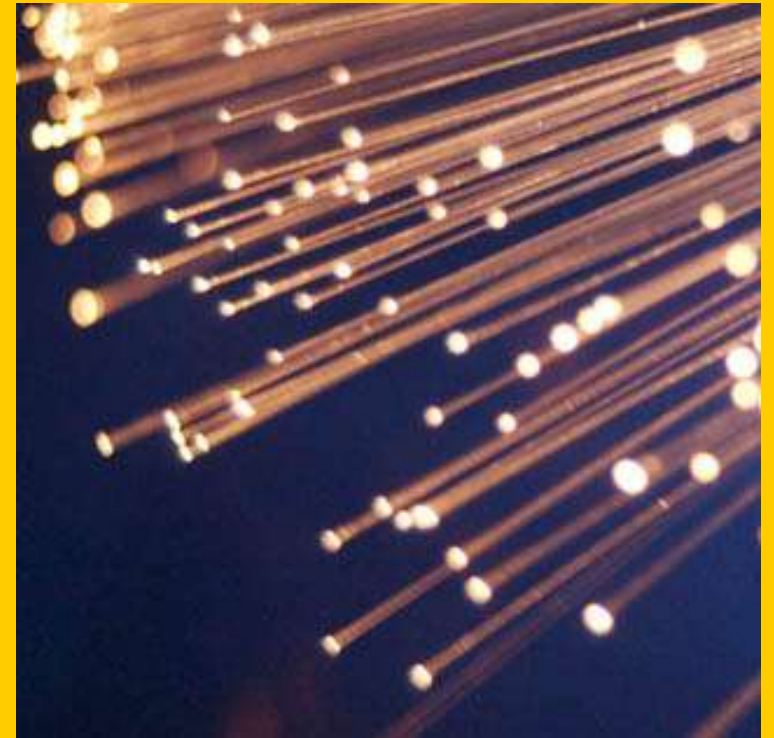




**ECONOMIC DEVELOPMENT  
DELIVERY ACTION PLAN  
2010/11 to 2012/13**



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## Summary

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	<b>Isle of Wight Council led actions</b>
1.1	Attract potential inward investors
1.2	Attract academic research, innovation and potential inward investors
1.3	Support new starts & high growth businesses
2.1	Ensure appropriate employment land provision within the Local Development Framework
3.1.1	Champion workforce development plans
3.1.2	Develop a PFI skills group
4.1	Promotion and expansion of renewable energy activities
4.2	Reducing the Island's ecological footprint
5.1	Encourage the development of Next Generation Broadband Infrastructure
6.1	Identify key target market segments, based on the Island's unique tourism offer
6.3	Develop clear and distinctive offers for Ryde, the Bay and rural areas
	<b>Solent Innovation and Growth Team (SIGT) led actions</b>
1.4	Support for business networking
	<b>Isle of Wight College led actions</b>
3.1.3	Deliver higher level skills provision
	<b>Skills Funding Agency &amp; Jobcentre Plus led actions</b>
3.1.4	Integrate employment & skills support
	<b>Chamber of Commerce Industry &amp; Tourism led actions</b>
6.2	Link tourism quality assurance to workforce development planning
6.4	Turn Festival, event visitors and day trippers into longer stay visitors

# 1. Key Actions - Business

## 1.1 Attracting potential inward investors

Purpose: To create additional sustainable employment on the Island

Targets	2010/11	2011/12	2012/13
Investment enquiries achieved through the guidance and advice package	20	40	40
Number of businesses helped through the investor support package	10	20	20
Visits to IOW by prospective investors from enquiries generated	5	10	15
Cumulative number of new jobs secured	30	300	500
Increase number of citations in Marketing and PR activity (media reports) on IOW inward investments at regional and national levels	10	20	30

Key Activity Areas	Lead Org/s	Target Date	Funding Source
1.1.1 Establish inward investment team and support process	IWC	Mar 10	Inplace contract with IWC
1.1.2 Briefings to businesses, events attendance, information exchange with partners and launch of 'total solutions' package	IWC	Mar-Jun 10	Inplace contract with IWC
1.1.3 Marketing materials, prospectus and website design development and operational launch of website support package	IWC	Mar-June 10	Inplace contract with IWC
1.1.4 Rolling programme of business investor engagement 2010-12	IWC	2010-2012	Inplace contract with IWC

**Attracting potential inward investors**



Purpose: To create additional sustainable employment on the Island

<b>Key Phases of the Activity Areas – 2010/11</b>		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>1.1.1 – Establish inward investment team and support process</b>					
i	IWC and Inplace to appoint inward investment team and secondee/placement position to assist with database and CRM development	[Hatched]			
ii	IWC and Inplace to formulate an enquiry handling and client management process from first engagement to actual investment	[Hatched]			
iii	IWC and Inplace to set up and populate databases and CRM systems of both local companies and potential inward investors	[Hatched]			
<b>1.1.2 – Briefings to businesses, events attendance, information exchange with partners and launch of ‘total solutions’ package</b>					
i	IWC to start regular quarterly e-newsletter briefings on inward investor and business support activity and opportunities	[Hatched]			
ii	IWC and Inplace to review IWC attendance at SE business-related events (to include conferences, breakfast briefings and workshops) and to provide a schedule of forthcoming opportunities and potential attendees	[Hatched]			
iii	IWC to launch a ‘total solutions’ package of investor support		[Hatched]		
<b>1.1.3 – Marketing materials, prospectus and website design development and operational launch of website support package</b>					
i	IWC and Inplace to commission website design covering inward investment and business support and associated support package	[Hatched]			
ii	IWC and Inplace to launch website and associated support package		[Hatched]		
iii	IWC and Inplace to commission marketing materials for business support and inward investment including an inward investment prospectus		[Hatched]		

**Key Phases of the Activity Areas – 2010/11**

Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
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**1.1.4 – Rolling programme of business investor engagement 2010-2012**

- |    |  |   |  |  |
|----|--|---|--|--|
| i  | IWC and Inplace to establish a programme of targeted investor engagement with a focus on key companies in core sectors with an initial focus on renewables, particularly tidal and wind power firms and their supply chain.                    |  |  |  |
| ii | IWC and Inplace to target investors in sectors including: aerospace/defence including composites; advanced manufacturing/marine; construction including highways; and tourism.<br>[See also 3.1.1 in plan re: establishment of sector groups]. |  |  |  |

## 1.2 Attracting academic research, innovation and potential inward investors

Purpose: To link the manufacturing tradition of the Island to its potential as an R&D and testing base for innovation and new technologies, especially in key sectors such as renewable energy and composites.



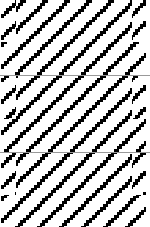




Targets		2010/11	2011/12	2012/13
Number of IOW proposals featuring in RDA sector activity		10	15	20
Number of knowledge transfer partnerships (KTPs) established		2	3	4
Number of University spin-outs and research facilities locating on the Island		2	3	4
Increase in demand for higher level skills to narrow attainment gap with South East average (% demand)		100	150	200

Key Activity Areas	Lead Org/s	Target Date	Funding Source
1.2.1 Investment by local universities	IWC	2010	Universities/SEEDA
1.2.2 Engagement and investment in R&D facilities of other major research establishments	IWC	2010-11	Research Centres, Government Agencies
1.2.3 Technology/Science Park or other Research facilities	IWC /SEEDA/Universities	Mar-June 10	RDA/Private sector

## Attracting academic research, innovation and potential inward investors

Purpose: To link the manufacturing tradition of the Island to its potential as an R&D and testing base for innovation and new technologies, especially in key sectors such as renewable energy and composites.

Key Phases of the Activity Areas – 2010/11		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>1.2.1 – Investment by local universities</b>					
i	IWC and Inplace to develop ongoing dialogue with the University of Southampton, University of Portsmouth and Solent University senior management regarding the Universities overall interaction and investment potential with the Island.				
ii	IWC and Inplace to engage with the University of Southampton and planning departments with regard to renewable energy test sites development.				
<b>1.2.2 – Engagement and investment in R&amp;D facilities of other major research establishments</b>					
i	IWC to undertake a mapping exercise of key R&D and government research establishments linked to the core sectors, particularly renewables, with a view to potential test site development				
ii	IWC to work with SEEDA and SIGT and target the R&D potential from government and other major research establishments linked to the core sectors				
iii	SIGT to investigate and broker Knowledge Transfer Partnership (KTP) opportunities linked to regional universities				
<b>1.2.3 – Technology/Science Park or other Research facilities</b>					
i	IWC, Inplace and SEEDA to examine the potential development opportunities associated with the existing technology park near East Cowes				
ii	IWC and Inplace to conduct a feasibility study into the development and funding of an Island science park and R&D test facility linked to renewable energy sector activity and university links. [See also 3.2 below]				



### 1.3 Support for New Starts and High Growth Businesses

Purpose: To support and raise the level of entrepreneurship on the IOW particularly in high growth/value sectors and to support high growth businesses, especially those with a turnover of <£5m and 10-30 employees, to develop new products/services and markets.



Targets		2010/11	2011/12	2012/13
Increase % of new business starts		20%	40%	60%
Increase % of VAT registrations		10%	20%	30%
Key sector penetration (e.g. numbers of renewable energy projects developed) – projects per sector		1	2	3

Key Activity Areas	Lead Org/s	Target Date	Funding Source
1.3.1 Development of new start provision	Business Link	Mar-June 2010	Business Link
1.3.2 Development of Business Investor Network	Solent Innovation and Growth Team (SIGT)	Mar-June 2010	IWC / Inplace / SIGT
1.3.3 Demand and feasibility study for incubator	IWC	Mar-June 2010	IWC
1.3.4 Technology/Science Park or other Research Facilities	IWC, SEEDA Universities	July – Sept 2010	RDA / Private Sector

**Support for New Starts and High Growth Businesses**

Purpose: To support and raise the level of entrepreneurship on the IOW particularly in high growth/value sectors and to support high growth businesses, especially those with a turnover of <£5m and 10-30 employees, to develop new products/services and markets.

<b>Key Phases of the Activity Areas – 2010/11</b>		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>1.3.1 – Development of new start provision</b>					
i	IWC to work with Business Link to develop a targeted approach to new start support for core sectors.				
ii	IWC and Inplace to work with Business Link to establish a database of business enquiries linked to new start opportunities				
<b>1.3.2 – Demand and Feasibility Study for Incubator</b>					
i	IWC and Inplace to work with Isle of Wight Economic Partnership (IWEP) to promote the St Cross incubation facility				
ii	IWC and Inplace to undertake a feasibility study assess potential demand for additional incubation and new start facilities associated with educational developments				
<b>1.3.3 – Technology/Science Park or other Research facilities</b>					
i	IWC, Inplace and SEEDA to examine the potential development opportunities associated with the existing technology park near East Cowes.				
ii	IWC and Inplace to conduct a feasibility study into the development and funding of an Island-based world-class science park and R&D facility linked to renewable energy sector activity and university links. [See also 3.2 above]				

## 1.4 Business Networking

Purpose: To support growth businesses and major businesses perceived as 'employment multipliers'.








Targets		2010/11	2011/12	2012/13
Number of jobs safeguarded in major employers		100	100	100
Business network growth (members)		10	25	50

Key Activity Areas	Lead Org/s	Target Date	Funding Source
1.4.1 Mapping of key employer networks	IWC	Mar-June 2010	IWC
1.4.2 Development of Business Investor Network	IWC, SIGT	Mar-June 2010	IWC, SIGT, Private Sector
1.4.3 Engagement of Universities and Sector Specialists	IWC , SIGT, Universities	Mar-June 2010	IWC , SIGT, Universities

## Business Networking

Purpose: To support growth businesses and major businesses that are perceived as ‘employment multipliers’.

Key Phases of the Activity Areas – 2010/11		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>1.4.1 – Mapping of key employer networks</b>					
i	IWC and Inplace to map membership of existing employer-related and business networks on the Island and in the Solent region against key target sectors				
ii	IWC and Inplace to develop a key account relationship management process to engage with large Island companies with a view to understanding current and future development needs				
iii	IWC and Inplace to monitor and ensure IOWC involvement in existing business networks and events				
<b>1.4.2 – Development of Business Investor Network</b>					
i	SIGT, IWC, Inplace to initiate an island business investor network (IBIN) containing a group of people who are interested in the potential of Isle of Wight business opportunities and who have experience of and/or an interest in investing in, growing and selling businesses. The outcomes from this network could be mentoring / coaching / interim expert appointments as well as financial investment. SIGT to organise an initial event/dinner.				
ii	SIGT, IWC, Inplace to facilitate and administer the IBIN by providing information about the Isle of Wight and regional economy, access to interesting business opportunities, community leaders and arranging guest speakers and organising venues. An events schedule to be devised.				
<b>1.4.3 – Engagement of Universities and Sector Specialists</b>					
i	IWC and Inplace to invite participation of the Universities’ technical experts and business development officers in the BIN and encourage involvement with other Island networks				
ii	IWC, Inplace to engage with and develop a database of sector specialists in the core sectors who might be suitable for promoting inward investment or speaking on specialist areas to potential investor companies.				

## 2. Key Actions - Places

### 2.1 Ensure appropriate employment land provision within Local Development Framework

Purpose: To ensure that local economic development is not constrained by insufficient access to appropriate land and sites.

Targets	Indicative target outputs			
	2010/11	2011/12	2015/16	2025/26
Allocation and available supply of land for B1 employment uses	-	tbc end April 2010	tbc end April 2010	tbc end April 2010
Allocation and available supply of land for B2 employment uses	-	tbc end April 2010	tbc end April 2010	tbc end April 2010
Allocation and available supply of land for B8 employment uses	-	tbc end April 2010	tbc end April 2010	tbc end April 2010
New employment (jobs) delivered through appropriate land allocations	-	tbc end April 2010	tbc end April 2010	tbc end April 2010

Key Activity Areas	Lead Org/s	Target Date	Cost	Funding Source
2.1.1 Evidence planning policy framework	IWC and Inplace	May 10 for evidence base	Time requirements of key staff	Contracted officer and contractor time
2.1.2 Devise an employment land delivery framework	IWC and Inplace	End 2010	Time requirements of key staff	Contracted officer and contractor time

**Ensure appropriate employment land provision within Local Development Framework**

Purpose: To ensure that local economic development is not constrained by insufficient access to appropriate land and sites.

<b>Key Phases of the Activity Areas – 2010/11</b>		<b>Q1</b> Apr-Jun	<b>Q2</b> Jul-Sep	<b>Q3</b> Oct-Dec	<b>Q4</b> Jan-Mar
<b>2.1.1 – Evidence planning policy framework</b>					
i	IWC and Inplace to review employment projections based on respected employment projection data sources and local knowledge regarding key sectors and investment plans				
ii	Inplace to develop robust forecast ranges of employment land needs to cover the LDF period for different industrial uses and based on a number of scenarios, including the South East Plan.				
iii	IWC and Inplace working with Council contractors to review historical take-up and delivery of employment land allocations and suitability of sites on the Island				
iv	IWC and Inplace to review Medina study concerning viability of waterside employment sites.				
v	IWC and Inplace to consider most appropriate employment land allocations taking full account of scenario modelling, existing research base and understanding of private sector needs concerning the appropriateness and deliverability of sites.				
vi	IWC to engage with key stakeholders about the Core Strategy and new evidence base and employment land allocations				
vii	IWC and Inplace to review comments and any additional research before finalising approach to employment land allocations in the Core Strategy				
<b>2.1.2 – Devise an employment land delivery framework</b>					
i	IWC and Inplace to review evidence base and devise plans for short term (5 year) and medium term (5 years plus) supply of land, linked to investment plans and economic supply requirements				
ii	IWC and Inplace determine a set of delivery actions and monitoring framework				

### 3. Key Actions - People

#### 3.1 Develop the Island's Workforce in each of the Island's key sectors














Purpose: To ensure that the skills of the Island's workforce remain competitive and become more so

Targets	Indicative target outputs			
	2010/11	2011/12	2012/13	2015/16
Number of island companies engaged (actively participating in sector groups)	40 (1%)	40(1%)	40(1%)	40(1%)
Number of employees covered (participating in learning/skills training)	(5%)	(10%)	(15%)	(20%)
Percentage of hard to fill vacancies filled by local people	20%	30%	35%	40%
Percentage increase in workforce retention	10%	15%	20%	25%

Key Activity Areas	Lead Org/s	Target Date	Funding Source
3.1.1 Recruit employers to sector groups and develop plans	Inplace, IW College/HEP	Feb-June 2010	Inplace contract
3.1.2 Develop PFI skills group	Inplace and IW Council	Feb-June 2010	Inplace contract
3.1.3 Deliver higher level skills provision via distance learning, study modules, bite-sized learning	Inplace and IW Council	Feb-June 2010	Skills Funding Agency (SFA)/Sector Skills Councils (SCCs)/ Employers
3.1.4 Integrate Island's employment and skills support systems to improve recruitment, retention and progression in the Island's workforce	Inplace, IW College/JCP	2010/11	SFA/SSCs/ Employers

## Develop the Island's Workforce in each of the Island's key sectors

Purpose: To ensure that the skills of the Island's workforce remain competitive and become more so

Key Phases of the Activity Areas – 2010/11		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>3.1.1 – Recruit employers to sector groups and develop plans</b>					
i	Inplace to work with IoW College to develop existing sector groups: Health Care; Construction; Hospitality and Engineering.				
ii	Inplace to work with IoW and Hampshire Economic Partnership to recruit employers to new sector groups: Renewables; Advanced manufacturing; Composites; Marine and Aerospace.				
iii	Inplace to work with IoW College, JCP and Employers to draft and agree common framework to skills development and employer engagement.				
iv	Inplace to work with IoW College, JCP and sector groups to develop workforce development plans to address skill gaps and shortages.				
<b>3.1.2 – Develop PFI skills group &amp; consideration of needs of SMEs (see also Business Support)</b>					
i	Inplace to arrange and facilitate a Targeted Recruitment and Training workshop for PFI team and IWC procurement teams.				
ii	Inplace and IWC to identify number and type of jobs forecasted for highways maintenance and Building Schools for the Future.				
iii	Inplace to work with IoW College, JCP and construction sector group to develop Targeted Recruitment and Training routeways to meet new job opportunities.				
<b>3.1.3 – Deliver higher level skills provision via distance learning, study modules, bite-sized learning</b>					
i	Inplace to work with sector groups and IW College to map existing higher level qualifications and identify gaps. Inplace to incorporate skills into business survey.				
ii	Inplace to work with IW College to identify academic institutions/providers/accreditation bodies, where required, to meet demand.				
iii	Key sector groups to work with academic providers to develop new skills provision to meet demand				



<b>Key Phases of the Activity Areas – 2010/11</b>		Q1	Q2	Q3	Q4
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
<b>3.1.4 – Integrate Island’s employment and skills support systems to improve recruitment, retention and progression in the Island’s workforce</b>					
i	Inplace to work with IW College and Job Centre Plus (JCP) to develop customised recruitment and training initiatives for key sectors (e.g. PFI/Highways)				
ii	Inplace to work with IWC and Hampshire Economic Partnership to engage employers in take up of existing provision (e.g. Young Person’s Guarantee; Apprenticeships; Graduate subsidies)				
iii	Develop brokerage for work experience / tasters / placements in key sectors				
iv	Inplace to work with JCP and Business Link to develop and promote Personal Learning Accounts to new job entrants				

## 4. Key Actions – Tackling Climate Change

### 4.1 Promotion and expansion of renewable energy activities

Purpose: To establish the Isle of Wight as a centre of excellence in the low-carbon economy

Targets	Indicative target outputs			
	2010/11	2011/12	2012/13	2015/16
Increase the number of people employed in renewable energy related employment (related to 2010 baseline)	100%	110%	120%	150%
Increase the number of firms engaged in renewable energy related activities (related to 2010 baseline)	100%	110%	120%	150%

Key Activity Areas	Lead Org/s	Target Date	Funding Source
4.1.1 Promote and secure investment for the Island as a centre for wind energy related R&D	IWC and private sector	Ongoing	These activities will be supported as part of day-to-day responsibilities for Council and Inplace staff. Some costs (such as marketing materials) will need to be determined on ad-hoc basis.
4.1.2 Promote and secure investment for the Island as a centre for tidal energy related R&D	IWC and private sector	Ongoing	Department for Energy and Climate Change (DECC), Technology Strategy Board and private sector
4.1.3 Promote the development of biomass resources on the Island	IWC and private sector	Ongoing	As yet undefined

**Promotion and expansion of renewable energy activities**

Purpose: To establish the Isle of Wight as a centre of excellence in the low-carbon economy

<b>Key Phases of the Activity Areas - 2010/2011</b>		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>4.1.1 – Promote the Island as a centre for wind power related R&amp;D</b>					
i	IWC to meet E.ON and Eneco – proposed developers of the South East’s Round 3 offshore wind farms - to understand their operational needs and explore supply chain related opportunities for the Island.	[Hatched]			
ii	IWC to engage with Crown Estates to explore offshore wind farm supply chain related opportunities for the Island.	[Hatched]			
iii	IWC planning and economic development departments (with support from Inplace) to continue positive work with Vestas to address policy and access issues, realising ambitions for R&D centre on Stag Lane	[Hatched]			
iv	IWC planning and economic development departments (with support from Inplace) to pursue all avenues of enquiry to ensure that Island-based firms are able to realise their corporate ambitions on the Isle of Wight.	[Hatched]			
v	Inplace to enhance the prospectus documentation (to publishable quality) supporting the proposition that the Island offers a distinct and attractive offer for wind power related R&D	[Hatched]			
vi	Linked to the work of the Employment Skills Board, Inplace to help establish a private sector group to work with them and other public agencies for development of a Renewable Energy Workforce Development Plan for the Island.	[Hatched]			
vii	IWC and Inplace to monitor local, regional and national events schedule to ensure the Island is represented (by local private sector firms) and actively promoted.	[Hatched]			
viii	IWC and Inplace to engage closely with the Environment Forum to support and develop initiatives that encourage technological and skills developments regarding wind energy, especially micro schemes.	[Hatched]			
<b>4.1.2 - Promote the Island as a centre for tidal power related R&amp;D</b>					
i	IWC to continue work with University of Southampton undertaking research into nature of tidal flows to the south of the Island and other site related analysis.	[Hatched]			
ii	IWC and University of Southampton to collate Tempest related research and produce concise prospectus documentation supporting the proposition that the Island offers a distinct and attractive offer for tidal related R&D.	[Hatched]			

<b>Key Phases of the Activity Areas - 2010/2011</b>		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
iii	IWC to approach EMEC (European Marine Energy Centre) to discuss in more detail their interest in extending their R&D facilities to the south coast, especially in relation to shallow water prototyping.				
iv	IWC (in partnership with EMEC?) to consult with Department for Energy and Climate Change (DECC) concerning their new Marine Energy Action Plan specifically with a view to developing support for the Island as a suitable location for tidal R&D and advice on potential funding streams coming forward as part of the Action Plan.				
v	IWC and Inplace to consider application for Technology Strategy Board's collaborative tidal R&D funding available for pre-commercial full-scale devices. Where appropriate assemble an appropriate working group to coordinate most appropriate public-private bid.				
vi	Submit any expression of interest and final bid for Technology Strategy Board's collaborative tidal R&D fund.				
vii	IWC and Inplace to monitor local, regional and national events schedule to ensure the Island is represented (by local private sector firms) and actively promoted, including the 4 <sup>th</sup> International Tidal Energy Summit in November 2010.				
<b>4.1.3 – Promote the installation of biomass on the Isle of Wight</b>					
i	IWC and Inplace to engage with the Forestry Commission's recently appointed woodland officer (based on the Island) and private sector representatives to ensure that local wood fuel supply chain and operational issues, can inform supportive planning policy and development control decision making.				
ii	IWC and Inplace to engage closely with the Environment Forum to support and develop initiatives that encourage technological and skills developments and maximise knowledge exchange regarding wood fuel supply chains and biomass energy production, such as those connected to the Demonstration Biomass Boiler installed at HMP Isle of Wight.				
iii	IWC to work with preferred developer for PAN to ensure delivery of biomass resource within the scheme				

## 4.2 Reducing the Island's ecological footprint

Purpose: To support and add value to the Environment Forum's action plans for carbon and water reduction on the Island

Targets	Indicative target outputs			
	2010/11	2011/12	2012/13	2019/20
Year-on-year carbon emission reductions	4%	4% (tbc)	4% (tbc)	4% (tbc)
Households making insulation improvements	2,500	2,500	-	-
Reduce the per capita daily water usage			105l daily per person	
Percentage of Island vehicles that are zero/low-carbon emitting	-	-	3%	75%

Key Activity Areas	Lead Org/s	Target Date	Cost	Funding Source
4.2.1 Maximise benefits from the Island Insulation scheme	IWC and E.ON	FY 2010– 12	£400k	LPSA2
4.2.2 Improve Island infrastructure for low-carbon travel	IWC and other	Jun 10	£1-2m	Department for Transport (DFT) – Plugged In Places Round 2 / Leveraged private sector funding
4.2.3 Support efforts to maximise sustainable use of water on the Island	IWC and Environment Forum membership	Ongoing	tbc	These activities will be supported as part of day-to-day responsibilities for Council and Inplace staff.
4.2.4 Develop a sustainable procurement compact for the Island Strategic Partnership	IWC and Environment Forum membership	Ongoing	tbc	Improvement and Efficiency South East

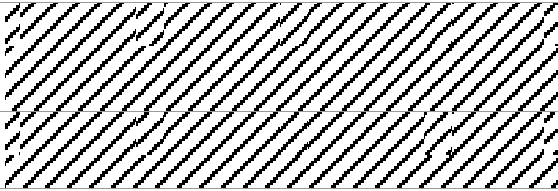
## Reducing the Island’s ecological footprint

Purpose: To reduce the amount of carbon produced and water used by the Island for carbon and water reduction on the Island

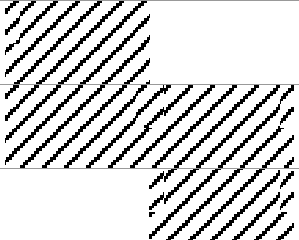
Key Phases of the Activity Areas - 2010/2011		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>4.2.1 – Maximise the benefits from the Island Insulation scheme</b>					
i	IWC with assistance from Inplace to complete LPSA2 submission addressing the ISP requirements for local employment and skills development opportunities to be maximised within the existing contractual arrangements.	■			
ii	IWC and Inplace, working in conjunction with the Environment Forum, to explore additional opportunities (such as educational, awareness of climate change) that may be levered from large scale installation of home insulation in the period 2010-12.	■			
iii	IWC and council contractors, working in conjunction with the Environment Forum, to review how additional opportunities (such as educational, awareness of climate change) have been levered from large scale installation of home insulation in the period to-date.			■	
iv	Review the contractual delivery arrangements to ensure that opportunities for local firms and skills development can be levered from the renegotiated scheme contract.				■
<b>4.2.2 - Improve Island infrastructure for low-carbon travel</b>					
i	Council contractors to engage with car manufacturers, car-hire operators, energy companies, relevant government agencies to identify how to achieve 75% low carbon vehicles by 2020	■			
ii	Council contractors to engage with local car-hire operators, energy companies, ferry companies, supermarkets, PFI contract team and large employers regarding their support and collaboration on a bid for DFT’s Plugged In Places funding by June 2010.	■			
iii	In light of Plugged In Places, IWC and Council contractors to review approach to encouraging a shift towards low-carbon vehicles.			■	
iv	IWC and Council contractors to ensure that sustainable travel is adequately supported by both planning and transport policy frameworks currently being developed.	■			
v	IWC and other ISP members to encourage and actively engage in development of Workforce Travel Plans to encourage more sustainable travel planning.	■			

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**4.2.3 - Support efforts to maximise sustainable use of water on the Island**

- |    |  |   |
|----|--|---|
| i  | IWC and Environment Forum to collaborate with and encourage knowledge transfer from eco-conscious communities, such as the Green Town Project, which will foster innovative solutions to improving waste management, energy conservation, resource re-use and water reduction. |  |
| ii | IWC to encourage and support appropriate investment in Sustainable Urban Drainage Systems connected to physical developments and PFI highways maintenance programme.   |   |

**4.2.4 - Develop a sustainable procurement compact for the Island Strategic Partnership**

- |     |  |   |
|-----|--|---|
| i   | IWC (Principal Officer for Environment) to submit paper to the Economy and Environment Partnership Board to consider the compact and agree to proceed. |  |
| ii  | Consultants appointed (funded in full by IESE) to develop the compact, ensuring that it is compatible with existing procurement policies and codes.    |   |
| iii | Provide training for participating organisations on completion of the Compact  |   |
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## 5. Key Actions – Superfast Broadband

### 5.1 Encourage development of Next Generation Broadband Infrastructure

Purpose: To support and raise the profile of investment opportunities on the Island

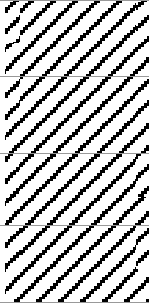









Targets	Indicative target outputs			
	2010/11	2011/12	2012/13	2015/16
Percentage of businesses with access to Next Generation broadband services	-	10	40	100
Percentage of households with access to Next Generation broadband services	-	nil	30	90

Key Activity Areas	Lead Org/s	Target Date	Cost	Funding Source
5.1.1 Determine investment intentions of the private sector.	Inplace	Apr 10	£3,000 approx	Inplace contract with IWC
5.1.2 Maximise benefits from the Isle of Wight membership within the eHampshire partnership.	IWC	Summer 10	£3,000 approx	Inplace contract with IWC
5.1.3 Secure funds supporting infrastructure improvements	IWC / Inplace	Apr 10	Currently undefined	Department of Business Innovation and Skills
5.1.4 Ensure that installation of Next Generation broadband infrastructure is targeted and supported by local policy	IWC / Inplace	May 10	£3,000 approx	Inplace contract with IWC



**Encourage development of Next Generation Infrastructure**

Purpose: To support and raise the profile of investment opportunities on the Island

<b>Key Phases of the Activity Areas – 2010/11</b>		<b>Q1</b> Apr-Jun	<b>Q2</b> Jul-Sep	<b>Q3</b> Oct-Dec	<b>Q4</b> Jan-Mar
<b>5.1.1 – Determine investment intentions of the private sector</b>					
i	Inplace to develop ongoing dialogue with BT Openreach regarding its investment plans in the sub-region.				
ii	Inplace to engage in dialogue with relevant regional representative of other major infrastructure providers, including Virgin Media and Sky.				
iii	Inplace to engage in dialogue with relevant local telecommunications providers, including Wightcable				
iv	Inplace to report on findings and discuss future actions at the next meeting of the ISP Development and Infrastructure theme group.				
<b>5.1.2 - Maximise benefits from the Isle of Wight membership within the eHampshire partnership.</b>					
i	Inplace to review Council’s membership activities and during the past 3 years with key organisation representatives.				
ii	Inplace to engage with other eHampshire member organisations (public and private sector) to test how their engagement with the partnership has impacted their activities and progress in this area.				
iii	IWC to consider Inplace findings concerning private sector investment and potential networking opportunities before developing a future plan of engagement with the eHampshire partnership or an alternative, such as a more localised lobbying partnership.				
<b>5.1.3 – Secure funds supporting infrastructure improvements</b>					
i	IWC and Inplace to work with IWEP to establish progress to-date with SEEDA regarding broadband infrastructure funding possibilities through RDPE.				
ii	IWC, Inplace and IWEP to establish a collaborative framework for development of funding relating to broadband technologies, aiming to maximise efficiencies and impact of approaches.				
iii	Inplace to review progress towards implementation of the Digital Bill and associated consultation on a Next Generation Fund				

<b>Key Phases of the Activity Areas – 2010/11</b>		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
iv	IWC Inplace to coordinate appropriate activities necessary for successful Next Generation Fund bid				
v	Inplace to monitor and identify additional and appropriate funding streams to enhance telecommunications infrastructure				
<b>5.1.4 - Ensure that installation of Next Generation broadband infrastructure is targeted and supported by local policy</b>					
i	Building on the work with infrastructure providers and eHampshire Inplace to clearly define how policy is facilitating or constraining infrastructure investment elsewhere in the UK and report this to IWC Planning department for consideration in Core Strategy development – April 2010.				
ii	Inplace to review with IWC Planning department opportunities for short-long term developments and how these may facilitate infrastructure investment – such as new employment land allocations and large-scale housing developments.				
iii	Inplace to work with IWC Planning department to ensure that appropriate policies are incorporated into the draft Core Strategy, ideally for full consultation in Autumn 2010				
iv	Following consultation on the draft Core Strategy, and building on other work in this area, finalise policy within the Local Development Framework that actively encourages next generation infrastructure.				

## 6. Key Actions – Develop a 21<sup>st</sup> Century Tourist Offer

### 6.1 Identify key target market segments, based on the Island's unique offer

Purpose: To establish what the big opportunities are for raising sustainable income growth for Island tourism


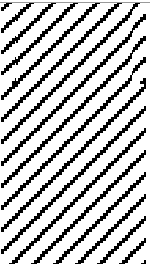

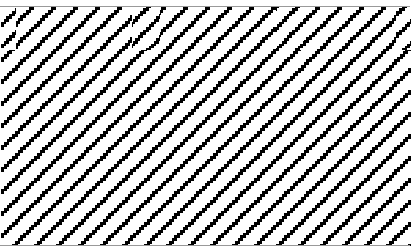


Targets		2010/11	2011/12	2012/13
To increase awareness of the Island as a good place to visit (% aware)		58%	60%	65%
To increase the annual value of direct tourism spend in the economy		£390m	£396m	£402m

Key Activity Areas	Lead Org/s	Target Date	Funding Source
6.1.1 To develop an attractive brand that encourages visitors to the Island for a range of experiences	IWC / IW CCTI	November 2010	IWC / IW CCTI / Private sector
6.1.2 To position the IoW as a destination of choice within key markets and sectors	IWC / IW CCTI	November 2010	IWC / IW CCTI / Private sector
6.1.3 To develop innovative marketing and promotional activities	IWC / IW CCTI	November 2010	IWC / IW CCTI / Private sector

**Identify key target market segments, based on the Island’s unique offer**

Purpose: To establish what the big opportunities are for raising sustainable income growth for Island tourism

<b>Key Phases of the Activity Areas – 2010/11</b>		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>6.1.1 – To develop an attractive brand that encourages visitors to the Island for a range of experiences</b>					
i	IWC / IWCCTI to review brand values and criteria (and competition)				
ii	IWC / IWCCTI and partners to achieve industry consensus on the potential markets for the Island e.g. <ul style="list-style-type: none"> <li>▪ Cosmopolitans</li> <li>▪ Discoverers               <ul style="list-style-type: none"> <li>○ Domestic short break visitor</li> <li>○ People living/visiting the south east</li> <li>○ The family group</li> <li>○ Green tourists</li> <li>○ Festivals/event attendees</li> </ul> </li> </ul>				
<b>6.1.2 - To position the IoW as a destination of choice within key markets and sectors</b>					
i	IWC / IWCCTI to review and revise key data for value and volume of tourism				
ii	IWC / IWCCTI to identify and support new target markets and new. To develop new products and experiences to appeal to the potential markets <ul style="list-style-type: none"> <li>▪ Festivals &amp; Events</li> <li>▪ Cultural &amp; heritage attractions</li> <li>▪ Food &amp; Drink</li> <li>▪ Retail</li> <li>▪ Outdoor activities</li> </ul>				
<b>6.1.3 – To develop innovative marketing and promotional activities</b>					
i	IWCCTI review and develop the opportunities for a single promotional joint magazine				
ii	IWC / IWCCTI to work with partners to maximise online promotional opportunities				

## 6.2 Link tourism quality assurance to workforce development planning

Purpose: To improve the quality, sustainability & value added of Island tourism

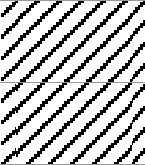
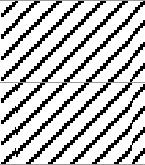

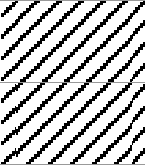



Targets		Indicative target outputs			
		2010/11	2011/12	2012/13	2015/16
Percentage of workforce engaging in learning		10%	15%	20%	25%
Percentage of accommodation businesses with quality assurance		44%	46%	48%	50%

Key Activity Areas	Lead Org/s	Target Date	Funding Source
6.2.1 Develop a workforce development plan for hospitality	IWCCTI/IWC/SSC	Summer 2010	SSC/Skills Funding Council/ Tourism South East
6.2.2 Target 100% quality accreditation across all accommodation providers	IWC / IWCCTI	2020	Private Sector
6.2.3 Investment grants for businesses raising quality standards	Business Link	Summer 2010	Business link

**Link tourism quality assurance to workforce development planning**

Purpose: To improve the quality, sustainability & value added of Island tourism

<b>Key Phases of the Activity Areas – 2010/11</b>		<b>Q1</b> Apr-Jun	<b>Q2</b> Jul-Sep	<b>Q3</b> Oct-Dec	<b>Q4</b> Jan-Mar
<b>6.2.1 – Develop a workforce development plan for hospitality</b>					
i	IWC / IWCCTI to work with IW College to develop a sector group and workforce development plan for hospitality (supported by Inplace – see 3.1 above)				
ii	IWC / IWCCTI and Inplace to map sector skills as part of existing business survey.				
<b>6.2.2 - Target 100% quality accreditation across all establishments</b>					
i	IWC / IWCCTI to promote quality and sustainable business practice, improving standards and delivering value (ongoing)				
ii	IWC / IWCCTI to work with sector group to develop an industry led quality feeder scheme to increase uptake of national accreditation schemes				
iii	IWC / IWCCTI and Inplace to map quality standards as part of existing business survey.				
<b>6.2.3 – Investment grants for businesses raising quality standards</b>					
i	IWC / IWCCTI to work with Business Link and SEEDA to develop investment grants to support quality standards and achievement of awards.				

### 6.3 Develop clear and distinctive offers for Ryde, the Bay and rural areas










Purpose: To create a strong sense of place and provide a focus for a new higher value tourist experience

Targets	2010/11	2011/12	2012/13
Increase investment in resort infrastructure	100%	105%	110%
Increase number of establishments (all types) with 4* gradings	390	410	420
Increase visitor spend in resorts	Tbc	tbc	tbc

Key Activity Areas	Lead Org/s	Target Date	Funding Source
6.3.1 Undertake research to identify cost and opportunities for repositioning Ryde as up-market destination with good access to South East/London.	IWC / IWCCTI	June 2010	IWC
6.3.2 Agree the physical improvements in Ryde	IWC / IWCCTI	Autumn 2010	IWC / IWCCTI / SEEDA
6.3.3 Undertake urban renewal in Ryde	IWC/SEEDA	2010-12	IWC/ Private Sector/SEEDA
6.3.4 Attract business & weekend markets to Ryde	IWCCT	2010	IWC / IWCCTI
6.3.5 Undertake research to identify cost and opportunities for repositioning the Bay to maximise its potential as a destination (2011) and rural areas (2012)	IWC / IWCCTI	June 2011; June 2012	IWC

**Develop clear and distinctive offers for Ryde, the Bay and rural areas**

Purpose: To create a strong sense of place and provide a focus for a new higher value tourist experience

<b>Key Phases of the Activity Areas – 2010/11</b>		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>6.3.1 – Research opportunities for repositioning Ryde as a resort area</b>					
i	IWC / IWCCTI and Inplace to link Tourism into the Economic Strategy				
ii	IWC / IWCCTI and Inplace to research opportunities to promote Eco-packages and develop Green Island awards				
iii	IWC / IWCCTI and Inplace to review marketing and promotional activity to effectively promote the IoW brand and to reposition Ryde as part of the improved offer				
iv	IWC / IWCCTI to conduct feasibility of attracting a Eco-friendly activities to the Island				
<b>6.3.2 - Agree the physical improvements to enable the repositioning of Ryde.</b>					
i	IWC / IWCCTI to promote and develop the concept of Eco-hotels and electric car infrastructure				
ii	IWC / IWCCTI to explore possible need for masterplanning Ryde				
<b>6.3.3 – Undertake urban renewal</b>					
i	Subject to research findings and masterplanning IWC / IWCCTI / developers/SEEDA to undertake urban renewal				
<b>6.3.4 - Attract business &amp; weekend markets</b>					
i	IWC / IWCCTI and Inplace to develop broadband strategy for business markets				
ii	IWC / IWCCTI to develop marketing and promotional activities to attract the weekend and business markets to the key resorts				



## 6.4 Turn Festival, event visitors and day trippers into longer stay visitors

Purpose: To exploit the unique advantage of a regular supply of visitors, to market the Island

Targets		2010/11	2011/12	2012/13
Percentage of festival/event visitors who revisit outside of the festival/event		15%	17%	20%

Key Activity Areas	Lead Org/s	Target Date	Funding Source
6.4.1 Create on Island marketing campaigns geared towards Festival and events visitors. and day trippers	IWC / IWCCTI	2011	IWC / IWCCTI / private sector
6.4.2 Target supply and quality of activity/experience holidays & assist them with social marketing strategies	IWC / IWCCTI	2011	IWC / IWCCTI / private sector

### Turn Festival and event visitors and day trippers into longer stay visitors

Purpose: To exploit the unique advantage of a regular supply of visitors, to market the Island

Key Phases of the Activity Areas – 2010/11		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
<b>6.4.1 – Create on Island marketing campaigns geared towards Festival and events visitors. and day trippers</b>					
i	IWC / IWCCTI to review the calendar of events for the year	▨			
ii	IWC / IWCCTI and Inplace to research opportunities to promote Eco-packages and other opportunities to extend visitor stay	▨			
<b>6.4.2 - Target supply and quality of activity/experience holidays &amp; assist them with social marketing strategies</b>					
i	IWC / IWCCTI to review offer for event visitor and day trippers emphasising sea sports, riding, walking, camping, holiday-homes, Eco-values, alternative culture.	▨			

## Abbreviations Used

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Acronym	Full Title
BIS	Department for Business Innovation and Skills
DECC	Department for Energy and Climate Change
IWC	Isle of Wight Council
IWCCTI	Isle of Wight Chamber of Commerce Tourism and Industry
IWEP	Isle of Wight Economic Partnership
JCP	Job Centre Plus
LPSA	Local Public Sector Agreement
RDA	Regional Development Agency
RDPE	Rural Development programme for England
SEEDA	South East England Development Agency
SFA	Skills Funding Agency
SIGT	Solent innovation and Growth Team
SME	Small and Medium Enterprise
SSC	Sector Skills Council
IESE	Improvement and Efficiency South East