment	Percentage of year 11 students gaining 5+ GCSEs at grades A*-C and percentage of year 11 students gaining 5+ GCSEs A*-C including English & Maths
	Increase levels of vocational training	Number of students enrolled on levels 2, 3 and 4 vocational programmes at IOM College; Number of year 10 and 11 students enrolled at levels 1 and 2 vocational programmes in schools
	Increase the proportion of young people (16-19) in learning, training or work when leaving school	Proportion of year 11 and 13 school leavers whose intention is to enter education, employment and training
	Improve the skill profile of the population	Proportion of adults aged 16-64 with low or no qualifications (low is defined as GCSE grade D or below, or equivalent)
We are a digital island with skills to match	Increase our digital capability	Number of people who have accessed the internet in the last month
	Widen use of the internet	Percentage of adults using the internet for personal use
We have improved the quality of life for children, young people and families at risk	Increased the number of young people in learning, training or work when leaving care	Proportion of year 11 and 13 school leavers, in care, whose intention is to enter education, employment and training
We have tackled the inequalities in our island	Reduce the number of individuals living in poverty	Proportion of individuals living in private households with an equivalised income of less than 60% of the Isle of Man median before housing costs
Our young people are successful learners, confident individuals, effective contributors and responsible citizens	Improve levels of educational attainment	Percentage of year 11 students gaining 5+ GCSEs at grades A*-C and percentage of year 11 students gaining 5+ GCSEs A*-C including English & Maths
We take pride in our unique culture and national identity	Increase cultural engagement	Percentage of adults who have either participated in a cultural activity or who have attended or visited a cultural event or place in the last 12 months

We live in an island that is safe		
Linked outcome	National Performance Indicator	How will it be measured?
We have strong and resilient infrastructure that provides a foundation for our economic and social success	Maintain reliable utility services	Number of supply interruptions
	Reduce development in flood risk areas	Number of new developments in areas identified as at risk from flooding
Our services anticipate and are responsive to the changing needs of our communities	Improve the responsiveness of public services	Percentage of respondents who agreed with the statement 'I can influence decisions affecting my local area'
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	Improve people's perception of their neighbourhood	Percentage of adults who rate their neighbourhood as a very good place to live
	Reduce the number of individuals living in poverty	Proportion of individuals living in private households with an equivalised income of less than 60% of the Isle of Man median before housing costs
We have tackled the inequalities in our island	Improve levels of educational attainment	Percentage of year 11 students gaining 5+ GCSEs at grades A*-C and percentage of year 11 students gaining 5+ GCSEs A*-C including English & Maths
	Widen use of the internet	Percentage of adults using the internet for personal use
	Improve mental wellbeing	Mental wellbeing derived from average score on the Warwick-Edinburgh Mental Well-being Scale (WEMWBS) of adults aged 16+ years
We have improved the quality of life for children, young people and families at risk	Reduce children's material deprivation	Percentage of children in combined material deprivation (based on a suite of questions in the household income survey) and low income (below 70% of UK median income)
	Improve children's services	Improvement in children's services inspection outcomes
	Reduce number of children subject to a child protection plan	Number of children subject to a child protection plan
	Reduce number of looked after children	Number of looked after children
We live our lives safe from crime, disorder and danger	Reduce Crime	Recorded crime levels
	Reduce reconviction rates	Average number of reconvictions per offender
	Improve peoples perceptions about the crime rate in their area	Percentage of respondents who believe that crime has stayed the same or reduced in the past 2 years in their local area
	Reduce deaths on our roads	Number of people killed in road accidents reported to the police

We will have a built and natural environment which is enjoyed and nurtured by all for the future

We have strong and resilient infrastructure that provides a foundation for our economic and social success	Maintain reliable utility services	Number of supply interruptions
	Reduce the economic and social impact of flooding	Number of properties identified as at risk from flooding by the MUA
	Reduce development in flood risk areas	Number of new developments in areas identified as at risk from flooding
	Reduce waste generated	The amount of household waste arising in tonnes per capita
	Increased number of bus passengers	Number of bus passengers
We live in well designed, sustainable places where we are able to access amenities and services we need	Improve the economic and social viability of our town and village centres	Percentage of adults who rate their neighbourhood as a very good place to live
	Increase the availability of homes in line with population and demographic changes	Total additions to the supply of housing, including public and private new house building; conversions of existing buildings to housing use; and refurbishment of dwellings
	Increase the range of affordable housing options available to those in need	Number of people accessing affordable housing
	Increase the use of our outdoors	Number of visits per 1000 population from social attitudes survey
We have adapted our natural and built environment to cope with the threats of climate change	Reduce our carbon footprint	Greenhouse gas footprint in tonnes of carbon dioxide equivalent
	Improve public awareness of the threats of climate change	Level of public awareness of the impact of climate change
	Increase capital spend on flood risk management	Capital spent on flood risk management and defences

We will be recognised internationally for our transparency and cooperation and we will defend and protect our national interests

Linked outcome	National Performance Indicator	How will it be measured?
We take pride in our unique culture and national identity	Increase cultural engagement	Percentage of adults who have either participated in a cultural activity or who have attended or visited a cultural event or place in the last 12 months
We have constructive, well respected relationships with the UK and our international partners	Maintain engagement with influential and relevant organisations and individuals	Adherence to international standards; meeting relevant sanctions and UN conventions; delivery of National Risk Assessment and Action Plan; successful evaluation of MONEYVAL in 2016
We have a competitive taxation system which supports growth	Maintain tax competitiveness	Tax competitiveness score as assessed by the world bank
We defend our constitutional position and the interests of the people of the Isle of Man	Preserve the Isle of Man's status as a Crown Dependency, while developing further autonomy and evolution of our international identity	Continued engagement with UK, EU and devolved administrations



**Isle of Man
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The information within this report can be provided
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