

Isle of Wight Regeneration Strategy



Isle of opportunities *delivering regeneration*



Sandown

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Isle of Wight Regeneration Strategy

DRAFT: VERSION 6

June 2018

Isle of Wight Regeneration Strategy Executive Summary

Consultation

This draft strategy is a consultation document and feedback from stakeholders is welcomed.

We have asked a series of questions throughout the document, which are intended to suggest areas which you might wish to comment on, but please feel free to tell us anything else you think we need to consider before finalising the regeneration strategy for the Island.

Please visit iweightinvest.com for details on how to respond, and to see the list of events being held to discuss the strategy.

You can also send your responses directly to regeneration@iow.gov.uk or send by post to:

Regeneration
County Hall
High Street
Newport
PO30 1UD

**The consultation runs from
19 July 2018 to 12 October 2018**

Cover picture: Carisbrook. Right: Cowes



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

This 2018-2030 Regeneration Strategy for the Isle of Wight aims to set out how the council is leading the agenda to ensure the economic future of the Island and create the Island that is a great place to grow up, live, work and visit. The strategy sets out where we are today and the actions and activities we believe will enable the vision for the future to be realised.

Following a year of conversations and discussions, this document aims to capture the challenges the Island faces and set out the ways in which these challenges might be overcome during the next 10 to 12 years. The strategy is split into six key themes and these are outlined in detail and each theme asks for your views on what has been written and what is planned.

This executive summary is designed to allow the reader to get a snapshot of the document and set out what we mean by each theme and some of the key activities and actions that are planned. We would welcome your input as a resident, a business, an interest group or as any other representative group. The consultation for the strategy runs from 19 July 2018 to 12 October 2018, with a series of events and workshops being held as well as the ability to respond online. Please visit iwightinvest.com for details on how to respond and the list of events being held to discuss the strategy.

WHAT PEOPLE LIKE ABOUT THE ISLAND



WHAT PEOPLE WOULD LIKE TO SEE MORE OF

- Better transport links
- Better paid jobs
- Better health care facilities
- Better protection of the environment
- Affordable housing
- Leisure facilities for all ages
- Cultural facilities

HOW PEOPLE WOULD LIKE THE FUTURE TO LOOK



This is the key starting point. These aspirations, developed by the collective community need to be balanced carefully with the overriding requirement for the Isle of Wight Council to make better use of its assets to generate income to sustain services. These aspirations are never far from the thinking behind the key projects within the seven main elements of this strategy.

Physical Regeneration (see pages 24 to 27)

For the Isle of Wight, physical regeneration is making best use of our assets to create the environment in which new businesses can locate, local businesses can grow and delivering appropriate housing in the right locations. It's about preserving the best, replacing the worst, striving for high level design and build quality and ensuring that future growth does not adversely impact on the natural beauty of the Island or the resources we have.

How will we achieve this?

- Making best use of the council's own property and land assets. Transforming unloved assets into vibrant and thriving living, working and leisure environments
- Enabling others to do similar with their own assets through a new Island Plan and pro-development approach to planning

Key projects

- Newport Harbour
- Ryde Nicholson Road
- Shanklin Spa
- BAE Campus
- Sandham Middle School and Bay Academy site
- Kingston Marine Park
- Island Technology Park
- Dinosaur Isle and surrounding land
- Redundant school sites
- Pier Street toilets
- Medina Yard
- Harcourt Sands
- East Cowes Marina Development
- Camp Hill prison site
- Ryde East developments, including Pennyfeathers

Housing (see pages 29 to 34)

In the context of regeneration, housing refers to new housing units added to the Island's housing stock or bringing old and run-down housing stock back into use. There are a variety of ways in which this can be achieved in both the social and private markets but ultimately, increasing the council tax base from new units is the income generation that is vital to the medium term financial plan of the council. That being said, we are clear that housing should be in the right locations, of the right tenure and to meet the right market demographics.

How will we achieve this?

- Continue to negotiate the best possible quantum of affordable housing from developments and where the council accepts financial contributions, ensure there is an appropriate model in place for building new homes with the funds collected
- Develop appropriate delivery models to allow the council to build and own housing in both the private and affordable sectors
- Bring empty properties back into use to provide good quality housing
- Directly deliver or enable the delivery of 143 units of Island independent living housing per year

Key projects

- Sandham Middle School site is developed as an outstanding example of Island independent living with community and intergenerational facilities
- Deliver 100 to 200 units of affordable housing per year
- Ensure there is an up-to-date housing strategy
- Create a pipeline of development opportunities to give certainty to the local development market
- Establish the appropriate vehicle to allow the council to build and own housing again

Infrastructure (see pages 35 to 38)

The right infrastructure is vital to supporting the day-to-day functioning of an economy. For the Isle of Wight, infrastructure refers to a number of different aspects that when delivered in the right way will support and enable the local growth ambitions. The aspects include but are not limited to:

- Water, waste and flood defence
- Energy
- Transport
- Telecommunications
- Human capital and skills
- Housing and business premises

How will we achieve this?

- Ensure the new Island Plan is adopted by 2021
- Support providers to improve the speed of and access to fibre networks
- Work closely with Island Roads to ensure the programme of road improvements delivers to time and budget
- Continue to champion sustainable transport and the improvement of our public transport networks

Key projects

- Newport road traffic improvements: Coppins Bridge, St Mary's Roundabout and others
- On-site energy solutions for new developments
- Identify funding for a cross-Medina link feasibility study
- Island line improvements
- Full fibre broadband and gigabit connectivity

Using public sector assets as pump primers (see pages 39 to 42)

As well as an impressive property portfolio, the council, and our other public sector partners, have substantial land holdings on the Island. Land and property assets are tools that the public sector can use to impact on regeneration by using them to take an active role in any scheme as an alternative approach to pure disposal of the site. The council is able to take a longer-term view to repayment on borrowing and does not look to achieve the same levels of return as the private development sector. This offers the opportunity to take more risk and use our land for strategic interventions and to generate income to return to public services.

How will we achieve this?

- Continue to work through our strategic partnership with PSP to identify sites to take forward for redevelopment
- Establish a mechanism for building homes on public land, led by the local authority
- Full asset review across the four council's portfolio and partner organisations to develop a strategic approach to asset management

Key projects

- Set up a housing delivery company
- Complete the outline business cases for three One Public Estate projects
- Develop a strategic asset management strategy
- Use PSP as a delivery vehicle to bring forward housing delivery on council-owned land.

Skills and business development (see pages 43 to 50)

Attracting new businesses to the Island and supporting our local businesses to grow both fall within business development which in turn leads to economic growth. As well as supporting our local businesses, building on our digital infrastructure and the increasing number of higher value, technology and creative industries companies is a vital component of future proofing the Island's economy and skills base.

Having the skilled workforce to meet the needs of Island-based employers is crucial component of any holistic approach to regeneration. Ensuring a wide range of work opportunities with decent level wages is vital to the sustainability of a local area. The Isle of Wight suffers from a low wage economy (for example, seasonal and service industry workers, eg care and hospitality) and work opportunities for young people appear limited. In order to ensure the long-term sustainability of the Island's economy, it is vital that we attract new business growth and have a skilled workforce to support business growth ambitions.

How will we achieve this?

- Continue to work closely with the Chamber of Commerce and Federation of Small Businesses to promote the Island as a great place to do business and support local economic growth.
- Recognise and support the Islands key sectors such as advanced manufacturing, care, tourism and the arts
- Ensure new employment development sites are built to fulfil known requirements and to attract new business to the Island
- Forge links between schools and Island businesses to promote work opportunities and raise youth aspiration
- Improve access to and provision of higher education on the Island
- Champion the importance and uptake of basic skills requirements in maths and English

Key projects

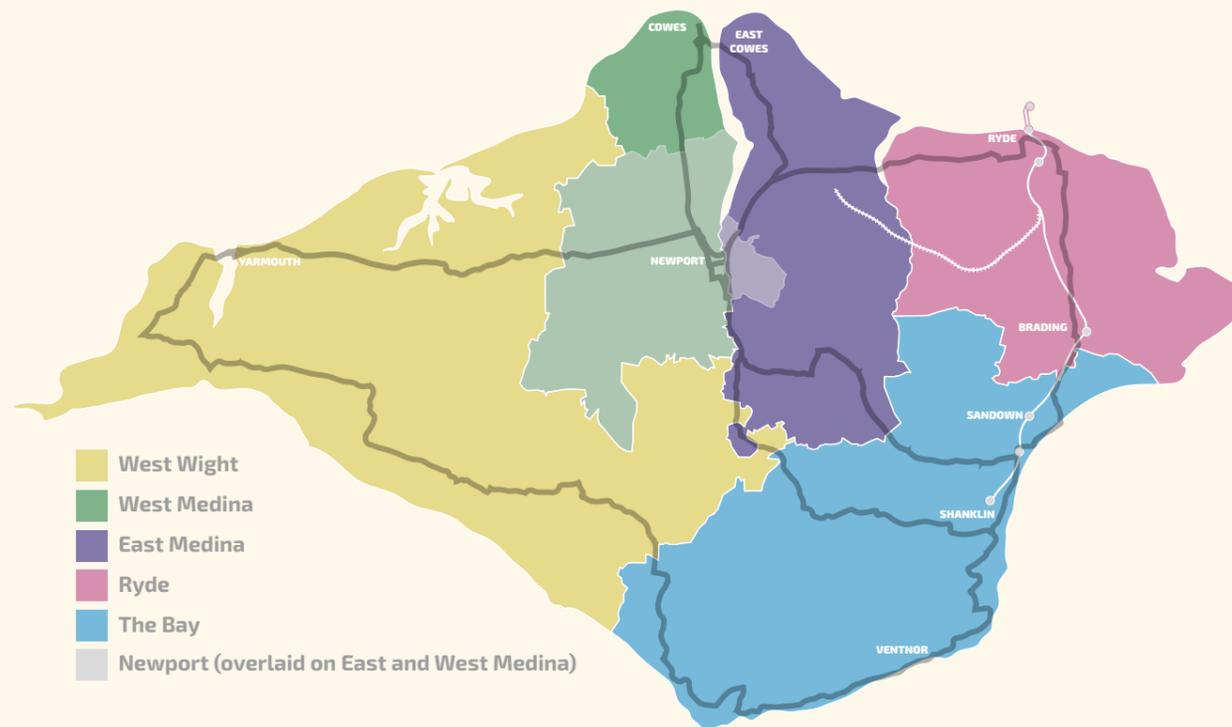
- Develop and implement an Isle of Wight Digital Strategy
- Engage schools through the Enterprise Advisor Network
- Undertake a feasibility study for the future options for higher education on the Island
- Set an example with the creation of apprenticeship opportunities throughout the regeneration programme and the council
- Safeguard employment land for strategically important sectors
- Work in partnership to deliver the Economic Development Action Plan
- Maintain a relevant and current Island investment prospectus designed to showcase the Island as a great place to invest and do business

Area regeneration (see pages 51 to 56)

While the Island benefits from being seen as and seeing itself as a distinct entity due to its clear defined geography, the Isle of Wight is comprised of very different communities in terms of geography and demographics. While most of the actions proposed by this strategy will aim to benefit everyone living on the Island, any evidence-based approach to delivering improvement must take account of the differing needs and aspirations of the different communities that make up the Isle of Wight.

Populations of 30,000 provide sufficient critical mass to consider key issues. When considering the Isle of Wight, its existing population distribution and the specific geography and character five key areas identify themselves:

- **Ryde** and its wider immediate area including villages such as Bembridge, St. Helens, Seaview and Brading
- **The Bay** Sandown, Shanklin and Lake but also the smaller settlement of Ventnor and adjacent villages
- **West Wight** mainly rural but with Yarmouth and Freshwater as hub settlements
- **West Medina** Cowes, Gurnard and Northwood and settlements in and to the West of Newport
- **East Medina** East Cowes and settlements in and to the East of Newport



The role of Newport as the Island's commercial, business and civic hub and the range of development opportunities in and around the county town afford it specific attention as a distinct area overlaying the southern ends of both East and West Medina.

How will we achieve this?

- Undertake conversations at area-level on a regular basis to understand local priorities and ambitions
- Understand key data and statistics in relation to each area and ensure key priorities will affect positive change where statistics tell us change is required
- Support local town and parish councils as well as other local groups to take forward local projects
- Ensure local priorities are fed into the thinking for large scale physical regeneration projects

Key projects

- Roll out the *Wight We Want* survey every three years
- Publish and update area profiles every three years
- Support up to five projects per area over the lifetime of this strategy
- Ensure a coordinating focal point for local projects in our key towns

Communications, engagement and partnership working (see page 57)

Probably the most crucial element of delivering this strategy is how we engage with relevant stakeholders, local communities and potential investors! It is vital that we communicate our successes and build confidence with the community and investors in our ability to lead and deliver on this agenda. Already, a number of new channels of communication have been opened up through the *iweightinvest.com* website, a twitter channel, a series of excellent and topical conferences and good quality interaction at a face-to-face level.

We will seek to continue this level of engagement and build momentum as projects deliver. There is a need to engage and communicate about the ambitions of the programme as a whole, the various strands of the programme and then each individual project.

Monitoring, evaluating and resourcing regeneration (pages 58 and 59)

This section of the strategy describes the proposed tools the regeneration programme intends to use to measure and evaluate the impact of programme activity and how the programme itself and the range of activities set out might be resourced.



Foreword

The Island has been a source of inspiration for many generations, in the arts and culture as well as in industry and technology. As an island we have had to develop a strong sense of self-reliance and become ever more resourceful and resilient in meeting current and future challenges.

Regeneration is usually associated with the 'built environment'. We have a real need to use our public sector assets to generate an income to ensure ongoing service delivery is financially sustainable but, we also know that we need to ensure any of our regeneration plans are not just about generating an income but are about creating employment opportunities and creating social value so that it's not just the council that benefits but that the whole of the island benefits from this new approach to regeneration.

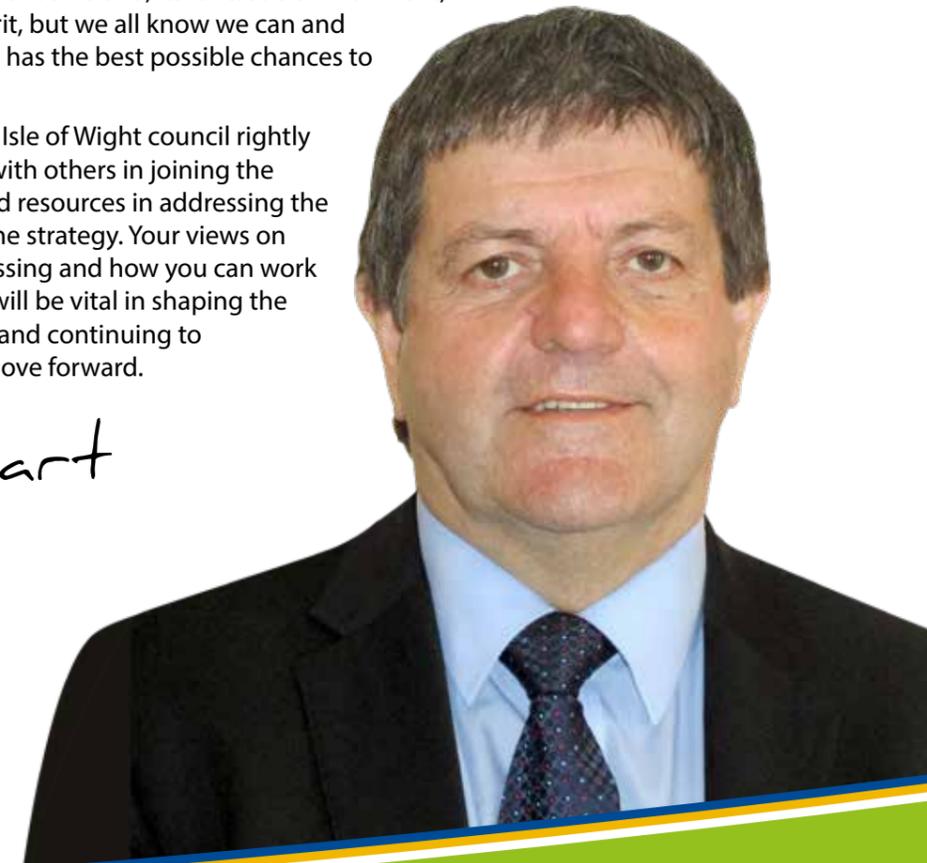
The Inspiration Island regeneration strategy brings together the necessary actions we must take to continue to be a place offering inspiration in the future. Access to well-paid employment, an affordable place to live and being a part of a strong, inclusive community are all essential parts of a having good quality of life and this regeneration strategy sets out how the council is creating the platform upon which these aspirations can be achieved. This might be through developing out a new business park, attracting new leisure offerings and once again building affordable homes. This strategy sets out how we will build the environments into which businesses can grow or locate as well as how we will support the workforce in attaining the skills they need to take up new work opportunities. The strategy sets out the ambition of this administration to build homes that Islanders can afford and to enable a better and new kind of home for our older residents.

I'm pleased to be able to present this draft regeneration strategy for discussion and comment with all those who have a stake in securing the future growth and prosperity of the Isle of Wight. You might be a young person thinking about your future, a parent balancing work and care commitments, a business deciding to invest and grow or simply someone who is interested in helping the Island community succeed. What we all have in common is we want the Isle of Wight to be an inspirational place to grow up, live, work, visit and do business. We are all extremely proud of our Island, its fantastic environment, unique heritage and community spirit, but we all know we can and should do better to ensure everyone has the best possible chances to live a great life.

In its role as a community leader the Isle of Wight council rightly addresses its responsibility to work with others in joining the dots, maximising collective effort and resources in addressing the issues and opportunities set out in the strategy. Your views on what is proposed, what might be missing and how you can work with us to achieve the shared goals will be vital in shaping the first working version of this strategy and continuing to review, evolve and amend it as we move forward.

Dave Stewart

Dave Stewart
Leader, Isle of Wight Council



Introduction

Regeneration is a complex task. It's about improving all those aspects that influence the quality of life of people living in, working in or visiting a place. It's about jobs, more of them and better paid, growing existing businesses and attracting new investment to improve overall prosperity. It's about housing, affordable and livable with quality choices for all budgets. It's about all the basics such as drains, sewers, roads, utilities and broadband connectivity. It's about being able to get around easily and in our case get back and forth to the mainland. It's about making your assets work harder to gain more value to pay for the things that matter. It's about taking care of the most vulnerable in our community. It's about everybody being able to fulfil their potential, getting the best possible start, staying healthy and improving their skills to continue being successful in an ever more competitive world. It's about our environment, keeping it special for future generations but utilising it fully as an asset for economic and social well-being. It's about our heritage and culture, our distinct identity and valuing history, creativity and diversity.

Regeneration is about creating the environment within which people can live the best quality of life they can.

These different parts of the regeneration jigsaw rely on each other. Businesses need skilled workers, people need good homes and schools in order to make choices for themselves and their families, communities need a great environment and a vibrant culture to value the towns and villages in which they live. Achieving more by linking these issues and more importantly actions to address them is what a good regeneration strategy is all about.

Creating the space for businesses, public sector organisations, town and parish councils, communities and third sector groups to come together to decide what is important and deliver change across the range of issues is ever more important in a climate of limited resources; making sure every penny is targeted towards maximising future opportunity and putting right the things that are not working for people.

In December 2016 the Isle of Wight Council made a key decision to invest in a regeneration team to deliver on the aim set out in its 2016 Medium Term Financial Plan where *"in year expenditure matches in year income over the medium term, whilst regenerating the Island's economy and providing essential value for money services for our residents and businesses"*.

Driven by this need to address the medium term financial challenge by generating greater revenue from its asset base, the regeneration programme has evolved to address all the necessary components affecting the Isle of Wight's prospects of retaining and attracting investment. All the elements that enable the best quality of life for residents, allow businesses to thrive and keep visitors coming back.

These seven key elements are:

- Physical regeneration
- Housing
- Infrastructure
- Using public sector assets as pump primers
- Area regeneration
- Skills and business development
- Communications and engagement

This strategy will take us on a journey through the key elements of the regeneration programme. It will clearly define how they function individually and how they link together.

This document will set out how the key elements work to deliver the outcomes set in the 2017 Isle of Wight Council Corporate Plan:

- A financially balanced and sustainable council
- Businesses have the confidence to invest
- Vulnerable people are supported and protected
- All young people will have the best start in life so they can fulfil their potential
- People have a place to call home and can live with independence
- People take responsibility for their own health and well-being
- A well-educated and skilled community
- The IW is a leading UK visitor destination
- Outstanding digital and transport connectivity
- The community feels safe and the Island is resilient
- The environment and unique Island characteristics are celebrated
- Community needs are met by the best public services possible

A strong and vibrant economy, delivered in sustainable way, is essential to achieving a better quality of life. This aspiration informs every element of the regeneration strategy and has been closely developed with the Isle of Wight Chamber of Commerce.

But this strategy isn't just about contributing to the delivery of the council's corporate plan priorities – it's wider than that. It is a focal point for a range of other plans and strategies, from both within and outside of the council.

In addition to this shared economic vision, the Regeneration strategy seeks to support delivery of a number of interrelated Island strategies. These include, but are not limited to:

- Health and Well-being strategy: *Start Well, Live Well, Age Well*
- Local Care Plan
- Delivering Better Education action plan
- (emerging) Housing Strategy
- (emerging) Island Planning Strategy
- Island Independent Living Strategy
- Economic Development Strategy
- Solent Local Economic Partnership - Strategic Economic Plan

During 2017 and into 2018, an Island-wide conversation was started, involving a broad cross section of the population. During this *Wight We Want* conversation, statistics about the places they live in were shared with people, who were then asked about their current concerns and future aspirations. As well as this, people had the chance to tell us what they like and don't like, what they think works or doesn't work and most importantly help identify priorities for change within their local areas.

A series of landmark conferences have taken place, community workshops held and on-line questionnaires undertaken. All the various organisations working on the numerous pieces of the regeneration jigsaw have outlined what they do and what they have planned to make things even better. Over 5,000 people have had their say.

This regeneration strategy captures what was said and seeks to continue the conversation, prompting action, reviewing progress, celebrating success, reviewing and learning from failure and providing a lively, vibrant space within which change is made to happen. Good things have already happened, however the risk is they achieve some progress but that the progress is limited by them delivering in isolation. The regeneration strategy will connect actions to parts of the jigsaw they may not normally connect with and by doing so maximize benefits.

The council is reviewing the Island Plan Core Strategy which sets out the strategic policies which will steer the future development of the Island. This review will identify key housing and employment sites as well as a providing a framework for decision making which supports the sustainable economic regeneration of the Island in line with the Corporate Plan objectives. The regeneration strategy will be a key piece of evidence to inform the refresh of the Island Plan.

Where are we now?

PLACE

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. The local population is approximately 140,000 but can double in the busy summer months.

The Island has a maritime and industrial tradition including boat building, sail making, the manufacture of flying boats, the world's first hovercraft and the testing and development of Britain's space rockets. The Island boasts some of the world's most innovative and high-tech solutions in the marine and aerospace environments.

The Isle of Wight is well known for the quality of its environment, with its landscapes and coastlines enjoying a high level of special designation and protection. Whilst this helps to give the Island its unique character, it also presents us with the challenge of protecting, conserving and enhancing the environment, whilst at the same time facilitating regeneration and development.

FINANCIAL SUSTAINABILITY

Financial analysis of the cost of future demand for services and the forecast income has led the council to conclude that the Isle of Wight cannot balance its budget through further identification of service efficiencies alone. The Island needs growth and investment to address the long-term sustainability of its public services and its future economic prosperity. Over recent years, the Government has put in place successive policies to reduce mainstream grant and link local government finance to the stimulation of local housing and economic growth. The council has been extremely effective at removing costs from the organisation to successfully meet its financial challenges. However, this has required significant reductions in services over time. Over time the council and other parts of the public sector have through service reductions removed the capacity, skills and knowledge necessary to develop regeneration activity that could bring financial growth to the Island, leaving the Island unable to tackle the other side of the funding equation: growth.

This was addressed in 2017 with the introduction of the regeneration team and investment in the service.

UNIQUE ISLAND CHARACTERISTICS

A recent study by the University of Portsmouth identified that dislocation from the mainland means that the Island is at risk of being overlooked when it comes to inward investment. This lack of inward investment set against the demographic profile and changing consumer expectations means growth in the tax base and private wealth does not keep up with the cost of public service provision on the Isle of Wight. However, the Island has many unique assets and opportunities, which if correctly leveraged, will help transform the economy and in doing so, transform the health and well-being of those living, growing up, working and visiting the Isle of Wight. The council recognises that only through proactive and effective regeneration activity at scale can it attract inward investment and the development of new homes and businesses on the Island, thereby growing the council tax base to ensure long-term self-sufficiency.

POPULATION

Whilst the Island has long been one of the UK's most popular holiday destinations for people of all ages, the local residential population is heavily skewed towards those over 65. Those of working age are often in seasonal, low paid jobs and there is a brain-drain of young educated people. Due in part to its popularity as a retirement location, the population of the Island shows an ageing demographic profile with significant levels of chronic disease. The average age on the Isle of Wight is 44.5 years. This puts us in the oldest 20% of local authority areas nationally and significantly older than the average age in local authority areas within our sub-region. This places additional demand and therefore costs on local public services. Demographic characteristics have a fundamental influence on the social and economic development of an area. The age distribution of residents has implications for long-term economic activity rates and spending power (with a younger profile) or current and future social care resourcing (with an older or aging population).

The Isle of Wight's resident population over the decade between 2005 and 2015 expanded from 137,200 to 139,400 people. The increase was driven by an expansion in the number of residents aged 65 and over (30,500 to 37,000 residents). During the same period the population of residents aged 0-15 and working age (residents aged 16-64) population decreased. As shown in the table below, the Island's current population (26.5% residents aged 65 and over) is proportionally older than the Solent LEP area and England average (20.1% and 17.7% residents aged 65 and over respectively).

The Office of National Statistics (ONS) projects that between 2016 and 2036 this pattern will continue. The population aged over 65 is forecast to increase by 44.1% over the time period, equivalent to an additional 16,600 people. This trend is in line with the Solent LEP and England, which are forecast to expand at a faster rate than the Island (47.9% and 48.5% respectively). The working age population on the Island is forecast to continue to decline by a further 4,200 residents; while the number of residents aged 0-15 is expected to remain steady at 22,900 people in 2036.

Number of Residents 2015	Aged 0-15	22,100	260,300	10,405,100
	Aged 16-64	80,200	914,500	34,669,600
	Aged 65 and over	37,000	115,200	9,711,600
	Total	139,400	1,469,900	54,786,300
Percentage Total Residents 2015	Aged 0-15	15.90%	17.70%	19.00%
	Aged 16-64	57.50%	62.20%	63.30%
	Aged 65 and over	26.50%	20.10%	17.70%
Number of Residents 2036	Aged 0-15	22,900	279,400	11,320,300
	Aged 16-64	76,100	926,600	36,392,400
	Aged 65 and over	54,100	444,400	14,691,200
	Total	153,000	1,650,400	62,403,900
Percentage Total Residents 2036	Aged 0-15	15.00%	16.90%	18.10%
	Aged 16-64	49.70%	56.10%	58.30%
	Aged 65 and over	35.30%	26.90%	23.50%



How do we get there?

It would be easy to just think of regeneration as a development game and simply build the homes and develop employment opportunities and the rest of the pieces of the jigsaw will automatically fall into place. However, this is never the case and in order to achieve all the aspirations you have been telling us you have for this Island, we need a wide portfolio of projects to take forward.

The regeneration strategy has been developed to include seven key areas of focus. These areas of focus will allow the programme to deliver against the stated aspirations but to do so in a controlled and realistic manner. It is often easy to achieve nothing in the pursuit of trying to deliver everything and remaining focused on core activities will be vital to delivering this strategy.

As a council, we cannot achieve any of this on our own and will be developing new partnerships and relationships, nurturing existing ones and when we can't deliver something, enabling or facilitating others to do so. Each of these programme elements will be assessed annually and an annual action plan agreed. Demonstrating deliverability will be vital to bringing people along with us and building confidence in the council's ability to lead this agenda.

The key elements of the regeneration strategy:

- Physical regeneration
- Housing
- Infrastructure
- Public Sector Assets as Pump Primers
- Area Regeneration
- Skills and Business Development

The final element is communications and engagement and this underpins the whole programme. How we listen to you and feedback to you is key to building trust and continuing the excellent work of the *Wight we Want* conversation. But communications is not only internally focussed. Regeneration requires significant investment and we will be working to attract new businesses, new investors and find the right partnership arrangements to bring forward the ambitions set out in this strategy.

Each of these is described in full and key objectives and associated activities are outlined in this chapter.

PHYSICAL REGENERATION

What do we mean by physical regeneration?

Changes to the physical environment and new or changed buildings are probably what most people associate the term 'regeneration with'. Physical regeneration is the visual manifestation of change and growth in an area. It's about improving the built environment, improving the landscape and creating the environments in which businesses can thrive and people can live. Economic growth will be key to ensuring the public sector can continue to deliver key services to the community.

For the Isle of Wight, physical regeneration is making best use of our assets to create the environment in which new businesses can locate, local businesses can grow and delivering appropriate housing in the right locations. It's about preserving the best, replacing the worst, striving for high level design and build quality and ensuring that future growth does not adversely impact on the natural beauty of the Island or the resources we have. Implicit in all we do is to protect our unique environment, develop in a sustainable way and strive to grow our green economy.

In creating or building these new and or improved physical spaces, a key objective is that assets realise value and generate income, particularly for the Isle of Wight Council. Making our own assets work harder is a key part of the medium term financial plan. There are three main ways in which physical regeneration will deliver income to the council in order to help continue to deliver public services: increased council tax through more homes, increased business rates through more and bigger businesses and by generating income streams from rent – both commercial and residential. More homes and more businesses means an increase in costs for the public sector, so we need to ensure that any physical regeneration activity leads to a net increase of income.

Using our assets to increase our ability to generate revenue will also enable the council to take better care of the physical environment. To paint, plant, clean and take better care of the environment we already have. As well as this, an improved economy will allow businesses and individuals to invest in their assets and thus deliver an uplifted 'image' across the Island.

Why is physical regeneration important?

Physical regeneration is important for a number of reasons. As well as generating an income, improving the quality of the built and natural environment should help sustain infrastructure, improve the outlook of a number of areas and bring back into use unloved buildings and land. It will create jobs (both in the development of sites as well as from the businesses able to take advantage of new locations for commercial activity), bring in more residents that will help to sustain local high streets and businesses and deliver high quality, modern buildings that showcase the Island as a great place to live, grow up, work and visit.

Generating income and making better use of land assets can only be achieved through physical regeneration of those assets. By doing this, we aim to create environments for businesses to locate on the Island, Local businesses to grow and support the start-up of new businesses. Our employment land study 2015 identified the need for up to 31ha employment land on the Island in the period 2011-2036 and that while the land supply has been identified, since the study in 2015, no new planned employment land has actually been developed out. The regeneration programme aims to change that and bring forward sites for development and thereby creating the physical environment for business growth and development.

As well as business growth which generates employment and increased business rates, residential development is also a key aspect of the physical regeneration strand of this strategy. Recognising the council's main source of income is through council tax, increasing the number of households paying council tax on the Island will help deliver much needed income. This has to be balanced with the need for new housing, both market and affordable, and this is discussed in detail in the housing section of this strategy.

Physical regeneration also affords the council the opportunity to generate income streams through owning either commercial or residential units and thus receiving rental income. This is a new approach for the Isle of Wight Council and the regeneration programme aims to identify the best way in which to make this happen.

As with everything, this is not only about what we as a council do with our assets but also how we work to enable and facilitate private and other public sector land owners to make best use of their assets. Through the new Island Planning Strategy we aim to provide more certainty in the planning process and facilitate improved engagement with local developers to unlock stalled sites and bring them forward to market. Through our work on the One Public Estate programme, we are working alongside other public sector bodies to rationalise our joint land holdings and make best use of the assets across the public sector portfolio on the Island. For more detail on the scope of this strand of the strategy, see *Public Sector Assets as Pump Primers*.

How does this link to delivering the council's 12 key outcomes and links with other departments and partners?

The physical regeneration plans for the Island will help achieve a number of these commitments. By increasing the amount of employment land brought forward and developed, we will be creating opportunities for new business and for business growth. More jobs for a wider proportion of the community will raise productivity, allow people to have more disposable income and put more money back into the economy. A key project linked into the physical development of sites is how to use future development to encourage more Higher Education on the Island and afford young people the opportunity to study further here. Improving the quality of the leisure offerings on the Island will attract more tourists and again bring money into the Island economy.

Working with our colleagues in Adult Social Care and Health, we are looking at how we can develop a new type of housing for later life. The Island Independent Living Strategy clearly sets out the Island's ambition to build and develop more appropriate housing for an ageing population. Ensuring that all residents have access to a house that they can afford and is in good condition will help protect the community and in particular protect the most vulnerable in society.

Having a coordinated approach to how we use our land and assets will help identify where development can and should occur and also where the protection of the natural environment outweighs the need for growth. Planning for development across the Island also affords the opportunity to look at longer-term infrastructure needs and allows for a coordinated approach to delivering those requirements. Creating more certainty through the planning process will also be key to attracting investment and giving confidence to the private sector that we can and will create the right conditions for development.

What are we planning to do?

To achieve regeneration in the physical environment we have boosted resource within the property and asset team to ensure there is ongoing work to identify suitable land to bring into the programme. We will also continue to enable others to bring forward their land for growth and in some cases, facilitate joint ventures between the public and private sector to realise the more advantageous outcomes. Creating a rolling portfolio of 'oven-ready' sites is a key priority.

We are taking a robust approach, using the Treasury Five Case Model (from the *Treasury Green Book*) to understand site viability and potential. Sites will all be taken through the process and only progressed where the outline business case identifies that it is economically advantageous to do so. The Treasury Green Book provides approved guidance and methods, recommended tools for developing options and standard values for use across government. The Green Book helps us develop transparent, objective and evidence-based advice for decision making that is consistent across government. The Five Case Model ensures we assess every project from a number of angles so we don't waste time and resources on projects that won't come to fruition.

The table below outlines the five cases:

Strategic dimension	What is the case for change, including the rationale for intervention? What is the current situation? What is to be done? What outcomes are expected? How do these fit with wider government policies and objectives?
Economic dimension	What is the net value to society (the social value) of the intervention compared to continuing with business as usual? What are the risks and their costs, and how are they best managed? Which option reflects the optimal net value to society?
Commercial dimension	Can a realistic and credible commercial deal be struck? Who will manage which risks?
Financial dimension	What is the impact of the proposal on the public sector budget in terms of the total cost of both capital and revenue?
Management dimension	Are there realistic and robust delivery plans?

We will be reassessing our borrowing capabilities and subject to robust business cases showing revenue generation in excess of the borrowing costs, we will be seeking to make strategic investments to attract private sector investment.

Across our own property portfolio, we will be looking at ways in which we can improve the condition and use of our properties as well as bringing derelict and redundant properties back into use. Larger sites include Newport Harbour, Ryde Nicholson Road, Ryde Esplanade and interchange, Shanklin Spa site and car parks and the newly acquired Island Technology Park and Kingston Marine Park. Smaller pieces of land and properties include Crossways, Sandown Town Hall, redundant school sites, and many other assets the council owns.

But it's not just about council assets. Key strategic developments will be supported to enable development to be achieved. Pennyfeathers, Medina Yard, Ryde Village, Harcourt Sands, Newport Football Club and East Cowes Marina development are all key strategic developments within this regeneration strategy.

The council will be seeking to partner with one or more strategic developers/investors in order to help achieve the desired regeneration outcomes and bring in the necessary expertise and skills to bring these opportunities forward. As well as bringing our own assets forward for regeneration, we will seek ways in which we can facilitate or enable others to bring forward their land and assets to improve the local area and stimulate the Island economy.

Key actions for 2018-2030

- At least five sites are taken to full business case and developed out to create jobs, homes, leisure and educational opportunities. These sites include but are not limited to:
 - Newport Harbour
 - Ryde Nicholson Road
 - Shanklin Spa
 - BAE Campus
 - Sandham Middle School and Bay Academy site
 - Kingston Marine Park
 - Island Technology Park
 - Dinosaur Isle and surrounding land
- Strategic development partner identified to deliver site regeneration alongside the council.

- Deliver small property improvements on council property portfolio, making best use of the assets, generating income and retaining community facilities where appropriate. In all cases, we will assess the net gain of intervention rather than disposal when assessing the financial case. This list includes, but is not limited to:
 - Sandown Town Hall
 - Ventnor Youth club and library
 - Redundant school sites
 - Pier Street toilets
- Facilitate and enable others to realise the full potential of their land and asset holdings. This includes delivering a new Island Planning Strategy to provide an approach to land-use that complements this regeneration strategy as well as strategically utilising our powers when land owners are not willing or are unable to bring forward their sites. We will work to identify potential investors for schemes and where necessary we can consider using our access to finance to enable development. Schemes which we will be actively supporting to come forward include:
 - Medina Yard
 - Harcourt Sands
 - East Cowes Marina Development
 - Camp Hill prison site
 - Ryde East developments including Pennyfeathers

Case study: Newport Harbour

Newport Harbour is a key regeneration site for the council. The site is one of the last remaining undeveloped harbourside areas in the South of England and is not utilised to its full potential. In March 2018, the council went to market to identify a masterplan team to design a masterplan to develop out the site. The masterplan will form the basis of a spatial planning document in the new Island Plan to ensure there is certainty for future investors and developers.

Consultation questions

- Does this strategy adequately capture what we mean by 'Physical Regeneration'? If not, which areas should be further clarified?
- Do the key actions seem achievable and deliverable? If not, which actions should further thought go into and why?
- Thinking about you/your organisation/company/group/other, how can you help deliver on the ambitions set out for physical regeneration on the Island?

Please add any additional thoughts you may have on this section.

Submit your feedback online via iwightinvest.com



HOUSING

What do we mean by housing?

In the context of regeneration, housing refers to new housing units added to the Island's housing stock or bringing old and run-down housing stock back into use. There are a variety of ways in which this can be achieved in both the social and private markets but ultimately, increasing the council tax base from new units is the income generation that is vital to the medium term financial plan of the council. That being said, we are clear that housing should be in the right locations, of the right tenure and to meet the right market demographics.

Developing new housing (or bringing housing back into use) is a key driver for any local economy. The construction industry itself provides a variety of jobs and in particular training and apprentice opportunities for young people and allows local firms to expand and grow their business. A vibrant housing build programme also attracts investment and can attract new players to the development industry on the Island, a sector that has been in decline for some time.

Housing is still the most financially valuable aspect of development in the UK. Realising value from housing development allows a local area to deliver infrastructure and community benefits through the planning process. Housing also helps finance development schemes which may seek to deliver other outcomes such as commercial or leisure development and public realm improvements.

Most importantly, for a local economy to grow and flourish, the people living in the local economy need to have access to appropriate, good quality and affordable housing that provides the stable platform from which they can learn, work and raise their families. The recent housing needs assessment identifies the Island requires 641 new homes per year over the period of this strategy. The regeneration programme will help facilitate the delivery of these homes in the most appropriate and sustainable locations and ensure they are of the right size and tenure for our local market.

Why is housing important?

Providing access to housing that meets the local communities' needs, as well as demands, is a key corporate priority for the council and our local partners. Having a stable home is the fundamental building block for people to realise their full potential. Part of the long-term financial stability of the council is linked to reducing costs of service provision. Housing people in temporary accommodation continues to be an area of financial outlay that is growing. This is in part due to a severe lack of development of new affordable homes on the Isle of Wight and the regeneration programme aims to support ensuring more affordable homes are delivered. The forthcoming housing strategy will set out in detail how the council will ensure that enough houses are built and that the number of households in temporary accommodation and those experiencing homelessness are reduced.

The *Housing Needs Assessment 2018*, identifies the amount of housing we need, the type and identifies preferred locations. This document underpins the emerging Housing Strategy and should be read in conjunction with this strategy.

The key data shows that over the period 2016 to 2030:

- 222 affordable units per year are required to be built
- Low-cost home ownership is often not affordable locally
- 70% of affordable rent units should be one and two beds
- 75% of market properties should be two and three beds
- 112 units of older persons accommodation is needed per annum (the Independent Living Strategy is seeking 143 units per annum)
- 5.1% of new housing provision needs to be wheelchair adaptable

The HNA also looks at methods for increasing supply and suggests the council would be wise to consider a range of options for increasing supply. The council will ensure there is the appropriate resource and expertise to explore all options.



Alongside this, the council has aspirations to grow the housing numbers on the Island to increase council tax revenue as part of the Medium Term Financial Plan. In order to achieve this, the council has a key role to play in:

- Assessing and planning for the current and future housing needs and demands of the local community
- Encouraging and enabling a supply of new homes to be built across all tenures
- Supporting the local economy by having the right number of homes of the right tenure and price for our local community
- Making the best use of existing housing stock
- Improving housing conditions, thereby alleviating health problems associated with poor housing
- Promoting housing related support services, including those from a wide network of partner providers

The key outcomes from housing for the council through the regeneration programme are:

- Increase the supply of homes, particularly where they are affordable to better meet local needs
- Increase council tax revenue through facilitating the delivery of more homes
- Generate income through renting properties
- Improve health and well-being through housing, including delivering housing options that promote independent living for life

These outcomes will be achieved through a range of ongoing activity and new interventions in the housing market.

How does this link to delivering the council's main outcomes and links with other departments and partners

To date, the council has played a relatively passive role in bringing forward housing development. The delivery of housing has been largely led by local or national developers. There has been a limited amount of housing built annually and this has hovered around the 400 unit mark for the last few years with less than our required 35% for affordable housing being achieved. The annual target for affordable housing in the Island Plan Core Strategy is 110 units (subject to change through the new Island Plan). The combined total of 69 affordable housing units were completed in 2015/16 and 2016/17. We have seen a reluctance on the part of developers to build out their permissions and so while there are currently well over 2000 units with planning permission, these are not being brought to market rapidly enough. We need to become far more proactive in working with developers to ensure that homes are built out faster but also that we are getting the right homes in the right locations.

Recognising that large scale development of new housing is not always appropriate or popular on the Island, the council will need to think of innovative ways of meeting the needs and aspirations while also bringing along our residents and stakeholders. This may include an increase in the amount of land made available for private self-build but at the same time understanding that Government funding is available for large-scale developments that support modern methods of construction (off site modular build). These are two ends of a scale and through the regeneration programme we will be working in localities to describe what local people want and developing different approaches to different areas whilst also recognising the need to build more homes to increase revenue through council tax and potentially own and manage homes in the rented sector. The council, through a Housing Development Company, will proactively seek to develop out housing on its own land across a range of tenures.

Whilst the lack of supply of new housing to meet demand has been a national challenge for some years, this is particularly an issue for the Island. It has been exacerbated over more recent years by a fall in housing completions (particularly affordable housing completions), due to the economic downturn and changes to funding streams.

A key aspiration of the council is that we do all we can to help alleviate the demand for affordable housing and our aspiration is to utilise whatever resources we can to build, or facilitate others to build, to meet that demand and provide homes for individuals and families who currently are unable to access the market. At the time of writing, there are 1800 households on the housing register. With 300 to 400 re-lets per year, it is clear that there is a greater need than we are able to deal with in our current housing stock.

A lack of supply to meet our challenging demographics has affected many groups within the local community and there is an increasing proportion of the local community who find that they are unable to purchase a home for the first time and increasing numbers of households seeking advice on their housing options. Property prices, although cheaper than many areas of the South East remain unaffordable for many local households. The ratio of house prices to earnings on the Island in May 2018, according to Zoopla, is £249,494 and the average Island salary is £26000 pa, making home ownership difficult for a large proportion of working age Islanders.

The council will take a proactive role in working with housing associations and private developers to develop new affordable housing which meets the needs of the local community and we will consider a range of models to deliver new affordable housing including cross-subsidy, joint ventures and encourage partner public agencies to make the best use of their assets to provide locally affordable housing.

In recognition of the changing demographics, both nationally and on the Island, there is a need to rethink the provision of more specialist housing on the Island. 28% of the Island's population is over the age of 65 with the over 85 age group being the fastest growing. Our ageing population also has a very high level of chronic illness and disability. The ageing population requires us to focus on providing a range of housing options for older people, with integrated care and support and the Extra Care Strategy 2017 sets out how we aim to achieve this. By providing a new type of housing for older people and adults with learning difficulties or special needs, we will increase people's choice of housing in later life as well as reduce the cost to both private individuals and Adult Social Care where they have a responsibility to fund ongoing care.

Island Independent Living Housing seeks to create independent units (your own front door) but with access to 24/7 care should it be required. The aim is to secure independence for longer and to allow older people to retain their own home rather than having to move to residential care. It is projected that the savings to both individuals and to the social care service will be in the region of £5000 per person per year.

As well as this, we have a high proportion of adults and children with learning difficulties, mobility challenges and physical and mental health issues. We therefore need to think through how best to provide support to these individuals and the way in which purpose built housing might help that.

What are we planning to do?

To achieve this, there needs to be a step change in how we approach house building on the Island. As the regeneration programme builds pace, we will be working to:

- Attract new developers to the Island and work with our small and medium size house builders to grow their businesses to be able to build out larger sites faster. This is both in the affordable and market housing sectors.
- Engage with government to access funding for development associated with accelerated construction models and attract modular house builders to the Island
- Continue to negotiate the best possible outcomes for affordable housing delivery through the planning process. This includes ensuring the definition of affordable housing is locally appropriate and where the council is accepting financial contributions instead of on-site provision, thinking how best to reinvest that funding to maximise the number of units.
- Help the local population understand the key financial viability role housing development plays in unlocking wider regeneration aspirations
- Explore partnership models with the private sector to make the best use of our assets and bring forward residential developments that meet our known needs (such as extra care housing)
- Develop appropriate delivery vehicles for the council which will allow us to develop our own assets and generate even more income for the organisation
- Continue to bring empty properties back into use to both generate income and create good quality homes for local people

- Closer working across planning, regeneration and housing to ensure the new Island Planning Strategy reflects the ambitions in terms of land available for development.

Key actions for 2018 to 2030

- Bring forward Sandham Middle School as an outstanding extra care facility closely linked to the wider community and enable the delivery of at least 143 units of extra care housing per year over the period of this strategy.
- Develop appropriate housing delivery vehicles to manage private rented properties to generate an ongoing income stream for the council.
- Develop an appropriate partnership or partnerships with affordable housing providers or modular manufacturers to deliver 100 to 200 affordable homes per year.
- Ensure there is an up to date housing strategy covering the period 2018 to 30.
- Ensure a pipeline of development opportunities for local businesses to engage with, to grow local development companies and provide employment and training opportunities.
- Ensure housing development as part of key regeneration sites is of a high quality and is appropriate for the local context in which it is being developed.

Measures: how will we know we have achieved this?

- 1000 units of Island Independent Living accommodation are built over the strategy period
- We have an agreed local definition of affordable housing on the Isle of Wight
- 1000 units of affordable housing are developed over the plan period
- The council has an established housing delivery company with a varied portfolio generating substantial income for the authority
- There is a substantial reduction in the number of households in temporary accommodation
- 641 (figure from Housing Needs Assessment) units of housing are built every year during the strategy period and the appropriate percentage of those are affordable

Case study: Supported housing delivery

In 2017/18, the Isle of Wight Council purchased properties specifically for adults with special needs. A purpose built block of 12 flats has purchased by the council, which will be adapted to ensure the flats met the needs of the specific clients with learning disabilities moving in. A number of these clients moving in will be coming from a residential or hospital environment and this new accommodation offers them their own home, independence and a better quality of life. A bungalow has been purchased in another part of the Island to ensure a group of five adults with special needs can continue to live together as their current accommodation is no longer fit for purpose. This new arrangement will also promote independence as the residents will each have their own tenancy. Working closely together, the council's adult social care, property and housing support teams have enabled these residents to access good quality homes and lead a more fulfilling and independent life.

Consultation questions

- ➔ **Does this strategy adequately capture what we mean by 'housing' and the 'housing' picture on the Isle of Wight? If not, which areas should be further clarified?**
- ➔ **Do the key actions seem achievable and deliverable? If not, which actions should further thought go into and why?**
- ➔ **Thinking about you/your organisation/company/group/other, how can you help deliver on the ambitions set out for housing on the Island?**

**Please add any additional thoughts you may have on this section.
Submit your feedback online via iwightinvest.com**



Ryde transport interchange

INFRASTRUCTURE

What do we mean by infrastructure?

It is widely recognised that access to good quality infrastructure is an essential ingredient for a competitive economy. Accordingly, infrastructure investment is recognised as one of the 10 pillars of the Government's Industrial Strategy. However, infrastructure can present high initial costs and long-return periods on investment which can lead to instances of market failure and, consequently, the rationale for public sector intervention.

Within the context of a constrained public sector funding environment, it is therefore essential that potential projects and investments are considered carefully in terms of their ability to directly support economic growth objectives whilst also taking account of standard appraisal approaches for public sector projects relating to deliverability, value for money and time frames

For the purpose of the Island's Regeneration Strategy, the following infrastructure categories are required to support the day-to-day functioning of an economy:

Water, waste and flood defence

Including water, waste disposal, flood and coastal defences

Energy

Generation and distribution

Transport

Roads, railways, ports, ferries, airports and cycle paths

Telecommunications

Broadband, telephone, mobile and radio

Human capital and skills

Skills and access to education and training provision

Housing and business premises

Accommodating population and business growth needs.

These categories reflect the definition of 'economic infrastructure' adopted by the National Audit Office but are expanded in this strategy to include human capital and skills, and housing and business premises, which are also regarded as important to supporting economic growth.

An Island Infrastructure Task Force and Solent LEP funded Isle of Wight Infrastructure Investment Plan have provided the evidence base for the actions proposed in this tranche of the programme along with community feedback that highlighted more and better paid jobs and better, more affordable transport as the two key issues this strategy should seek to address.

Why is infrastructure important?

Having good sustainable transport systems connecting places on the Island and the Island with the mainland, confidence in energy and water supply, good drainage and sewerage provision and access to good broadband speeds are fundamental to the delivery of the housing the Island needs and successful regeneration. Anticipating the challenges of climate change and protecting our green infrastructure are fundamental characteristics any regeneration plan for the Isle of Wight must address.

This section will focus on transport, utilities, protecting and enhancing green infrastructure and how infrastructure needs to flex in response to predicted climate change and sea level rises.

Better movement around the Island and between the Island and the mainland by the most sustainable means has been identified as the number one priority from local residents through our recent *Wight we Want* survey. Anecdotal evidence suggests that the cost and frequency of ferries is a barrier to business growth and development and anyone travelling in or out of Newport will understand the desperate need for improvements to our key road networks. Working alongside the ferry operators, Island Roads and our bus and train operators will be vital to unlocking the transport infrastructure challenges currently faced and that will be exacerbated by our growth ambitions.

Of course, even if you have an outstanding travel network, unless the supporting utilities are invested in, growth cannot be achieved. It is so important that the council works alongside the key utility providers to ensure local residents have adequate access to water, gas and electricity.

The Isle of Wight is uniquely placed to ensure we have the best possible digital connectivity to help drive our Smart Island ambitions. The Isle of Wight council is keen to further improve mobile and broadband connectivity and has been working with local providers to ensure fibre coverage across the Island.

We will not achieve any of regeneration ambitions if we don't continue to invest in our coastal defences. Proportionate investment in climate change impact prevention and mitigation in terms of how we deal with sea walls and managing the advance of rising sea levels will continue to be a key part of any plans for development.

Last but not least, we cannot develop and grow without taking the utmost care of our green and blue infrastructure that makes the Island the wonderful holiday and lifestyle destination that it is. 2018 sees the Island bidding for Biosphere status to showcase the outstanding work we do to ensure the Island's natural resources will be available for generations to enjoy.

How does this link to delivering the council's main outcomes and links with other departments and partners?

Infrastructure in its broadest form underpins the ability to achieve any of the 12 key outcomes in the corporate plan. It would be easy to write reams on each but for this strategy, it is worth concentrating on the role infrastructure plays in delivering economic growth and prosperity and planning for our future needs.

If our regeneration aspirations are to be realised, more people will want to live, work and visit the Isle of Wight. This alone requires substantial upgrading of our transport networks and utility networks. As well as this, we are vulnerable to sea level rises and coastal change processes and therefore must make provision for ensuring our sea defences are robust and provide an appropriate level of protection to infrastructure in vulnerable locations.

The Isle of Wight already benefits from super-fast rural broadband but we need to stay ahead of the trend if we are going to continue to attract tech companies and remote workers, who make up an increasing proportion of our local economy. Gigabit connectivity is a reality for the Island and we will support making that happen. As more and more aspects of economic growth are reliant on high quality broadband connectivity, this is a key piece of infrastructure which once unlocked will create more opportunities for more people on the Island.

What are we planning to do?

We will be working with a range of partners and infrastructure providers to ensure our local infrastructure is capable of supporting the economic growth required. The revised Island Plan (due for adoption in 2021) will set out where and what physical infrastructure is required to support growth and we will ensure that our own site developments address infrastructure challenges in a sustainable way.

Improving the speed of and access to broadband is a key objective for the regeneration programme and we will support our local broadband suppliers to achieve this.

Better transport was the number one issue highlighted in the *Wight We Want* survey and we will continue to work closely with the cross-Solent ferry operators to improve the connectivity between the Island and Mainland. Working in partnership with our transport providers, we will aim to make the transport network more accessible to a greater number of people, thus reducing the need for personal vehicles on the road improving sustainable modes of travel. This includes our public transport network as well as the Island's world class walking and cycling network.

The council will continue to make best use of our own highways Private Finance Initiative (PFI) contractor, Island Roads, to upgrade the road network and make major changes to the network where appropriate. As developments are proposed, the council will ensure that the appropriate infrastructure issues have been addressed and where necessary, take a community leadership role to bring funding together to unlock infrastructure challenges.

We will work in partnership with other infrastructure providers to enable them to make improvements as needed and access funding to help achieve this. Improving infrastructure to match the growth and regeneration ambitions of the Island, will need buy in from all the providers and a genuine commitment to working together to support economic growth.

Key actions for 2018 to 2030

The council will take lead responsibility for:

- Develop and implement externally funded works to open up regeneration sites in and around Newport and ease congestion in the town.
- Energy network enhancement – InteGridy project and delivering on-site energy solutions for major developments
- Structured portfolio of growth pipeline business premises – the development of Ryde Nicholson Road, Building 41 Innovation hub and Rangefinder Campus
- Flood defence and remediation works
- Identify funding for a Cross Medina link feasibility study

The council will support its partners to

- Deliver Island Line rail improvements including an enhanced transport interchange at Ryde
- Review the bus network
- Offer Full fibre broadband and Gigabit connectivity
- Improve access to the ferries and offer an enhanced business discount programme
- Offer the best wireless and mobile communications

Measures: how will we know we have achieved this?

- Reduced waiting times for car drivers and improved movement for all across Newport
- Island Line invests in the line to upgrade or replace the current trains and track
- Ryde interchange sees significant improvement for pedestrian use and movement between transport types

Case Study: Full Fibre Broadband and Gigabit Island

In 2017, WightFibre announced a £35m investment to take a new full fibre, gigabit speed network to over 50,000 homes and businesses on the Island. The Isle of Wight Council worked closely with WightFibre to secure the investment from central government. This will provide the hard infrastructure required to achieve our Smart Island ambitions and encourage growth in the digital and tech sectors.

Consultation questions

- **Does this strategy adequately capture what we mean by 'Infrastructure' and the 'Infrastructure' challenges on the Isle of Wight? If not, which areas should be further clarified?**
- **Do the key actions seem achievable and deliverable? If not, which actions should further thought go into and why?**
- **Thinking about you/your organisation/company/group/other, how can you help deliver on the ambitions set out in this chapter for improving infrastructure on the Island?**

Please add any additional thoughts you may have on this section.

Submit your feedback online via iwightinvest.com



PUBLIC SECTOR ASSETS AS PUMP PRIMERS

What do we mean by public sector assets as pump primers?

The council has one of the biggest property portfolios on the Island with around 300 properties which have a capital value of £200m. These properties are diverse, ranging from those used to deliver front line service for the council including schools libraries and leisure centres to operational offices, storage facilities and yards to commercial premises leased to businesses and other agencies.

Over time the IWC has been rationalising its property portfolio to both reflect the changes in service delivery, but also the continuous focus on reducing costs and maximising the use of premises to best reflect the ongoing needs of the organisation. This approach has now changed. Instead of assuming the most appropriate action is disposal of an asset, the regeneration programme is committed to assessing assets proactively to identify those that could be utilised better as revenue generators. Using our capital assets to generate revenue is a key component of the regeneration strategy

As well as an impressive property portfolio, the council, and our other public sector partners, have substantial land holdings on the Island. Land and property assets are tools that the council can use to impact on regeneration by using them to take an active role in any scheme as an alternative approach to pure disposal of the site. The decision to use an asset as a pump primer will depend on a number of factors including whether it is freehold or leasehold, location, current use, planning constraints and relationship to adjoining land or buildings. In most cases it will be where the council land is a key part of a wider land holding or area and the benefits of acting in collaboration with partners can deliver additional benefits beyond those that could be achieved by considering sites on an individual basis. In some cases a scheme may only be viable with such an approach where economies of scale create a business case for investment.

Above all else the approach will be informed by the need for delivery of an improved public service through better co-ordination and collective development of public sector owned land and buildings

But it isn't only about land and buildings. The council is able to take a longer-term view to repayment on borrowing and does not look to achieve the same levels of return as the private development sector. This offers the opportunity to take more risk and use our land for strategic interventions. The Island suffers from a history of stalled developments and lack of inward investment. By investing ourselves, we aim to disrupt the market and invite new and different partnerships to enable our growth ambitions. The council will continue to work with our other public sector partners to do things differently and make revenue generating choices for our combined asset base.

Why is it important to use public sector assets as pump primers?

The constrained nature of the development market on the Island often means that the private sector cannot deliver schemes which meet the wider needs of the community. These "wider needs" are elements such as affordable housing, open space and highway improvements and often means development is unviable or the risks associated with funding development in advance of any return on investment is too great. The relationship between property prices and development costs is critical to establishing the commercial case for investment.

In general the Island has relatively low land and property values whilst development costs are inflated due to the separation from the mainland. In recent years this has suppressed market activity and whilst smaller bespoke developments in higher value areas of the Island have continued to come forward, the general housing market has failed to deliver the housing numbers required to meet local needs and no planned for employment development has come forward in the past three years.

Whilst the private sector may perceive too much risk in developing sites with marginal returns on investment, the council is able to take a broader approach given its wider socio economic responsibilities. As such the council can take a greater degree of risk to achieve its broader objectives and offset reduced value in order to achieve development in the first place. Where the council owns land either individually or as part of a wider regeneration proposal it can use its role as asset owner to take a more proactive approach and seek to de risk development in the wider interests of the community

As council properties and assets become surplus to requirements it is important that timely decisions are made as to their future. Depending on the type/function, location and scale of the premises this could either result in a capital receipt to the council, a lease, revenue stream or in some cases where there is limited commercial value, a transfer arrangement to a local community organisation which accords with the council's overall corporate objectives.

Without the council taking a more proactive approach through its own land holdings there is a risk that the Island will not deliver sufficient homes or new employment spaces to meet the needs of islanders and growing businesses.

How does this link to delivering the council's main outcomes and links with other departments and partners

The council's Medium Term Financial Plan is predicated on delivering growth which generates income to the authority and the efficient and effective use of its property assets are a vital component of this objective.

The corporate plan emphasises the important relationship between the council and health and as part of the One Public Estate (OPE) agenda. Partners have come together to work on a joint approach around property assets which both ensure better service delivery but also generate development opportunities to deliver housing and jobs. There are currently three projects being progressed:

- Pyle Street Community Hub
- The Bay Community Hub
- Newport Joint Blue Light facility

The OPE work has established the foundations for a wider One Public Service approach to focus on the delivery of public services on the Island which could have far wider benefits and opportunities for growth, regeneration, efficiencies in service delivery and income generation.

The council's corporate plan also recognises the challenge of meeting the Island's housing needs both in terms of the lack of homes being built and their affordability to islanders. Like many areas in the UK and particularly the South East the relationship between people's income and the cost of housing means many in need of their own home cannot afford the mortgage or rent. Council assets are already being used to deliver affordable housing via the disposal of sites to partner Registered Providers (RPs) but there is an opportunity to take a more innovative and proactive approach to the delivery of new homes through the creation of a housing company. This would enable the council to not only place its own assets into the company but also to purchase additional land and assets. This could be to increase the development scale and viability of its own land and also allow intervention in the delivery of sites which have wider strategic benefits to achieving the corporate objectives. This is further explored in the Housing section of this strategy.

The localism agenda is a shift away from a government-driven centralised approach towards decentralisation and community empowerment, giving local communities a greater say about what happens in their area. The council has already established its approach to Community Right to Buy which allows particular groups to propose "Assets of Community Value". The council has established a Lists of Assets which are considered to have Community Value and which includes council owned properties. The council will actively consider proposals coming forward from the for these assets but will have to balance the social benefits of the proposal with the financial gain from using the asset in a commercial way.

What are we planning to do?

With the challenges of a property development model on the Island which is failing to deliver the level of housing required to meet local needs, the council plans to intervene in the market to bring about an increase in new build activity. A property development approach will be used to assess development options and the best one taken forward for delivery. The council will investigate establishing a Housing Company (or other trading arm) with the objective of increasing new building whilst generating revenue for the council. Investment by the company will be determined on the basis of a business case.

This new company could sit alongside the council's current partnership in PSP which was established to enable the council to bring forward development of its assets with the help of additional resources offered by this joint venture approach.

The council will also look to re energise its work with the RPs active in developing new homes on the Island.

The council will also review its own assets to identify new development opportunities which can generate additional homes and business premises. This will include assessing the benefits of modern construction methods including modular building as a way of both reducing the costs of development but also speeding its delivery on site.

Through the OPE programme, we will be working with other public sector organisations on the Island to make best use of land and asset holdings across all organisations.

Key actions for 2018-2030

- Set up a Housing/Development company to deliver the development of council assets including the required capital and revenue funds required to ensure its effective operation.
- Completion of outline business cases for the three OPE projects and their delivery with public and private sector partners of a new joint blue light vehicle support facility for Newport and new community hub facilities in Newport and the Bay
- Review the councils non-operational assets to determine which can be developed, which can generate income and which are best disposed of to ensure a fit for purpose asset base for the authority
- Continue to work within PSP to both deliver the assets already placed within the company but also use the vehicle to consider other council sites for development with a focus on affordable housing provision.
- Increase delivery of affordable homes through the council's development company, PSP and the partnership work with RPs

How will we know we have achieved this?

- Reduction of families in temporary accommodation to the corporate plan figure target of 160 by 2027
- Increase in overall housing completions to meet housing delivery targets
- Increase revenue to the council through New Homes Bonus and additional council tax receipts.
- Shift away from capital disposal to revenue generation but with receipts from asset disposals being re invested in the provision of new homes or employment spaces
- Streamlining of the council's asset portfolio with higher yields from its prime properties
- Transfer of lower value assets that do not assist in meeting the council objectives to third parties in particular parish and town councils

Case Study: Nicholson Road

Nicholson Road has been identified as a key development opportunity for the creation of up to 36000sqm of employment space. The site is owned by the council and has been on the market for 7 years but with no prospects of coming forward.

During 2017, the regeneration team undertook feasibility work to identify the costs associated with bringing the site forward and developed the business case for the council committing the required capital to fund the infrastructure work. To further increase the chances of this site coming forward for some private investment, the regeneration team is funding outline planning for the whole site and full planning permission for the infrastructure. Using our assets and resources, this site will be extremely attractive to prospective private investors to ensure development is on site by 2020.

Consultation questions

- **Does this strategy adequately capture what we mean by 'using public sector assets as pump primers' on the Isle of Wight? If not, which areas should be further clarified?**
- **Do the key actions seem achievable and deliverable? If not, which actions should further thought go into and why?**
- **Thinking about you/your organisation/company/group/other, how can you help deliver on the ambitions set out for how we rationalise and use public sector assets on the Island?**

**Please add any additional thoughts you may have on this section.
Submit your feedback online via iwightinvest.com**

SKILLS AND BUSINESS DEVELOPMENT

What do we mean by skills and business development?

Skills

Having a workforce which has the right skills to compete in an increasingly global market place is vital to the economic prosperity of any area. Having the skilled workforce to meet the needs of Island based employers is crucial component of any holistic approach to regeneration. The vital role of schools, colleges and industry training providers are central to this objective and the council, businesses and community's role is to support these key organisations in providing the qualified people the local economy needs.

The regeneration programme can focus on helping address three key areas where the current system can do better – basic skills, with a particular focus on maths and English to appropriate GCSE levels, supporting the ambitions to raise the aspirations of young people on the Island and increasing access to Higher Education both on and off the Island.

Business Development

Attracting new businesses to the Island and supporting its local businesses to grow both fall within the umbrella term of business development which in turn leads to economic growth. The Island has around 4,500 registered businesses. These range in size from large organisations employing hundreds of people with multi-million pound turnovers (GKN, MHI Vestas, Ascensos, Gurit, Liz Earle and more) to sole traders operating from their garages or back bedrooms.

The majority of the Island's businesses are micro and small and medium-sized enterprises (SMEs).

SMEs are defined as having two of the following three characteristics:

- Fewer than 250 personnel
- Turnover less than £25m, or
- Gross assets of less than £12.5m

Micro businesses are defined as having two of the following three characteristics:

- Turnover of less than £632k
- Fewer than ten personnel, and
- No more than £316k on a balance sheet

On the Isle of Wight, 85% of businesses have five or fewer employees and are classed as micro. These micro businesses often struggle to develop their businesses whilst at the same time providing the services which maintain their very existence. In the past the Government provided free business support via agencies such as Business Link but the delivery of this support has now been devolved to Local Enterprise Partnerships (LEP) who receive funding to provide this role via the Growth Hubs and other regionally focussed initiatives.

Small businesses now compete for the available funds and the Solent LEP has specified pots of funding solely for the Island. Working in partnership with organisations such as the Solent Growth Hub, Chamber of Commerce and Visit Isle of Wight to attract and retain businesses is key to securing the future economic growth of the Island. Ensuring our key sectors such as marine industry, engineering, tourism and social care remain of a high quality and continue to want to be located on the Isle of Wight will ensure we remain an important player in the wider Solent economic region.

In a constantly evolving global economy we also need to think about the growth in employment sectors of the future and help our young people gain the skills they will need to access fulfilling, well paid employment.

Building on our improving digital infrastructure and the increasing number of higher value, technology and creative industries companies attracted by our digital connectivity and quality of life is a vital component of future proofing the Island's economy and skills base.



Why are skills and business development important?

Ensuring a wide range of work opportunities with decent level wages is vital to the sustainability of a local area. The Isle of Wight suffers from a low wage economy (for example, seasonal and service industry workers, eg care and hospitality) and work opportunities for young people appear limited. 85% of Island businesses are five employees or fewer so there is not the same access to the range of work opportunities as perhaps is seen on the mainland. The regeneration programme aims to change that. By working with the Chamber of Commerce, the aim is to attract a range of new businesses to the Island to help diversify the employment market.

In 2017, a new call centre, Ascensos, located its new office on the Island, providing up to 600 jobs and a raft of new opportunities. With the arrival of Asda, also in 2017, the Island saw another large retailer open and provide steadier, non-seasonal, work opportunities. By using council (and others') assets to build the right environments for modern, large businesses, it is hoped more large employers will make the decision to locate here. The expansion of the Nicholson Road business park will give 14.5 hectares of just this kind of opportunity.

As well as attracting new and diverse businesses to the Island, it is vital we continue to support our key employers and sectors. Using our assets to protect access to water from employment land will be vital to maintaining our excellent maritime industry. The strategic purchase of Kingston Marine Park (East Cowes) and work with the developers on the old Medina Yard (Cowes), demonstrate the council's commitment to supporting the longevity of the marine industry on the Island.

Raising the quality of our tourism offer is another key outcome to be achieved. Working closely with Visit Isle of Wight, the council is committed to attracting five star hotel accommodation and supporting local tourism businesses to grow their business. Extending the 'season' and working towards an all year round tourist economy is a key aim of the Isle of Wight economic strategy.

The vital role the public sector plays as an Island employer cannot be ignored. Attracting and retaining the best workers to deliver improved public services is also at the heart of the skills agenda. The One Public Estate programme and our ambitions to deliver One Public Service will ensure a thriving public sector on the Island with the right skills and workforce to support it. Wrapped up in the public sector is care provision.

With an ageing and vulnerable population, ensuring the Island has access to first class care providers is essential. Currently there are over 5000 care workers operating in the private sector on the Island. Skills for Care estimates that the care sector contributes up to a third of the total GDP for the Island. This is an area set to grow and one that needs to be supported through outstanding educational opportunities that lead to a highly skilled workforce.

As so many of our local businesses are small and emerging, it is important that we use our regeneration ambitions to help provide the right environment in which those businesses could grow. If 100 small businesses expanded to require two new members of staff, that's 200 jobs created straight away. Ensuring small businesses have opportunities to come together, find appropriate premises and have access to good quality employees is a key objective. The ambition to create easy in easy out flexible office space as well as to have an innovation hub on the Island will all contribute to helping small businesses reach their full potential.

At the time of writing this document, we are unable to predict the impact of the future relationship between the United Kingdom and Europe. Whatever that relationship, it will be different to today and that will impact on many aspects of our economy. The Island has a strong manufacturing and export base and thought will need to be given to the impact of Brexit on the future of this aspect of the economy. Whether positive or negative, a plan will be needed to ensure that the Island has the best possible outcomes from this future change.

The Island has previously, and continues to currently benefit from European funding for a variety of projects. In its manifesto, the Government pledged to create a *UK Shared Prosperity Fund* to replace the money local areas currently receive from the *European Union* and we will need to work together across public and private sectors to ensure that we maximise the funding the Island receives through this new route.

Of course, no businesses on the Island will grow or new businesses be attracted to locate here, if there is not the workforce to match their ambitions. The corporate plan sets out the direction of travel to ensure all our schools are rated good or above by 2020 however, there is a recognised challenge around productivity and ambition amongst our young people. Low levels of attainment at A-level and not enough young people staying on the Island to study further has meant there is a gap in demographics of working age adults. The larger Island companies are all facing an ageing workforce so unless something can be done to retain young people and ensure they have the appropriate skills, we may face a workforce crisis in coming years.

Recognising the regeneration programme cannot take on the full responsibility for educational attainment (and nor should it), there are three key areas where regeneration can contribute to the skills agenda. The first of these is to work with relevant providers to ensure our workforce has the basics of A to C* GCSE level maths and English. Ensuring these basic skills are achieved across the workforce will give residents more options and career opportunities. It will also help attract companies who may be considering locating here. To help the Ascensos move, appropriate, on-Island training opportunities were identified for future Ascensos staff to ensure the company had the best possible workforce from day one.

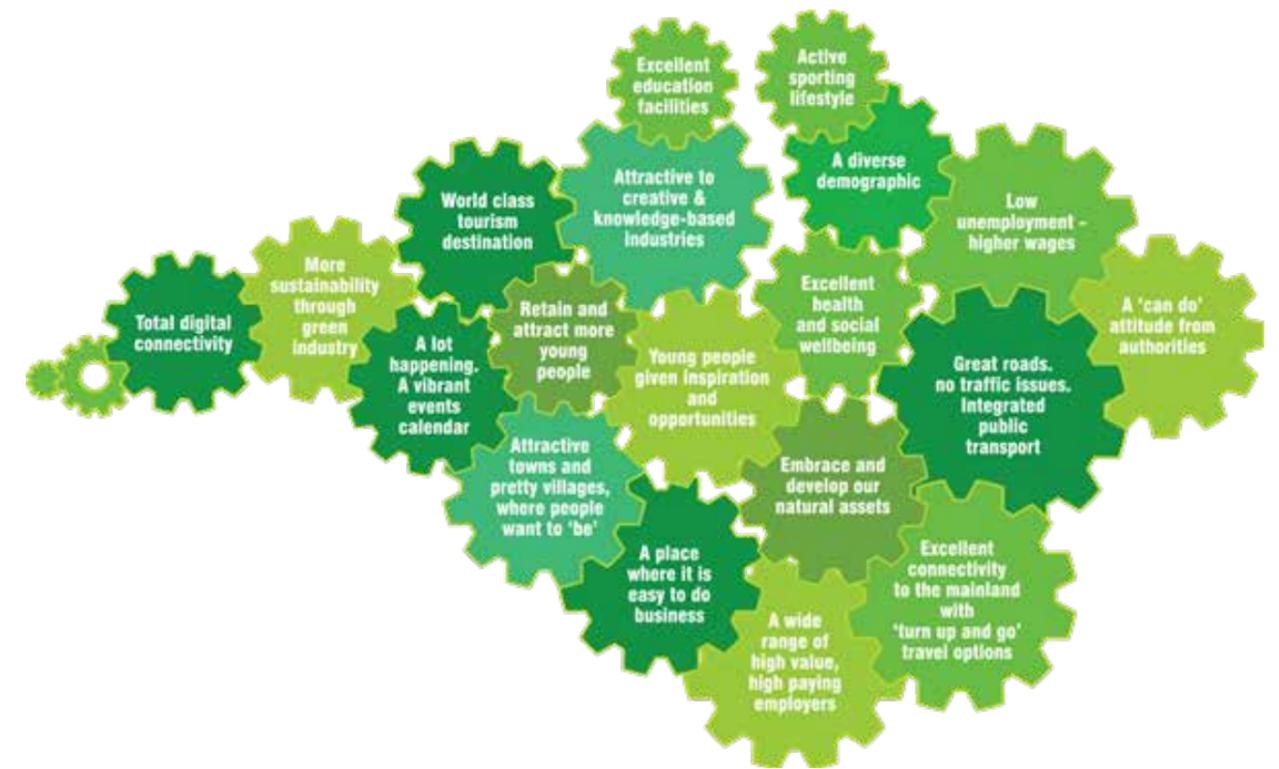
As well as basic skills, creating the links between young people and the world of business is a key mechanism for raising aspirations of young people and making them aware of the range of work and training opportunities available with Island companies. The regeneration programme is closely linked with the Enterprise Advisor Network which aims to bring businesses and schools together to build future work skills into the curriculum and ensure young people are exposed to as wide a range of local businesses as possible. 2018 saw the first annual Youth Regeneration Conference which allowed 130 young people to interact with business leads and take part in activities to help shape the future of the Island. At least one pupil who attended remarked that they were unaware of all the amazing companies on the Island and that they might rethink their decision to leave the Island after school!

A tried and tested route to raising attainment, supporting innovation and retaining or attracting young people is to have a University. The Island already has a number of learning institutions who provide degrees or degree-level training but they are disparate and often overlooked in favour of the bright lights of a more urban and standard university setting. The regeneration programme affords a good opportunity to start to consolidate the higher education offer on the Island and to grow it, creating an Isle of Wight Higher Education (University) campus that will attract students from the mainland as well as assist in retaining Island talent. What is clear is the need to support the current key sectors through an improved HE offer. The newly opened CECAMM offers degree apprenticeships in the composite and engineering field and HTP has a range of degree-level courses to support the hospitality and tourism industry. While the Island also has an outstanding commercial music school in the form of Platform One and access to level 7 qualifications through the college, it is worth exploring the role HE could play in supporting a growing care sector and providing the skills needed for the public sector organisations on Island.

Whilst the diverse range and number of businesses on the Island provides a degree of resilience to the local economy it also provides a challenge as to how best the needs of companies are met. Whilst the focus on inward investment is vital, the development of established businesses is the most effective way of growing the economy, increasing jobs and raising productivity. To ensure of the best chance of success it is important that a plan of activity is agreed and that it is shared and delivered by all partner organisations that have a role in business development.

In 2017, the IW Chamber of Commerce produced a vision document setting out shared ambitions and a shared vision for the economic future of the Island. The council works in close partnership with the Chamber of Commerce and other key partners such as the Federation of Small Businesses, Visit Isle of Wight, IW College and has established an IW Economic Development Board with representatives from these key organisations as well as the private sector. The Board has agreed a range of key actions to support businesses as part of a shared Economic Development Strategy.

This shared Economic Development Strategy sets out the key activities that will not only assist those local business grow and develop but are considered in the context of the wider strategic economic objectives of the Island.



A strong and vibrant economy, delivered in a sustainable way, is essential to achieving a better quality of life. This aspiration informs every element of this regeneration strategy and has been closely developed with the Chamber of Commerce.

But this strategy isn't just about contributing to the delivery of the council's corporate plan priorities – it's wider than that. It is a focal point for a range of other plans and strategies, from both within and outside of the council.

The council recognises that success needs to be underpinned by its role in:

- Recognition and support of each of the Island's distinct economic sectors: Including recognition of unique needs and support required for growth sectors such as engineering, as well as independent consideration for emerging sectors such as creative and digital, and as related to the environment and sustainability, an emerging natural sciences sector.
- The clear articulation of each sector's offering and in defining the Island's role in support of innovation within these sectors, and in representing the Island's potential regionally, nationally and internationally.
- Independent of the council's obligation to attract regional, national and international interest – collaboration with various Island-based interest groups in support of positive change on the Island for the Island.
- Connecting various initiatives and otherwise isolated developments to ensure consideration for: flow in terms of movement of people, a well integrated work and lifestyle offering and supporting services, actions to ensure consideration for evolving work and lifestyle trends which are well documented both in terms of near-term and the long-term, and to ensure that the Island embodies a "best of" approach to embracing opportunities – helping to attract the people and investment the Island needs.
- Developing the role of the foundational economy grounded in the provision of everyday services such as energy provision, local food production, health and social care. The micro- economies of our proposed regeneration areas enable the potential for recycling local spending.

- Supporting our significant rural economy to respond to a post Brexit by understanding and responding to the specific challenges rural businesses face in terms of attracting and retaining young people and investment for diversification.
- Working with leading thought makers on future economies, such as Ellen McArthur foundation, based on the Isle of Wight to explore the opportunities for the Island to be a place leader in the development of concepts such as the circular economy
- Working with other UK Islands to develop a shared narrative regarding the development needs to be addressed by any change to regional development funding and sharing our collective strengths with the UK's wider overseas territories to support their future prosperity.

How does this link to delivering the council's main outcomes and links with other departments and partners

In supporting skills and business development the regeneration programme will be contributing almost all of the ambitions set out in the corporate plan. This tranche of work will ensure there are opportunities for all from the opportunity to study to then getting meaningful and well-paid employment. Being in secure employment is a major contributing factor to people's overall health and well-being and therefore protecting our local communities and ensuring their longevity and productivity.

Encouraging business growth on the Island will directly impact on the council's ability to secure financial stability. More business rates will allow the local authority to use those funds to support our most vulnerable and keep vital services going. Generating more business rates was a key part of the rationale for establishing a regeneration programme.

Attracting a wide and varied number of businesses and helping our local businesses grow, will go a long way to supporting the future of this Island. Having an engaged and well educated workforce with an entrepreneurial spirit was at the heart of the Isle of Wight's engineering and manufacturing capabilities. Ensuring that is restored and enshrined in the development of the future economy is an aspiration and will help plan for our future needs.

The first digital conference held in November 2017 set out some of the key socio-economic and environmental challenges the Island faces and potential responses to using new technology to address them. Building on an existing strong cluster of digital and creative business and planned investment in Gigabit speed capability, the potential for further growth in the creative and digital sectors attracted by our work/live developments and fantastic environment offers a key focus for the strategy.

Of course, the council cannot achieve this alone. We will work across a range of key departments such as planning and will work closely with our key business partners. The Isle of Wight Chamber of Commerce, the recently formed Business Reference Group and the Federation of Small Businesses are all key players in supporting business growth in the Island.

In terms of skills, the regeneration team will continue to support basic skill acquisition through the council's adult Education arm as well as those local training providers who offer these courses. The on-Island training providers will be key to developing the workforce and linking training opportunities with work placements. In order to drive forward the ambition for more higher education on the Island, working with local mainland Universities and our own local Higher Education providers is a vital ambition to achieve success and a consolidated and growing 'University' offer.

The role of the Solent LEP via the Growth Hub in support of business development is a key component in considering the activities delivered by local partner organisations. With limited resources it is important that activities are not duplicated and that businesses are clearly sign posted to the agency that can best provide the assistance required. The coordination of activity is equally vital as programmes such as apprenticeship programmes can only be successfully be implemented by cross agency collaboration.

What are we planning to do?

- Develop and implement an Isle of Wight Digital strategy to maximise the benefits of new technology in helping grow our economy and improve service delivery
- We will engage with our young people through the Enterprise Advisor Network and continue to foster links between businesses and schools to showcase the range of work opportunities on the Island to our young people.
- We will set up a Higher Education steering group to drive forward the ambition of creating a consolidated Higher Education/University presence on the Isle of Wight
- We will continue to support the training of our local workforce in basic skills such as maths and English.
- We will support businesses to take up use of the apprenticeship levy and model by example through the creation of apprenticeship positions within the regeneration programme and other areas of the council
- We will build social value clauses in all our third party contracts as part of any regeneration or housing development and will encourage the creation of apprenticeship positions both within the council and through our contractual relationships.
- Continue to engage with local and new businesses to understand and support their growth ambitions and ensure we enable the development of appropriate employment land and work spaces
- Safeguard employment land for key sectors such as the marine industry by strategically purchasing sites or enshrining land use in the Island Plan
- Develop a sector support plan for each key sector – marine, advanced manufacturing including composites, tourism and social care
- Continue to work with partners including the SLEP via the Growth Hub to provide comprehensive support to SMEs to further business growth.
- Engage with key agencies to establish a new apprenticeship programme for Island people and build on those that already exist
- Continue to work with business in the off shore energy sector supply chain to maximise the benefits
- Focus partner agencies on delivery of the Economic Development Action Plan through the IW Economic Development Board including the development of an Island Investment prospectus designed to promote the Isle of Wight as a great place to do business
- Utilise the leverage we have in the procurement process to ensure our redevelopment plans allow for local labour growth and local business growth
- Introduce planning policies that require skills plans for relevant developments

Smart Island

In April 2018 the council received the global "Smart Island" award for its pathfinding work in bringing all Island stakeholders together to develop a digital framework addressing the impact of technology on our future economy and society. This recognition by the Global Smart Islands congress, part of the Smart Cities network confirmed the Island is on exactly the right track in pursuing a brighter future through a strategic, managed approach to using technology to address our key challenges

Case study: Ascensos

One early success for the regeneration programme was the attraction and speedy set up of the first large scale customer contact centre on the Isle of Wight. This is an important part of the digital customer service sector on the mainland and the set-up of Ascensos, bringing hundreds of new jobs, was delivered through a focused team approach involving Isle of Wight College, Jobcentre Plus, Red Funnel and the property team of the council.

Ascensos has brought a new offer to the jobs market on the Isle of Wight with clear progression paths and access to their Country-wide group of call centres. Although there is some seasonality to employment with Ascensos, this seasonality compliments the Island's current tourism seasonality and can offer those who previously may not have had access to employment from October to March, the opportunity for year-round employment as Ascensos requires more staff over its core period from October to March.

Consultation questions

- **Does this strategy adequately capture what we mean by 'Skills and business development' on the Isle of Wight? If not, which areas should be further clarified?**
- **Do the key actions seem achievable and deliverable? If not, which actions should further thought go into and why?**
- **Thinking about you/your organisation/company/group/other, how can you help deliver on the ambitions set out for skills and business development on the Island?**

**Please add any additional thoughts you may have on this section.
Submit your feedback online via iwightinvest.com**

AREA REGENERATION

What do we mean by area regeneration?

While the Island benefits from being seen as and seeing itself as a distinct entity due to its clear defined geography, the Isle of Wight is comprised of very different communities in terms of geography and demographics. The Island is home to some of the most wealthy individuals in the UK but also has areas which rank among the highest for deprivation. The Island has an older population than the UK average but has concentrations of younger age groups. It has concentrated urban areas but over 70% of the Island is rural. Examination of key statistics shows that the life experience and even life expectancy varies depending on where you live.

As a result while most of the actions proposed by this strategy will aim to benefit everyone living on the Island, any evidence-based approach to delivering improvement must take account of the differing needs and aspirations of the different communities that make up the Isle of Wight. Understanding the starting position, strengths, challenges and priorities of more local areas is just as important as defining priorities for the Island as a whole as these merely represent an accumulation of the needs of the different areas.

Defining the distinct areas of the Island is fraught with difficulty as people place a strong attachment on their sense of place, their town or village not necessarily recognising it may act as a hub for services or economy for a range of smaller settlements which as result comprise a larger population. It is this critical mass of population that informs an area regeneration approach.

A sufficient size population to create a local economy, buying and selling of local goods services, local trading and business premises. A size of population that provides sufficient scale for the planning and the customisation of public services. A range of land areas that is able to provide for the needs of future growth locally and on the Island as a whole.

Understanding the needs of these distinct areas is particularly important for deciding on planning policy, how many homes and what type of housing does a specific area need for the future as compared to what it has already, what supporting infrastructure is needed in terms of schools, health care, green space and business premises. Best of intelligence on these issues needs to inform future key policies in an updated Island plan.

Populations of 30,000 provide sufficient critical mass to consider these issues. When considering the Isle of Wight, its existing population distribution and the specific geography and character five key areas identify themselves:

Ryde

And its wider immediate area including villages such as Bembridge, St. Helens, Seaview and Brading

The Bay

Sandown, Shanklin and Lake but also the smaller settlement of Ventnor and adjacent villages

West Wight

Mainly rural but with Yarmouth and Freshwater as hub settlements

West Medina

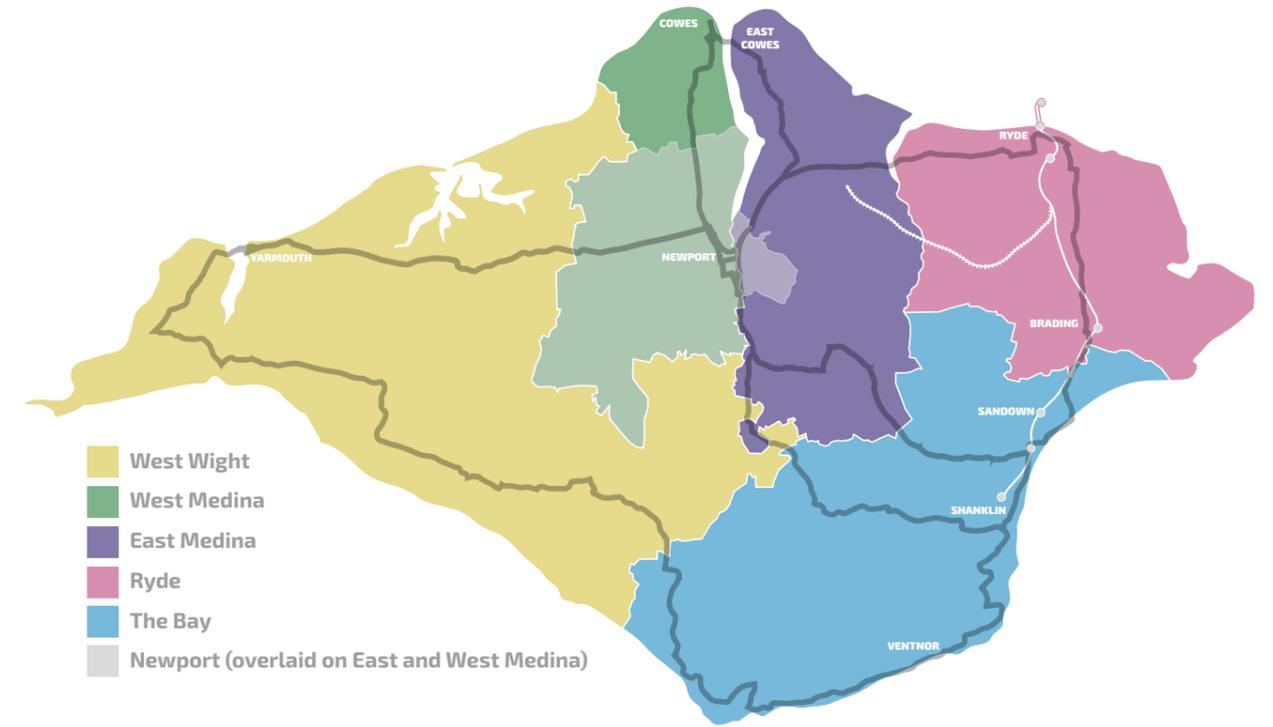
Cowes, Gurnard and Northwood and settlements in and to the West of Newport

East Medina

East Cowes and settlements in and to the East of Newport

The role of Newport as the Island's commercial, business and civic hub and the range of development opportunities in and around the county town afford it specific attention as a distinct area overlaying the southern ends of both east and West Medina.

Appendix 1 shows the area profiles and an overview of local data
Appendix 2 shows the current local priorities in each area



Why is area regeneration important?

The key aspect of area regeneration is that is undertaken in partnership with town and parish councils, communities, businesses and the local voluntary and community organisations. Many areas have towns that have taken time to develop their own plans and strategies, some of which have a statutory role in the planning process. These set out what local people have determined to be the key issues affecting their area and priorities or policies for addressing them. The regeneration programme will seek to support these areas realise their ambitions. Other parts of the Island may not have undertaken a recent conversation with their community or have not yet developed a co-ordinated plan and the regeneration programme has extended the Island conversation, *Wight We Want*, into these areas towards identifying local priorities. Extending the coverage and resulting impact to achieve the 30,000 population threshold, initial work is focusing on developing “area profiles” which identify some key issues for further discussion and some early priorities for the programme to support in developing a response.

Understanding what happens at a local level is really important in shaping conversations about the larger regeneration picture with local people. It is unacceptable to introduce a large scale regeneration project in a locality without looking at how the new development will meet the needs of those it will most locally affect. By engaging at a more local level, the regeneration programme will be able to ensure that interventions are focused and local people can see their aspirations reflected in new development and their priorities are addressed.

As well as this, small, local regeneration interventions are often the catalyst for full scale change and can potentially bring more value to a local area than a large, ‘shiny’ intervention. It is these small scale projects that the programme will support and enable so regeneration is both a bottom-up and a top-down suite of activities.

How does this link to delivering the council's main outcomes and links with other departments and partners

Most areas of the Island contain a strategic regeneration priority which needs to evidence how it will improve the prosperity and quality of life for people that live in that area. If the strategic opportunity is to be successful delivered it will need to be integrated with a shared consensus of what local priorities are and how the project will contribute to achieving them.

The direction of travel for integrating health and social care in three locality hubs, understanding the sub island position of key socio-economic data, and the local asset base (human and physical) for addressing key issues is vital to securing a sustainable regeneration plan for each area. All council services will be challenged to work in partnership at an area level prioritising resources to address area needs and priorities.

It is worth noting that on the Island, the Health and Well Being board has split the Island into three areas for the development of more integrated health and social care infrastructure. These areas are not co-terminus with the five identified regeneration areas however, this strategy seeks to acknowledge the close working relationship and in particular the link at a local level between the work through the OPE programme to develop two new locality hubs in Sandown and Newport. Working with our NHS partners and reviewing all land holdings and key service provisions, these 'areas' will benefit from improved service provision and we will be able to link other regeneration projects into these.

What are we planning to do?

Following analysis of the *Wight We Want* survey results and the ongoing I workshops in each area, the regeneration programme has committed to continuing the area conversation at quarterly intervals. We will rerun the *Wight We Want* survey regularly to reset priorities and ensure we continue to deliver projects that help achieve local ambitions.

At the time of writing this strategy, the key ambitions across the localities ranged from ensuring better quality and paid jobs through to improving the way in which local people are able to influence decision making. Priorities also included raising the aspirations of young people and rebalancing the demographic by encouraging young people to stay on the Island post 18.

Across a number of areas, revitalising derelict buildings and protecting the Island's heritage are also seen as important. Building this thinking into taking forward our regeneration schemes will ensure best consideration is given as to how local heritage can be built into the fabric of change. All localities have a different view on what is important in terms of cultural heritage and therefore it is right that these issues are addressed at a local level. Ryde has a beautiful Victorian architecture history, much of which is still visible today and protecting that and enhancing it is key to local people. In Cowes, the heritage is marine or sailing related and how we weave the history and stories relating to boats and water into the regeneration plans in that locality will be vital to bringing the local population with us.

We will be supporting local town and parish councils as well as other community groups or even local businesses to develop and implement local projects to support area-led regeneration. By way of an example, The National Poo Museum is taking on a local heritage site and bringing it back into use with S106 funding secured through permitting development within the locality.

Key actions for 2018-2030

- Work with all area stakeholders to deliver action on agreed regeneration priorities
- Use area performance infographics to help clearly inform regular reports of progress in tackling key issues.
- Collate existing consultation and engagement data held by Town and Parish councils and work undertaken to develop Area action plans to feed into emerging Island Plan
- Publish and update Area Data profiles every 3 years to help inform policy and service delivery and provoke debate on what needs to be done to improve quality of life
- An ongoing engagement programme using various media to continue the *Wight We Want* conversation
- Building capacity in local areas for area partnerships to take ownership of tackling their own challenges harnessing the contribution of the public, private and voluntary sectors
- Support for up to five projects per area over the lifetime of this strategy

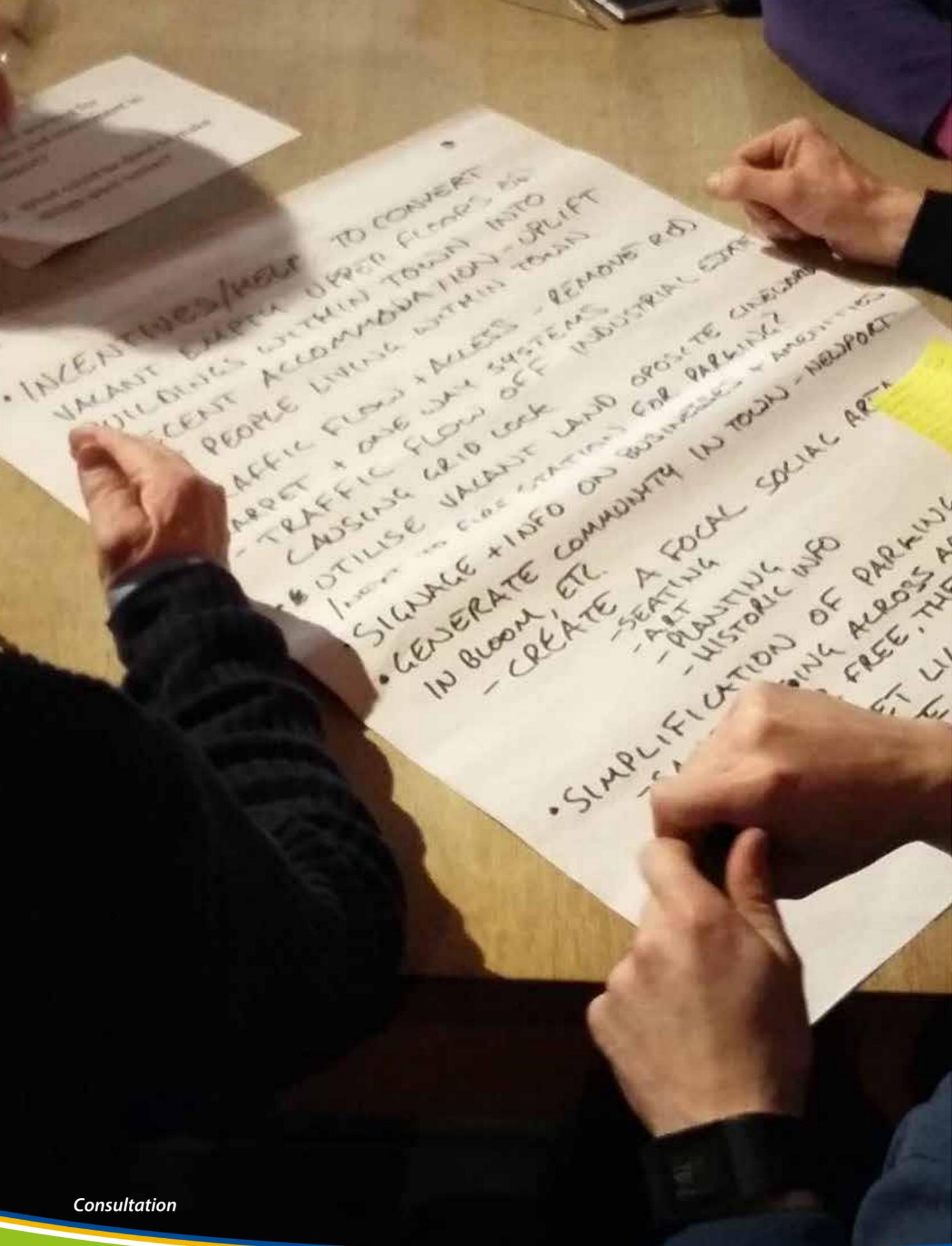
Case study: Battery Gardens

In 2017, the National Poo Museum approached the regeneration team with a plan to bring new uses into the Sandown Battery site. The site has been derelict for some time and is subject to vandalism costing the council money in upkeep and security. Luckily, the project matched the requirements for some identified S106 monies from a nearby development and work on site has begun. The team also held a successful crowd-funding initiative to engage the local community in the project. When completed, the museum will have a new permanent home alongside a cliff path café and public toilet facilities. This local project, led by a local group and using S106 funding is a great example of meeting the identified priorities for the Bay area – bringing life back into a derelict building and raising aspirations in the local community to engage with improving their local area.

Consultation questions

- **Does this strategy adequately capture what we mean by 'Area Regeneration' on the Isle of Wight? If not, which areas should be further clarified?**
- **Do the key actions seem achievable and deliverable? If not, which actions should further thought go into and why?**
- **Thinking about you/your organisation/company/group/other, how can you help deliver on the ambitions set out for regeneration at an area level on the Island?**

**Please add any additional thoughts you may have on this section.
Submit your feedback online via iwightinvest.com**



COMMUNICATIONS, ENGAGEMENT AND PARTNERSHIP WORKING

Probably the most crucial element of delivering this strategy is how we engage with relevant stakeholders, local communities and potential investors! It is vital that we communicate our successes and build confidence with the community and investors in our ability to lead and deliver on this agenda.

A dedicated communications resource is now a part of the team and we will be developing a communications and engagement strategy to sit alongside this strategy. Already, a number of new channels of communication have been opened up through the *iweightinvest.com* website, a twitter channel, a series of excellent and topical conferences and good quality interaction at a face-to-face level.

We will seek to continue this level of engagement and build momentum as projects deliver. There is a need to engage and communicate about the ambitions of the programme as a whole, the various strands of the programme and then each individual project. Each of these will have bespoke plans to suit the relevant stakeholders involved.

As part of the communications to the wider investment and development community, we will work closely with our partner organisations to 'sell' the Island as a great place to grow up, live, work and invest. The Chamber of Commerce have launched a vision to increase economic and social well being (link) which this strategy seeks to support and have developed a new updated website aimed at attracting new business to the Island. Visit Isle of Wight has a key role to play in marketing the Island as a top holiday destination and using the tourism levy (D-BID) funding to support this. We will be working closely with these partners to further develop the Island's branding to the wider world

Our biggest challenge may be Islanders themselves. Years of no key developments, loss of businesses and therefore work opportunities and under-performing schools have left many Islanders negative in their views on the future of the Island as a place for young people to grow up and experience great life opportunities. This programme aims to change that and through a series of positive media messages and positive engagements with the community, supported by delivery of key projects, we aim to bring the population along with us on this journey.

We will rerun the *Wight We Want* regularly to ensure this strategy and the associated action plans are still in tune with local aspirations and hold regular conferences on key topics to maintain the level of enthusiasm and engagement that has occurred throughout the first year of the programme.

Consultation questions

- Does this strategy set out a clear picture of how important engagement is in delivering on the ambitions? If not, what should the strategy say about engagement to ensure it is clear how important this is?
- How do you currently engage in the regeneration conversations?
- How would you like to be involved/engaged/informed?

Please add any additional thoughts you may have on this section.
Submit your feedback online via iweightinvest.com

MONITORING AND EVALUATION

Understanding what's working and what isn't will be vital to directing effort and resources in the right places as the regeneration strategy moves into implementation.

A monitoring and evaluation framework will support all stakeholders in tracking progress and measuring impact across the range of regeneration programme projects. Each programme tranche and project within it will use the best evaluation to suit its objectives. Examples of the type of tools that could be used include community impact modelling (supporting strategic business case development), Social Return on Investment (SROI), Local Multiplier 3 (LM3), Community Benefits Tools, Baseline Toolkits such as Atmosphere, Landscape, Horizon and Results Based Accounting (RBA).

- At a corporate and programme level the following will form the basis of reporting to members and the general public
- Happy City index (Health and Well being strategy)
- Place Standard
- Programme level outcomes and measures
- Project outputs
- Isle of Wight Corporate Plan 2017-2021
- Independent programme evaluation support (Portsmouth and/or Solent Universities)
- Island Planning Strategy monitoring

RESOURCING REGENERATION

To achieve the ambitions set out in this strategy, the council invested significantly in a new regeneration directorate. This initial upfront investment is being used to fund the appropriate expertise required to support delivery. This is happening in a number of different ways:

IWC council staff

Years of austerity has meant that human capital in the authority is stretched. Recognising this, the regeneration team has invested in key posts across a range of key disciplines such as planning, legal, procurement and communications to help support the delivery of this ambitious change in direction for the council.

Partner organisations

We continue to forge close working relationships with partners, sharing expertise, knowledge and resources where we can. We work closely with the NHS, Chamber of Commerce, Solent LEP, Community Action IW, Age UK and many other key local groups.

Town and parish councils

Through the area regeneration work, this strategy aims to enable and support local town and parish councils to deliver their local priorities.

Strategic development partner/s

The scale of ambition is simple too big to 'go it alone' and the fact that the council no longer has all the skills and expertise (or the available funding) to take a number of the ambitions forward, we will be seeking to identify appropriate strategic partners. The council is already working through its LLP Joint venture Company with Public Sector Partnership (PSP) to bring forward sites.

Volunteers

The Island has a great track record of volunteering and champions a community spirit that is hard to rival. Working with business owners and community members to discuss challenges and develop solutions will be key to adding capacity to our ability to affect change

But it's not just human capital that is required. Regeneration requires significant financial investment at all stages of a project. The council does have some access to funds but there are a variety of avenues to be explored to access funding. The list below is not exhaustive but gives a flavour of the range of financial opportunities that are available:

- Revenue recycling from regeneration projects
- Contributions secured through the planning process
- Partner development finance
- Equity investment funds
- IWC PWLB borrowing
- Solent LEP growth fund
- UK Government - national productivity and investment funds,
- Lottery funding, charitable trusts
- 100% business rates pilot - growth and productivity pot

APPENDIX 1: AREA PROFILES

Area Regeneration Plan: West Wight

West Wight

The West Wight regeneration area covers the largest part of the Island yet is the smallest in terms of population. The wards situated within the West Wight include: Freshwater North; Freshwater South; Totland; West Wight and Central Wight.

Key statistics

- Population of 14,400
- Highest rate of self-employment (14.5%)
- Over half of houses owned outright (52.5%)
- Lowest levels of renting (10.5%)
- Highest levels of retired people (27.8%)
- More than one in every four residents long term sick or disabled (25.5%)

Priority issues from consultations

- Young people leaving the Island
- Cycle ways
- Pressure on Primary Care

Housing needs

West Wight has the lowest levels of renting and over half of the houses in the area are owned outright.

57% disagreed/strongly disagreed with the statement 'People are able to afford the property they want in the place they want to live.'

The fact that there is no supported housing for under 55s was highlighted as an issue at consultations along with the supply/affordability of housing and the need for smaller houses/bungalows to downsize to.

Infrastructure imperatives

48.6% disagreed/strongly disagreed with the statement 'Transport options enable me to do the things I want to do.'

Transport issues highlighted at consultations included expensive bus fare; more support for the FYT bus; cost/frequency of transport and difficulty getting to jobs because of transport.

At consultations attendees said they would like to see car sharing schemes, more cycle routes, electric charging points and free or cheaper parking.

Known proposals

91.11% voted in favour of the Freshwater Neighbourhood Plan which involves shrinking of the High Street; improvements to parking; more employment sites and tourism related development.

Area Regeneration Plan: The Bay

The Bay

'The Bay' is located to the South East of the Island and is made up of the towns Ventnor, Shanklin and Sandown. The wards situated within The Bay include: Arreton and Newchurch; Chale, Niton and Whitwell; Lake North; Lake South; Sandown North; Sandown South; Shanklin Central; Shanklin South; Ventnor East and Ventnor West. The area has a population of 35 600, which is the highest out of all five regeneration areas.

Key statistics

- Second highest proportion of long-term sick or disabled residents (24%)
- Highest proportion of residents with no qualifications (24.3%) or qualifications to level 1 (14.6%)
- Lowest proportion of people qualified to level 4 and above (19.9%)
- 6,245 children in child benefit families
- 1,445 children in poverty (23.3%)

Priority issues identified in public consultations were:

- The need for high quality jobs- high speed connectivity/university
- Lack of aspiration- involvement of young people in decision making; local jobs/training
- Regeneration- contribute to the Island USP for visitors; make use of empty shops

Housing needs

- 17.9% of respondents to the *Wight We Want* survey stated that they would like to see improved access to housing/more affordable housing in The Bay. 10.3% stated that finding affordable housing was their biggest concern for the immediate future.
- The following potential objectives were scored in terms of support from 1 to 10 (10 being the highest):
 - Affordable rents- average score of 7.5
 - Development of Brownfield sites and above shops- average score of 9.5
 - Change of use to free up appropriate housing stock- average score of 7
 - Rebuilding higher over shops for views- average score of 2

Infrastructure imperatives

Public concerns regarding infrastructure included traffic flow and circulation; parking availability and cost; accessibility of pier, marina and beach; derelict buildings and peak season travel costs.

The following potential infrastructure objectives all scored 10 in terms of support:

- Improve current station facilities and service
- Rail service linked to the seafront
- Undertake accessibility improvements to the stations
- Review options for improving bus circulation and efficiency
- Onward connectivity via road and water from Bay area

Objectives that scored 9 in terms of support were:

- New car park out of town, including provision for coaches and a 'park and ride' interchange
- Develop 'Bay' as a location on signage

Known proposals

- **Shanklin Spa.** Landmark development and high quality hotel and leisure opportunity
- **Sandham Middle School.** Extra care housing development opportunity
- **Dinosaur Isle investment.**

Area Regeneration Plan: West Medina

West Medina

The 'West Medina' regeneration area covers both West Cowes and part of Newport. The wards situated within this area include: Cowes North; Cowes Medina; Cowes West and Gurnard; Cowes South and Northwood; Parkhurst; Newport Central; Newport West; Newport South and Carisbrooke.

Key statistics

- Population of 34,000
- Highest number of mortgages (33.8%) and private rental (17.2%)
- Lowest number of houses owned outright (35.5%)
- Second highest proportion of long term sick or disabled residents (24%)
- Two thirds of residents are economically active (66%)

Housing needs

60.1% of respondents in West Medina disagreed/strongly disagreed with the statement 'I feel valued as a member of my community'.

50.4% agreed/strongly agreed with the statement 'People are able to afford the property they want in the place they want to live'.

Only 22% said that they would like to see better access to moving/more affordable housing

In public consultations it was suggested that smaller, carefully considered affordable housing may have the potential to attract young people/graduates to stay/reside here.

Infrastructure imperatives

The most common free text response to 'What is your biggest concern for the future?' was affordable access to the mainland, and the second most popular was reliable access to the mainland.

54% of respondents to the survey said that they would like to see improvements to transport.

In public consultations, suggestions included making parking free for one to two hours at the Parade/in the centre of Cowes to encourage shopper footfall, better management of speed limits, more cycle access and more footpaths/bridleways.

Known proposals

- **Camp Hill.** Suitable for residential/commercial/community/social infrastructure space. Large green field site, strategically located between Newport and West Cowes, within the Medina Valley Key Regeneration Area.
- **Medina Yard.** Marine related employment, mixed use and residential and public realm
- **BAE-Ascensos/potential business innovation centre**

Area Regeneration Plan: Ryde

Ryde

Ryde is a seaside town situated on the North East coast of the Island. The regeneration area is made up of Ryde, Seaview and Bembridge and the wards within this area include: Binstead and Fishbourne; Havenstreet, Ashley and Haylands; Brading, St Helens and Bembridge; Nettlestone and Seaview; Ryde East; Ryde North East; Ryde North West; Ryde South and Ryde West.

Key statistics

- Population of 35,400 which is the second largest of the five regeneration areas
- 6,500 children in child benefit families
- 1,435 children in poverty (22%)
- Highest level of households in fuel poverty (10.4%)
- Second highest number of pension credit households 60+ (1,760)
- 308 JSA claimants

Priority issues identified in public consultations were:

- Large empty buildings
- Greening Ryde
- Youth provision in Ryde

Housing needs

19.8% of respondents from Ryde stated that they would like to see improvements regarding access to and affordability of housing in the *Wight We Want* survey. 55.1% of respondents disagreed/strongly disagreed with the statement 'People are able to afford the property they want in the place that they would like to live'.

Suggestions made at consultations included building smaller and more affordable houses; more council houses and building high quality houses. Some attendees were also in favour of converting some empty buildings e.g. Vectis Hall into residential development/restaurants with apartments above to fund.

Infrastructure imperatives

54% of respondents to the *Wight We Want* survey stated that they would like to see improved/more transport.

Targeted use of free parking and access to more parking facilities were suggestions made by the public at consultations, along with pedestrianising Ryde High Street, affordable public transport for young people and more accessible cycle ways.

Known proposals

- **Ryde Nicholson Road.** Expand the capacity of the adjacent Ryde Business Park. Site allocated primarily for employment use, providing industrial and office space to meet business growth requirements on the Island
- **Ryde Gateway.** Flagship regeneration of the main gateway to the Island. Development for retail, commercial and tourism. A series of land parcels strategically located between the landing point of ferries and hovercraft from Portsmouth, Ryde Town Centre and stunning Ryde beach. Improve transport interchange.

Strategic projects

- #WDYT campaign launched- encouraging businesses in Ryde to become more active on social media to increase footfall in Ryde Town Centre.
- Project group meetings taking place focusing on key priorities.

Area Regeneration Plan: East Medina

East Medina

'East Medina' refers to the North East part of the Island, including East Cowes and parts of Newport. The wards situated within the East Medina regeneration area are: Arreton and Newchurch; Haven Street, Ashley and Haylands; East Cowes; Newport East; Newport North; Whippingham and Osborne, and Wootton Bridge.

Key statistics

- Highest proportion of residents in full time work (34.2%)
- The top concern for the immediate future was 'having enough money to live on' (34.9%) and the second was access to healthcare services (31.7%)

Priority issues from consultations

Regeneration of East Cowes

- '15 years of degeneration'
- Previous regeneration plans have not come to fruition
- No space- all gone to houses
- More community facilities for East Cowes
- Town centre needs more shops and cafés
- Make East Cowes more of a destination
- Farmer's market
- Red Funnel have out grown East Cowes- relocate out of town
- Relocate out of town

Pressure on primary care

- "One practice and not enough staff/Daisy bus has to be privately funded"

Housing needs

53.8% of respondents disagreed/strongly disagreed with the statement 'People are able to afford the property they want in the place they want to live'. Only 18% said they would like to see better access to/more affordable housing. At public consultations, concerns related to housing included the following:

- No space- all gone to housing
- Not enough affordable housing stock to buy
- Not enough 4 to 5 bedrooms and housing is too high density
- Need survey on holiday homes- increase in council tax
- Houses are being built without looking at needs of the community (social, green space etc.)

Infrastructure imperatives

60% of respondents said that they would like to see more of/improvements to transport.

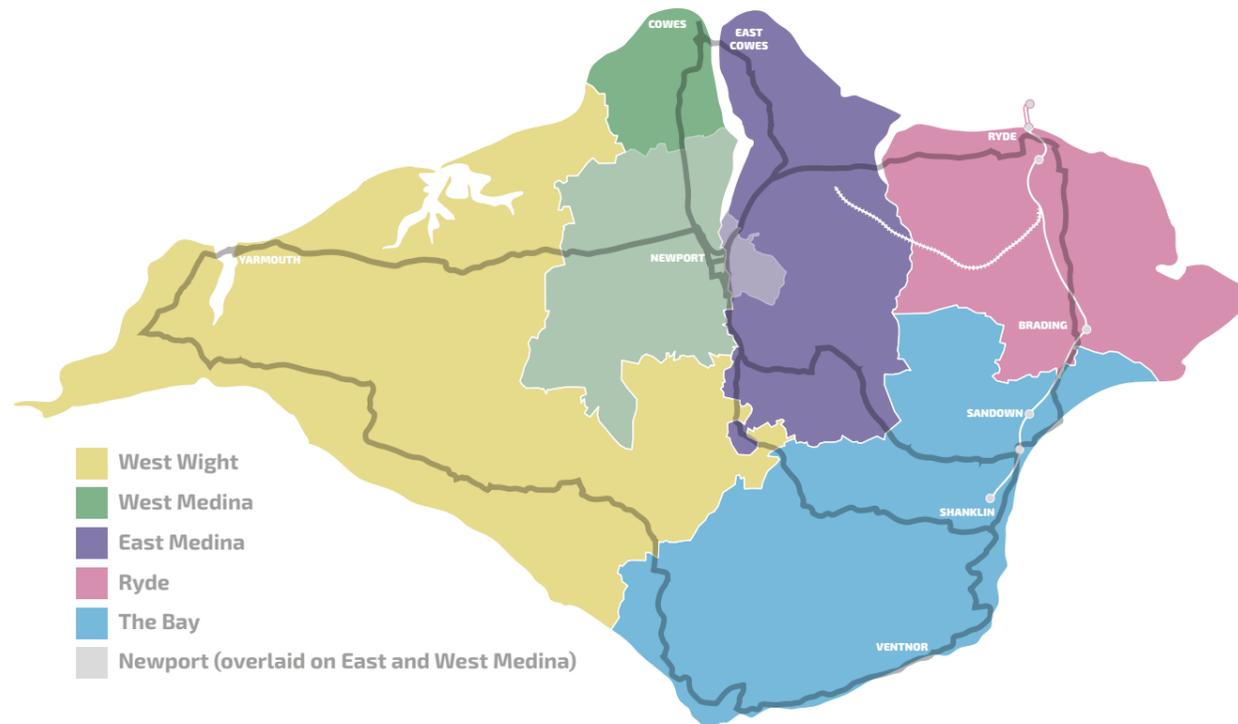
63.5% disagreed/strongly disagreed that there are enough cultural attractions

57.5% of respondents disagreed/strongly disagreed with the statement 'transport options enable me to do the things I want to do'.

The most common free text response to the question 'What is your biggest concern for the future?' was 'cheaper reliable mainland access.'

During consultations, infrastructure related issues identified by attendees included: the floating bridge, singular road in and out of East Cowes, Red Funnel outgrowing East Cowes, the council not enforcing adoption of roads, not enough parking and traffic restrictions.

APPENDIX 2: AREA REGENERATION - KEY PRIORITIES AND ACTIONS



WEST WIGHT	Priority	Priority	Priority
	'Young people leaving the Island'	'Pressure on Primary Care'	'Improving cycle ways'
	Project group The project group discussed a potential link with Bournemouth University specialising in Arts and Film. The West Wight has ideal filming locations and an easy link to Bournemouth via the Yarmouth Ferry. The project group identified a number of local contacts that have links with Bournemouth or expertise in arts and film.	Project group The project group looked into ways of encouraging and helping people to use GP and NHS online services. The group are going to recruit volunteers to offer help and support at the local community centre and speak to the GP practise about possible posters or leaflets.	Project group The group discussed ways in which they could gain support for improving cycle routes around the West Wight and potentially into Newport.
NEWPORT	Priority	Priority	Priority
	'Making Newport a destination and celebrating identity'	'Navigation around Newport'	'Building better connections between people who live and work in Newport and the decision makers'
	Project Small scale improvements to the town included street art and improvements to public spaces	Project Road signage and better navigation to car parks	Project A single point of contact or a town centre champion

RYDE	Priority	Priority	Priority
	'Bringing large empty buildings back into use'	'Greening Ryde'	'Youth Provision in Ryde'
	Project group The project group met on the 30/5 to discuss potential uses for empty Ryde buildings. Ryde Theatre was the initial focus of the group and the group discussed their individual strengths and expertise which could help contribute to the success of the project.	Project group The project group felt that planting was integral to improving the interchange. Objectives included making the interchange welcoming to visitors and giving a flavour of what the Island has to offer, and tackling vandalism.	Project group The project group felt that outreach to young people was a key step in tackling this issue. The group suggested consultations with young people that take places in times and places convenient for YPs rather than typical meeting spots e.g. skate park, bus shelter
THE BAY	Priority	Priority	Priority
	Regeneration (infrastructure, public realm, community, parking etc.)	High quality employment	Raising Aspirations
	Project group 1 One project group focused on tourism in the Bay. The project aims included promoting cycle routes, investment into jetties and a park and ride scheme.	Project group The group discussed drop moorings to attract high spending visitors, fenders and digitally enabled marina services to create jobs. The group planned to look into potential environmental obstacles before they next meet.	Project group 1 The aims of the project group are to link young people and local companies. They identified running businesses in schools and facilitating business workshops through creative partnerships projects as ways that this can be achieved. The group planned to contact 'Bay champions' before the group next meets.
	Project group 2 Another project group focused on sustainable transport. Aims of this project were to look into Rickshaw franchises, cycle hubs, jetties and shuttle buses.		Project group 2 Maximising the employability of young people by broadening horizons over a 6 month period. The group discussed an Isle of Wight version of the National Citizenship Service.
EAST MEDINA	Priority	Priority	
	Regeneration of East Cowes Redevelopment of esplanade for community use		
	Project group Meeting scheduled 31/5	Project group Meeting scheduled 31/5	
WEST MEDINA	Priority	Priority	Priority
	'Pressure on Primary Care'	'Lower than average wage'	'The need for a good education system'
	Project group Priority in this area is to find ways for more people to engage in identifying and delivering priorities	Project group	Project group

APPENDIX 3: ACTION PLAN

Programme Tranche	2018/19	2019/20	2020/21
Physical Regeneration	Feasibility and OBC <ul style="list-style-type: none"> Modular Housing Test Site Barton School Weston School Complete FBC <ul style="list-style-type: none"> Nicholson Road Building 41 Sandown Town Hall Dinosaur Isle Pyle Street FBC Sandham Middle School Masterplan for Newport Harbour Complete refurb of Rangefinder and sheds Complete Bay area masterplanning exercise Planning permission for redesign of Pier Street Toilets (disposal) Start on Site: Pier Street Toilets Ryde Village	Feasibility and OBC <ul style="list-style-type: none"> Ryde Esplanade Branston Farm Complete FBC <ul style="list-style-type: none"> Sandham Middle School Shanklin Spa and car parks Start on site <ul style="list-style-type: none"> Nicholson Road Sandham Middle School Island Independent Living Modular Test site Sandown Town Hall Identify development partner/investment partners to take forward Newport Harbour Identify development partner for Dinosaur Isle and surrounds	Feasibility and OBC Start on site: <ul style="list-style-type: none"> Newport Harbour Dinosaur Isle and surrounds redevelopment
Infrastructure	Develop portfolio of growth pipeline business premises – the development of Building 41 Innovation hub and Rangefinder Campus Flood defence and remediation works Identify funding for a cross-Medina link feasibility study Seek funding to enhance private sector full fibre investment in non-commercial locations Continue a structured programme of cycling and walking improvements Develop a comprehensive Island Infrastructure Improvement Plan	Develop and implement externally-funded works works to open up regeneration sites in and around Newport and ease congestion in the town. Energy network enhancement – InteGridy project and delivering on-site energy solutions for major developments Develop portfolio of growth pipeline business premises – the development of Ryde Nicholson Road, Kingston Marine Park, Medina Yard marine zone	
Public sector assets as pump primers	Complete Pyle Street FBC Strategic asset review to enable asset management plan to be established Rolling high level viability studies on public-owned and unused buildings	Complete OBCs for: Joint Blue Light facility Community hub for Newport Community hub The Bay Asset management plan in place	

Programme Tranche	2018/19	2019/20	2020/21
Housing	Identify a modular Housing test site and identify delivery organisation Establish appropriate mechanism for owning, managing and developing housing in the future Support the delivery of Ryde Village Island Independent Living Scheme Planning permission for Sandown Town Hall to convert to residential and complete FBC	Start on site with modular test site Mechanism is set up and mandated to enable delivery of housing Ryde Village completed by February 2020 Start on-site with redevelopment of Sandown Town Hall	
Skills and Business Development	Digital Strategy published HE steering group established to drive forward HE ambitions Annual Youth Conference 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	Annual Youth Conference HE Feasibility study completed with clear set of recommendations	Annual Youth Conference
Area Regeneration	Engage Newport Town Centre Manager to take forward Shaping Newport recommendations Enable delivery of a 'Shaping Ryde' approach to future town planning Quarterly area workshops Battery Gardens and TNPM project complete Identify at least two other area-based projects Complete Bay masterplanning work	identify method for resourcing 'Shaping Ryde' recommendations Enable delivery of a 'Shaping the Bay' approach to support masterplanning work Quarterly area workshops Delivery on previously identified area projects Identify at least two other area-based projects	Redo <i>Wight we Want</i> survey to enable refresh of area data profiling Engage Bay Town Centre Manager (or similar) to take forward 'Shaping the Bay' recommendations Quarterly workshops Delivery on previously identified area projects Identify at least two other area-based projects Enable delivery of 'Shaping' <ul style="list-style-type: none"> West Wight East Medina, or West Medina



Isle of Wight Regeneration Strategy

DRAFT: VERSION 6

June 2018

Isle of opportunities *delivering regeneration*

If you have a visual impairment or need help understanding this document please contact us on (01983) 821000 and we will do our best to help you.