



Isle of Wight Council
**Economic Development
Plan: 2011/12 – 2013/14**

Version Final



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Summary

THE PLAN

The Plan builds upon the Isle of Wight Economic Strategy (2008-2020) recognising that the economic context has changed significantly since the strategy was first published, although the priorities for the Island remain unchanged. It also builds on the evidence base presented in the Local Economic Assessment (2010) which helps to form the targets and actions contained within this plan.

This document sets out the objectives of the Island's economic development plan for the next three years: 2011/12 to 2013/14. It outlines targets to be achieved to meet the vision for the Island by 2020 but also the progress that needs to be achieved in the shorter term.

The plan identifies the six main priority areas in which the Council will focus its attention and resources to improve the overall economic well being of the Island as defined by the six key indicators in the Plan's performance framework

Priority 1: Business

To increase inward investment and support existing and new businesses, using a combination of short and long-term strategic interventions.

Priority 2: Places

To support the Council in responding to policy changes and maximise opportunities for a faster rate of economic growth on the Island.

Priority 3: People

To develop the Island's Workforce in each of the Island's key sectors to ensure that the skills of the Island's workforce remain competitive and become more so.

Priority 4: Climate change

To become a focus for renewable energy and a preferred location for companies offering or researching products and services that address climate change

Priority 5: Superfast broadband

To encourage development of Next Generation Broadband Infrastructure to support and raise the profile of investment opportunities on the Island.

Priority 6: Tourism

To develop a 21st Century tourism offer to raise sustainable income growth for Island tourism.

THE PERFORMANCE FRAMEWORK

The measures shown below in the following table are considered key economic indicators for the Island as they demonstrate the critical gaps in economic performance between the Island and the 'mainland'. These are based on the headline findings of the Island's Local Economic Assessment (2010). The intention of this Plan is to close these gaps and targets have been set to track the effectiveness of this plan in doing so.

Key Performance Indicators

Headline indicators	Baseline 2011	Target for 2020	Target for 2014
JSA Claimants (no. and rate)	3,574 4.2%	Reduce by 1,532 claimants to 2.4% in line with PUSH	Reduce by 511 to 3.6% in line with England
Business Start Ups	518 BSUs per year	Increase by 117 in line with England	Increase by 75 in line with PUSH
Business Survival (% after 5 years)	45%	Improve by 17 per year in line with PUSH	Improve by 9 in line with England
Qualifications (% population NVQ2)	24.9% below NVQ2	Increase NVQ2 by 2,000 in line with PUSH	Increase NVQ2 by 600
Private sector jobs (no. and %)	41,700 69%	Increase by 3,000 to 73.5% in line with PUSH	By 600
Productivity (GVA per capita)	£29,374	Increase by £5,000 (17.2%) in line with PUSH	By 5%

1. Introduction

1.1 Overview

The Plan builds upon the Isle of Wight Economic Strategy (2008-2020) recognising that the economic context has changed significantly since the strategy was first published, although the priorities for the Island remain unchanged. It also builds on the evidence base presented in the Local Economic Assessment (2010) which helps to form the targets and actions contained within this plan.

This document considers the constraints and opportunities for the island's economy and sets out the objectives of the Island's economic development plan for the next three years: 2011/12 to 2013/14. It outlines targets to be achieved to meet the vision for the Island by 2020 but also the progress that needs to be achieved in the shorter term.

1.2 The Economic Context

1.2.1 Global and National Drivers

The economic context has changed dramatically since the Isle of Wight Economic Strategy was produced in 2008. The current outlook for a number of major national economies is uncertain and doubts remain about the fiscal positions of some European economies. The UK's economic performance has been very weak with some 4.6% of output lost in 2009. Despite a very slow growth coming out of recession the Office for National Statistics for February 2011 show that the UK economy contracted by 0.6% in the last three months of 2010 presenting the risk of a potential 'double dip'.

In the short term, forecasters expect exports to drive the recovery, because of the weak exchange rate and stronger growth rates expected outside of the UK. Expectations for growth in consumer spending, a major contributor to domestic output, are currently weak as real household incomes are forecast to contract.

1.2.2 Regional Prospects

Although one of the UK's most successful and affluent regions, employment growth in the South East has been sluggish over the past decade; with its sectors growing slower than nationally. Despite this unemployment has remained low during this time, and a strong skills profile aided a relatively robust labour market through the recession despite a 4.7 per cent decline in output. The South East is clearly influenced by London, which also saw relatively slow employment growth – but strong GVA growth. In London and the wider South East, a relatively strong output and labour market recovery is forecast. With manufacturing in long term decline, this recovery is anticipated to be driven by financial and business services.

1.2.3 The Island

The Island experienced a relatively shallow recession and a quicker return to growth than the mainland. However, the limited trade links with the rest of the UK, which helped to insulate the Island from the recession, could potentially dampen growth when consumer spending and business investment returns to pre recession levels.

The Island's output growth is forecast to dip below the region in 2011, reflecting expected reductions to the public sector and the associated impact on the private sector. To 2013, output growth is broadly in line with elsewhere.

In terms of employment growth, forecasts point to a similar picture, with employment levels being maintained in 2010 - falling in 2011, albeit to a lesser extent than in the Portsmouth and Urban South Hampshire (PUSH) area. Thereafter employment growth is expected to be in line with national levels, but slightly below the region and PUSH.

The Island's employment growth is anticipated to be sluggish to 2013, reflecting contractions in the public sectors (on which the economy is more dependent than the wider South East) and in manufacturing. Growth in business services is, however, expected to be quite buoyant and greater than elsewhere. Transport and communications and distribution are also forecast to recover well.

1.3 The Policy Context

1.3.1 Rebalancing the economy

“Our economy has become more and more unbalanced, with our fortunes hitched to a few industries in one corner of the country, while we let other sectors like manufacturing slide.....It has become far too dependent on the public sector, with over half of all jobs created in the last ten years associated in some way with public spending.” David Cameron, new PM's first speech on the economy, 28 May 2010.

The change in Government has brought about a shift in policy objectives, which is strongly focused on the need to 'rebalance the economy' and to reduce the spending deficit. The details of new policy instruments are still emerging but it is already clear that the context for local economic development has transformed, with fewer public agencies and less public funding.

The emphasis on rebalancing the economy relates to three key objectives:

- To grow the private sector and ease dependence on public funded employment
- To rebalance the sectoral composition of the private sector, to make it less dependent on financial services, and
- To address regional disparities in economic activity

To encourage private sector enterprise and to help localities adjust to reductions in public spending the Government has created the Regional Growth Fund.

In this context it will be important for the Island to distinguish itself from the wider more prosperous South East economy, to make the case to Government for investment in helping to rebalance its economy. This should be considered from the position of the wider Solent area and its greater dependency on the public sector. But also in terms of its asset base in advanced manufacturing and innovation and the opportunities this represents for a more sectorally balanced economy.

1.3.2 Localism

Regional institutions and structures (including the RDAs and Government Offices) have given way to a new 'localism'. The Island is now part of a Solent Local Economic Partnership (LEP) and it is anticipated that this new entity will have significant influence in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. It will be important for the Island to align and where possible integrate the priorities of this plan with the activities of the Solent LEP.

The Government's white paper on economic growth, Local growth: realising every place's potential, calls for "strong

partnership working between central and local levels". The paper outlines proposals to give local authorities clear incentives around economic growth, to drive more councils to dedicate appropriate local resources to ensuring that new investment; new companies and new residents are attracted to their area.

However, it is not clear how local, sub-regional and central government institutions (e.g. UKTI, LEPs) will operate in relation to inward investment, as policies and strategies continue to develop. The government's white paper, Trade and Investment for Growth, does not provide any detail about the institutional roles and functions of various agencies, although this may follow with the forthcoming UK Trade & Investment Strategy.

Regardless of the evolving policy landscape the council recognises the importance of inward investment to the Island's economic growth and the continued need to promote the island as a location for development and investment.

1.3.3 The impact of austerity measures

The recent introduction of strong austerity policies in the Government's emergency budget (22nd June 2010) and the Comprehensive Spending Review (20th October) have already impacted on a range of public sector interventions in the economy:

- **Business support** – The Government's paper 'Bigger, Better Business: Helping small firms start, grow and prosper' outlines the reforms which will be introduced to help new and existing firms prosper. This includes a major shake up of the Business Link service which is in the process of a major overhaul and will see the existing support move towards an on-line facility. Face-to-face support for businesses (SMEs) will be provided through a network of mentors, while a New Enterprise Allowance will be

introduced to help unemployed people start and grow new businesses

- **Skills** - The government's consultation document 'Skills for Sustainable Growth' outlines the emerging vision for skills and post 16 provision. It has already been announced that Train to Gain will be replaced with the SME-focused training programme. The government will continue to support basic skills provision in numeracy and literacy as well as Adult and Community Learning. While apprenticeships also remain an important priority for workforce development. However, there will be an overall reduction in government spending on skills training. Consequently individual learners and businesses will need to invest more in their own development.
- **Welfare reform and the Work Programme** - The government is committed to a radical programme of welfare reform. The Universal Credit Bill outlines proposals for a single, integrated benefits system with a greater onus on conditionality and individual responsibility to seek work. The new Work Programme will be the most significant employment programme delivered on the Island and will aim to lift the majority of benefit claimants off welfare and into sustained employment. Working with the appointed Prime Contractors (Maximus and A4E) to address the priorities of this plan will therefore be essential.

1.3.4 European funding

There are a number of European funding opportunities which align with the priorities for the Island's Plan and which we will seek to utilise. These include ERDF Round 5 applications for the Competitiveness and Innovation Framework (2007-13).

Additionally there are other European programmes and initiatives of relevance to the Island, including those which aim to develop the renewable energy market. The Isle of Wight has already

secured grant funding to help boost the rural economy through the LEADER programme as well as the Rural Development Programme for England (RDPE) jointly funded through DEFRA and the EU to develop access to broadband.

1.4 Delivering the Plan

There are six priorities for this plan:

- **Businesses**
- **Places**
- **People**
- **Climate change**
- **Superfast Broadband**
- **Tourism**

The council's planned activities in each of these areas is considered on greater detail later in the Plan but there are two important principles that must hold in delivering this plan:

- Firstly, it is important that the focus for economic growth remains on the longer term vision for the Island, recognising that progress towards achieving the objectives for sustainable development can be delivered in the interim.
- Secondly, in an environment of public sector spending reductions it will be more important than ever to work in partnership at the local level. Public and private sector partners will need to think more carefully and deliberately about what they chose to invest in. Identifying appropriate opportunities for collaborative working

will be vital if we are to successfully deliver the actions outlined in this plan.

2. Businesses

Actions to help businesses are at the heart of our plan. We will seek both to increase inward investment and support existing and new businesses, using a combination of short-term and long-term strategic interventions.

2.1 Rationale

2.1.1 Inward Investment

The Island benefits from the presence of several companies of world stature, including BAE Systems, GKN Aerospace, Vestas and Gurit. If we can complement these with other businesses of similar calibre we will generate jobs for Island people.

The Island's approach to attracting inward investment has changed over the course of the last year. From a relatively low-cost and reactive position, the Council has taken a lead in actively marketing the Island to international businesses in the marine renewables sector. We have developed a range of marketing materials and have been active in attending and exhibiting at industry events to promote the island as a location for inward investment.

The change in government and the evolving policy landscape have brought about new institutional arrangements for inward investment. How the Island operates as part of the Solent Local Economic Partnership (LEP) and in relation to UKTI, will become clearer as policies and strategies continue to develop.

However, the Council recognises the need to continue to promote the island as a location for development and

investment, to strengthen the Island's offer and maximize any potential opportunities and leads.

2.1.2 Support for Island Businesses

Business growth is constrained by the size of the Island economy. The scope and scale of seasonal drivers of demand is significant. Particularly in retail, hotels and hospitality, services and transport firms. There are few firms outside the public sector that employ more than four people. Most of these are related to the visitor economy, are retail multiples or manufacturing firms.

There is generally a low business start up on the Island, although business survival rates are reasonable. There is however a low volume of people seeking to grow their business. There is survey evidence that trading conditions have become more difficult in the last three months, and that as public sector spending reductions begin to bite, consumer confidence is dented. Nevertheless confidence is still increasing, but at a slower rate.

There are long-term strategic opportunities for existing and new businesses to develop a stronger presence in knowledge-based sectors and to take advantage of the Island's offshore renewable energy potential and the Highways PFI. To achieve that there is a need to stimulate and nurture an entrepreneurial culture on the Island; to support firms in their growth, training and diversification plans; and to help firms strengthen their supply chains to keep more value on the Island, particularly among key sector groupings.

The primary access channel to all publicly funded support, the Business Link service, is in the process of transformative change. Face to face support for Island businesses will be less available, although proposed mentoring networks on the Island could strengthen this position. Other support provided by the Southeast Innovation and Growth Team (SIGT) is also expected to cease this year. We will work with partners on the Island and

across the Solent LEP, including links to higher education, to maximise available resources for business support.

2.2 Overview of Proposed Activity

2.2.1 Attracting Potential Inward Investment

The inward investor strategy will market the Island to attract new businesses. A prime focus will be to create business awareness of the Island amongst UK and International companies in key sectors: marine renewable energy (tidal and wind); marine; aerospace; advanced engineering, and composites. With only modest resources available we will need to target these niche growth sectors.

As well as working directly with companies, the Council will also work with the Solent LEP and national partners' to raise the profile of the Island as a desirable investment location. Wherever appropriate we will seek to coordinate efforts by partners into a single package of intervention. This will help investors to navigate through multiple support providers. Our work will include initial support (information and brokerage) and aftercare. We will also seek to integrate inward investment and business development support for potential Island based suppliers.

We will continue to develop existing enquiry handling and CRM systems; provide targeted investment/marketing campaigns focused on key companies in core sectors, including attendance at events and ongoing news, information and communication with businesses.

2.2.2 Links with Higher Education

An important aspect of the overall business support strategy will be to establish stronger university links with the Island, including R&D facilities and possibly a Higher Education presence on the Island. The aim will be to stimulate local businesses and help to provide a higher level skills base for potential incoming firms. We

will work with nearby universities, and with universities and research centres from farther afield but with particular expertise in our key sectors, to seek to create a world-class research facility on the Island.

2.2.3 Support for New Starts and Existing Businesses

We will seek to increase the number of new businesses started on the Island. This will include micro-business and self-employment opportunities. We will work with existing agencies like Jobcentre Plus to promote the New Enterprise Allowance and with Business Link to promote franchise opportunities on the Island.

We will work with Island Businesses, through established networks and sector groups to develop supply chain opportunities and improve local business development to bid for local contracts, for example through the Highways PFI and off shore wind farm developments.

And we will continue to provide quarterly surveys of Island business to monitor and track business performance and help inform targeted action.

2.2.4 Business Networking

An important dimension to business support provision is to facilitate and stimulate improved business networking, as a means to: engage with and support those companies needing to grow and access new markets and supply sources; encourage joint ventures, partnerships and corporate venturing opportunities; and thirdly as a broader tool to promote enterprise and build a business culture on the Island. We will seek to improve access to finance amongst business investors through existing networks; and, to encourage island businesses to engage with universities and sector specialists.

2.2.5 Social Enterprise

We will seek to better understand the capacity and capability of community businesses to provide services on the Island. We will review the local opportunities across a range of public service provision and assess the barriers to island organisations in successfully tendering for contracts. We will work closely with Island agencies and networks to undertake this work.

3. Places

The Island's Core Strategy will provide for significant new employment land, alongside existing employment land, in one or more of the three main Island towns, and will foster urban renewal particularly in East Cowes and Ryde. In the meantime the Council will work to help existing businesses and new investors meet their immediate employment land needs.

3.1 Rationale

The availability of suitable employment land is critical to the Island's prosperity particularly for sites with river access which can meet the opportunities presented by off-shore wind developments and other marine renewable energy developments. Looking forward, to enable employment growth on the island in line with the aspirations above, and to facilitate a move to a more sustainable higher value economy, it is essential to provide sufficient supply of employment land over the long term. This land needs to be in locations that are attractive to new and existing businesses, while preserving the Island's natural beauty and quality of life.

3.2 Overview of proposed activity

Short term

The council has produced an employment land study to support the Core strategy. We will continue to work energetically with companies to meet their immediate needs and to facilitate the provision of employment land. As part of this, we will review the Core strategy in line with the new Localism bill to address any implications for planning on the Island.

An immediate issue for the Island and Solent LEP partners is the potential transfer of SEEDA's land assets. The council will be working with the LEP and central government to identify the best solution for the development of these sites.

Long term

The Core strategy reflects identified land needs making suitable allocations, within the over-arching principle of implementing the Eco-Island vision. Roughly half of the Island's population live in three towns: Ryde, Cowes (including East Cowes) and Newport. To minimise transport use and hence improve sustainability, and to achieve the benefits of agglomeration and co-location, the bulk of future employment growth is focused on one or more of three employment zones, one in each town, linking existing employment sites to one another via new employment or mixed use land allocations.

These zones will all need to be planned in a coherent way, providing a range of opportunities for property investors and potential owner-occupiers, with coherent marketing of premises to potential occupants, a gradual raising of the quality of existing sites and infrastructure as opportunities become available, and with new infrastructure put in place for the elements comprising newly allocated land. River access will be an essential element of whatever overall allocation is chosen. We will assess the

feasibility of a proposed application for a Solent LEP Enterprise Zone and the potential role for the Island in such a proposition.

Urban regeneration opportunities

The Core strategy also considers the scope for using urban regeneration to meet some of the Island's employment land needs. This particularly relates to East Cowes, where further progress on the existing scheme would significantly improve the Island's offer to both businesses and residents, and to Ryde.

Rural Issues

The economic strategy does not depend upon, and does not justify, significant allocations of employment land in rural areas, other than the possible urban fringe allocations discussed above. However, micro-level initiatives such as enterprise hubs may be appropriate and consideration is given to whether these have an important role to play on the Island.

Tourism

The Island's tourism strategy also needs to create great places. Tourists choose holidays by place – and they look to the range of attractions that a place offers and its sense of unique identity. Importance applies both to the rural Island and to the towns, with Ryde having significant potential to exploit both its location (easy access to London) and the high quality of many of its Victorian and Edwardian streets and buildings. This will require ambitious but sympathetic urban planning in the town, and attention to improving the quality of hotels, restaurants, shops, the townscape and seafront improvements.

4. People

This strand consists of four key actions to increase the ability and skills of people available for work on the Island. This includes activity to: improve promotion and awareness of employment and training opportunities; develop sector groups and workforce development plans; deliver higher level and continued upskilling provision in line with employer demand; and, better integrate the Island’s employment and skills support systems to improve recruitment, retention and progression.

4.1 Rationale

Improving the skills base is a key challenge for the Island. The proportion of the workforce without any qualifications or qualifications below NVQ level 2 (25%) is significantly above the South East’s average of 20% and that of PUSH and England (both 21%). But the biggest gap in the qualifications of the Island workforce is the proportion qualified to Level 4 – only 24% compared to 37% across the region. Partly as a result, employment rates on the Island are below the regional and national averages. As of January 2011 the unemployment rate for the Island (4.2%) is greater than PUSH (2.4%), the South East (2.5%) and England (3.6%).

Enhancing skills levels is necessary to ensure that Island companies remain competitive in the current economic climate, and to prevent many Island people from being limited to only low paid jobs. Looking forward, most employers nationally and globally expect to become more demanding regarding employees’ skills. With many of their most experienced employees approaching retirement age, they will demand that young people offer all the more, in terms of new skills.

Part of the challenge is to strike a balance between encouraging those not in work to take jobs that are available, and encouraging them to invest in skills in the less certain expectation of better jobs becoming available. A second challenge is to foster investment in the skills of those currently in work, to prepare them for future changes in employers’ skill needs. The third challenge is to ensure that Island employers raise their own expectations about employees’ skills at least as fast as their competitors elsewhere are doing so, to prevent them from gradually being left behind.

4.2 Overview of proposed activity

4.2.1 Promoting awareness of employment and training opportunities

We will work with all employment and training providers on the Island to improve awareness amongst residents and businesses about the range of services available. We continually monitor skill gaps and shortages (via our quarterly employer survey). We will co-produce a range of activity – such as jobs fairs and employer visits - under the banner of the ‘Isle Work’ brand to help co-ordinate employer engagement activity. We will also seek to establish a network of skills ambassadors within key sectors on the Island.

4.2.2 Develop sector groups & workforce development plans

We will continue to work with existing sector groups on the Island including: construction, social care, engineering (including advanced manufacturing and composites) and marine. We will seek to establish new skills sector groups specifically for opportunities arising from PFI Highways and in relation to the tourism and hospitality sector.

An important action for workforce development on the Island will be to establish hub and spoke links to the National Skills Academies (between IW College and the mainland) to implement

skills development for key sectors e.g. Environmental Technologies. Alongside this we will explore options to establish a 'centre of excellence' for skills development in engineering and composites.

Membership of the sector groups will include staff from further and higher education, work-based learning providers and other wider stakeholders as well as employers themselves. Each sector group will work to an agreed framework or plan. The specific objectives of each sector group will be to:

- Assess current and future skills needs
- Assess current education and training provision
- Participate and where appropriate co-develop new course or module design which meet the needs of each sector, with a particular emphasis on higher level skills provision and developing leadership and management skills
- Play a role in the curriculum development and exploring modes of delivery which make learning accessible to existing and new employees
- Support the development of 'on-the-job initiatives' for new entrants to each sector
- Continually review any initiatives and support mechanisms for developing the skills of the workforce
- Support employers and employees in each sector to become fully engaged in skills development
- Build relationships between employers, education and training providers and other stakeholders
- Share best practice, ideas, knowledge and expertise with colleagues across the sector.
- Develop and implement sector workforce development plan

The design and delivery of a sector workforce development plan will be crucial to addressing skills issues in each of the identified sectors. Each plan will be updated on an on-going basis, will address the above issues, with a specific focus upon setting out:

- **Background to the sector and its workforce** – including economic and business issues in the sector; sector trends; drivers of productivity; the scale, growth and demographics of the workforce
- **Skills of the workforce** – existing skills and qualifications in the workforce; skills shortages and gaps in the sector with an emphasis on higher level skills; workforce development needs
- **Improved links with existing provision** to increase take up of mainstream employment and skills services by Island employers.

The workforce development plans will aim to maximise investment through existing mainstream funding programmes, including for example opportunities available through the Higher Education Funding Council, the Work Programme, the new SME Training Programme and via improved take up of Apprenticeships. However, because they will be employer led, they will challenge existing provision and create pressure for innovative solutions that are demand led.

Employers will be more likely to invest in skills, and take up available skills funding, if they know others in their sector are doing so, and if the skills training offered is customised to meet their needs. While most of the groups are likely to begin with only a few employers, their success is likely to encourage others to join, strengthening and deepening the quality of the Island's labour pool, to the benefit of all. The Isle of Wight College has already established a number of sector groups including construction and social care. While others including the Highways PFI and the Chamber's tourism group may provide the building blocks for workforce development.

4.2.3 Delivery of higher level skills

The Island is too small to have its own its own higher education institution. The development of new provision, qualifications and delivery mechanisms to address the current gap will therefore need to include innovative ways of provision to meet demand, often via bite size 'modula' programmes to be delivered via work based, college based and distance learning.

We will map existing higher level skill gaps and work with sector groups and Higher Education Institutions to address these.

4.2.4 Integrating employment and skills support

Strategic partners, including DWP/Jobcentre Plus, the Skills Funding Agency, the Council (14-19 provision and adult community learning), the Isle of Wight College, and regional representatives of the Sector Skills Councils, need to provide coherent support across both the employment and skills arenas. An emphasis on integrating provision will help improve access to entry level jobs in these key sectors and reduce skill shortages, while increased uptake of in-work training and higher skills will reduce skill gaps and contribute to more sustainable job outcomes.

Most of these strategic partners are represented on the Island's Employment and Skills Board (ESB). We will work with the ESB to improve these linkages from in school provision through post 16 training to in-work support. Improving employment routeways into Island businesses and appropriate skills escalators to encourage retention and progression have are key objectives for the ESB. We will work with the new all age career service to ensure that these linkages are forged early in the development of this service.

5. Tackling climate change

The island is seeking to become a focus for renewable energy, a preferred location for companies offering or researching products and services that address climate change. By reducing the carbon footprint of the Island's transport, employment and domestic activities, the Isle of Wight can strengthen its economic growth and prosperity.

5.1 Rationale

The Island's environmental quality and heritage are outstanding features of the Island, and serve as key drivers for people choosing the Isle of Wight as a place to live, work and visit.

Environmental sustainability is central to the aspirations of the Isle of Wight, as set out in the Eco-Island Vision. The Island's natural assets (including strong tidal movements), geographic proximity to significant planned development (i.e. offshore wind farms east and west of the Island) and existing presence in advanced manufacturing and composite technologies, all mean that the Isle of Wight presents a significant offer to firms in the emerging renewable energy sector. This presents an excellent opportunity for the Island to prosper and grow under a clear and consistent environmental ethos, distinguishing the Isle of Wight as a forward-thinking community.

In 2005 the Island's economy generated 822,000 tonnes of carbon emissions. The biggest contribution to emissions came from households, which in 2005 contributed 43% of the total, while a further 40% of Island carbon emissions come from employers and 17% from road transport.

The Island already has a target to reduce the total to 760,000 by 2011 if past trends in population have continued. Data up to 2008 has been released by DECC and this shows Island emissions of 762,000 tonnes of CO₂, well ahead of target. The equivalent per capita emissions are 6.0 tCO₂ per resident in 2005 and 5.4 tCO₂ per resident in 2008. Recent data for energy consumption suggests that this trend will continue through 2009, although it is important to take account of any temporary trends resulting from the economic downturn.

Progress on these targets is clearly vital to the Island's reputation. Looking forward, the Island will set further ambitious targets for carbon reduction, as well as ambitions for reduced water use and a better environmental footprint more generally.

5.2 Overview of Proposed Activity

Three areas of action - the promotion and expansion of renewable energy activities; industrial specialisation in sectors and technologies that tackle climate change; and reduction of the carbon footprint of activities taking place on the Island - are critical to success.

5.2.1 Self-sufficiency in renewable energy

The Island is particularly well placed to become a centre of excellence in renewable energy activities. The Council will encourage R&D investment in tidal and off-shore wind activities and will seek to approve and facilitate renewable energy (e.g. Biomass, PV Solar) as part of planned housing / industrial developments and as stand alone schemes.

The Council is working with private sector partners and the University of Southampton to develop a Solent Ocean Energy Centre (SOEC). This collaborative initiative has been established to advance the UK marine renewables sector by supporting the commercial development of **tidal energy** around the Isle of Wight

coast and Solent region. Applications for funding will be sought to enable initial phases in this development.

The Island is also perfectly situated to support the development of the **off-shore wind** energy sector. Located between Zone 6 to the East and Zone 7 to the West, Island businesses are well positioned to support this sector through the provision of port facilities, marine engineering services, shipping and other services.

On-shore wind generation will continue to be subject to the constraints of planning acceptability, but could involve micro-turbines across many Island farms, while three 5MW **solar parks** have already been consented.

There has also been significant progress with **biomass** developments including facilities at HM Prisons, Waitrose, Cowes High School, and the Pan housing development. Work by Natural Enterprise is also helping to develop the supply chain in this sector.

The Council will also investigate issues to do with **grid capacity** and connectivity. The expectation is that in the future the Island will generate, from renewable sources, at least as much electricity as it consumes.

This action will involve significant co-ordination between the various stakeholder organisations to identify suitable locations for activity and opportunities for promoting the Island. The Council and partners will continue to promote the Isle of Wight as an exceptional location for investment in renewable energy. Political support, backed by clear strategic and policy frameworks, will offer investors confidence. In this respect this element of the action plan has very clear linkages with the actions detailed in other sections of this plan including Business Support and Workforce Skills. In order to realise these benefits, it will

therefore be important to develop consensus concerning the crucial role that environmental merits of some physical developments, such as wind turbines or facilities related to high-tech, low carbon industries.

5.2.2 Specialisation in technologies that address climate change

Island companies such as Gurit and Vestas are at the forefront of emerging technologies that directly address climate change. Other Island companies are investigating how to shift technologies developed for other purposes towards the business of carbon reduction, or are helping to reduce the carbon footprint of their customers by offering them new and cleaner technologies.

Our inward investment strategy, discussed above, therefore involves targeting renewables as a sector together with associated technologies and sectors such as marine and composites. As part of that, the proposed wind farms offer a special opportunity to the Island to become a centre for researching, project managing, operating and maintaining both farms. Because of our position we are an ideal location for companies needing easy access to both the farms themselves and the mainland, including London. Our employment land use allocations are designed to offer opportunities for companies operating throughout the wind farm supply chain, from basic research through to emergency maintenance. These in turn will provide opportunities for Island businesses to develop niche expertise that they can then export nationally and globally.

5.2.3 Reduction of carbon footprint of Island activities

Our immediate focus is on reducing household environmental impact. In particular, existing plans to increase home insulation and reduce the energy consumed through heating homes has been boosted by additional funding to deliver insulation improvements to an additional 2,300 Island homes. This will help the Island to achieve its carbon reduction targets while creating

opportunities for Island businesses. The Island is also supporting 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, as well as creating business opportunities.

The Green Deal, the Government's flagship programme to reduce carbon emissions from the housing stock and small businesses, is being developed and will be launched in 2012. It is a major programme aimed at the entire housing stock with a view to reducing carbon emissions by 60% and will therefore create significant business and employment opportunities. In order to prepare for the Green Deal training in specialist insulation techniques and household energy assessments will need to be provided along with further skills development in micro-generation installation and servicing.

The Council will seek to reduce the environmental footprint of road transport by encouraging public transport, walking and cycling, and also by encouraging individuals, businesses and fleet owners to shift to low carbon transport. Because we are an island, we have a unique opportunity to take the lead in low carbon vehicle use. Our ambition is that by 2020, 75% of road transport on the Island will be low carbon emitting. We are therefore bidding for funds under the government's Local Sustainable Transport Fund to help reduce carbon emissions from road transport.

The Council has also developed the Sustainable Procurement Compact which we now need to roll out across public and private sectors organisations, including the provision of suitable training to procurement teams. This will provide a framework for best practice in sustainable and local procurement.

We will work with the Eco Island Partnership, a key organisation in delivering many of these goals as well as other organisations contributing to this agenda.

6. Secure Superfast Broadband

Superfast broadband infrastructure will be vital for the Island if it is to successfully attract and retain skilled people and hi-tech, knowledge-intensive companies. It will also facilitate greater access to services in rural areas and opportunities for new models of service delivery.

6.1 Rationale

“Our goal is simple: within this parliament we want Britain to have the best superfast broadband network in Europe.” Jeremy Hunt, Secretary of State for Culture, Media and Sport.

Most homes in the UK currently receive broadband through the standard copper network. However, this imposes limits on the available bandwidth (data transfer capacity) and actual speeds experienced by the user. The same limits also apply to most businesses and reduce opportunities for teleworking and home working. Consumer demand is already testing the capacity of existing networks and it is clear that future applications will require greater speed and more symmetrical download and upload speeds.

Supply and demand of online content has changed rapidly in the last decade and is certain to do so in coming years. It is likely that capacity demand will substantially increase for media streaming (high definition, 3D). Some services are also likely to be transformed, such as the potential for health clinics being able to exchange three-dimensional medical imaging with hospital specialists physically based elsewhere, thus greatly increasing efficiency and improving the patient experience. Online global collaboration will also be facilitated through high-quality video

links and data exchange. This could be utilised in business and educational settings.

However, the Government judges that private sector investment in next generation architecture will only reach 50-60% of households, predominantly in larger urban centres. This will leave larger rural and peri-urban communities, the so called ‘final third’, without access to next generation broadband. If the Isle of Wight is to position itself as a centre for innovative social and economic activity, it is critical that the Island does not get left out and features in investment plans for next generation broadband architecture (providing bandwidth up to 100Mbps). Connectivity fundamentally reduces the significance of the Island’s physical separation and will play a key role in economic development prospects (e.g. new firm creation, nature of hi-tech activities, productivity gains), opportunities for innovative and new community and public service delivery models,

To achieve this, intervention by the public sector is likely to be critical.

6.2 Overview of Proposed Activity

We propose to act in four ways:

6.2.1 Stimulating private sector investment

We will seek to stimulate private sector investment plans for superfast broadband. We will engage with Telecom providers to accurately assess when and where the private sector is planning to make infrastructure investments on the Isle of Wight. We will seek to establish a shared vision for public service transformation on the Island and establish an Island Broadband Strategy and Plan to create a clear direction for superfast broadband.

6.2.2 Stimulate local demand

We will work with National and Island based Telecom businesses as well as community broadband initiatives on the Island to help establish a baseline for business and residential demand. We will conduct a campaign to assess local demand and whether island businesses would be prepared to pay for services.

6.2.3 Access funding

We will seek to bid for infrastructure funding via Broadband Delivery UK (BDUK) - a delivery vehicle created within the Department for Business Innovation and Skills and reporting to Ed Vaizey (as a joint DCMS & BIS minister).

The Fund is not intended to cover the full cost of deployment in rural areas, but to provide sufficient infrastructure funding to make areas that would otherwise be uneconomic more attractive to investment. We will submit a bid on behalf of the key strategic partners on the Island – including the Council and NHS.

We will also explore future funding opportunities through the EU.

6.2.4 Leverage private sector investment

We will create a Public Infrastructure Broadband working group to ensure all potential strands of broadband related work are included e.g. schools, PFI Highways, new housing developments etc.

We will pilot a wireless project with an Island Telecoms business to test the feasibility of a public wireless network in stimulating market demand and take up of online public services.

7. Develop a 21st Century Tourism Offer

We aim to develop the Island's tourism offer. We will seek to build on the existing strengths of the tourism sector and help to expand the Island's appeal to visitors and holiday makers. This will include the emerging Eco-Island brand which we will develop at a realistic pace but with a clear long term goal.

7.1 Rationale

Tourism is one of the Island's most important sectors, providing a range of employment opportunities and sustaining many local businesses. The Island is a well-recognised tourist destination with a number of key assets. But the typical current visitor profile is that of low spenders, often on low incomes. There has been significant marketing expenditure by the Isle of Wight Council and by individual businesses and the Chamber of Commerce. However, there has been no discernable growth in visitor numbers, combined with a trend for visits to become shorter. In addition, the revenue earned by each visit is relatively low and there is strong seasonality in visitor numbers, implying that resources are not fully used and that opportunities are not maximised.

The Eco-Island brand is at the heart of the Island's 21st Century tourism offer. Initiatives under the Eco Island, such as the proposed shift towards low carbon vehicles and the development of renewable energy, have the potential to fundamentally alter potential visitors' perceptions of the Island, and so reinvigorate the tourism sector, if the industry itself responds in kind by changing its own offer.

Eco-island is a major opportunity for the tourism sector. Climate change is the great issue of the age: eco-anxieties will not recede while perceptions of Eco-tourism as cheap and rudimentary will fade as customers will increasingly look for authenticity. This will need to provide:

- Sustainable accommodation – hotels that maximise water and energy use
- Sustainable transport – especially good bus service and opportunities for car-free stays
- Good waste management,
- Local produce.

The aim must be to target visitors who value new products, services, and experiences. Who enjoy intellectual and physical pursuits, who are younger in age – including younger families, and who are relatively high earning. Markets to target will include active sports, the rural/farming experience, combined with continuing commitment to the seaside offer. Business tourism and events also offers excellent opportunities.

However, raising awareness of Eco-Island status cannot happen successfully until the principle is deeply embedded in the Island's cultural and economic life generally. This will come about through, for example, increased investment in environmental technologies and renewable energies by hotels and tourist attractions, as well as a stronger take-up by householders of low carbon lifestyles, with current plans for widespread home insulations a useful step in that regard. Most importantly, Eco-island behaviour needs to be a growing feature of Island transport.

7.2 Overview of proposed activity

The Isle of Wight Council has developed a Tourism Strategy in which we identify the challenges facing the sector and a ten point

plan to address these. This forms the basis for proposed activity to be delivered as part of this action plan.

1. **Investment fund:** Public and private investment in tourism is critical to growth. We will examine the feasibility of an investment fund to provide help to kick-start business improvements, possibly using Tax Increment Finance (TIF), the Regional Growth Fund and other sources
2. **Maintaining natural assets:** Over the course of the next decade the Island will need to take strategic steps to reposition its tourism offer, building on the Island's distinctive assets. Maintaining the existing commitment to beach quality and the protection and enhancement of rural areas, including our forests, will be vital
3. **Identity & place-making:** The Island's tourism strategy also needs to create great places. We will develop a unique identity for each of the tourist areas on the Island (Ryde – gateway; the Bay – beach resort; rural areas – activity &/or relax), hopefully including private sector investment in significant place-making in Ryde, Ventnor, elsewhere
4. **Existing businesses:** We will work with existing businesses to encourage them to invest in skills and to gradually raise the quality of their offer, and help others such as farms to enter the tourism sector
5. **New businesses:** We will support businesses offering very high quality services, including country retreats, and those in the active leisure/sports sector, to establish on the Island or to increase/improve their offer
6. **Targeted marketing:** We will identify and market to higher income segments, and businesses, who are likely to value our core assets. Marketing approaches need to reflect the segments

targeted: viral marketing for some, editorial recommendations, for others, and clear branding/packaging for others

7. **Event visitor marketing:** We will also seek to provide suitable targeted marketing through appropriate channels to festival visitors, Cowes week participants and others participating in events
8. **Eco-tourism:** We will continue to work across multiple strands to make Eco-Island a reality and establish the Island as the eco-tourism capital of the UK. We will seek to develop an eco-tourism award scheme to recognise the provision of low carbon vehicles for visitors, efforts to reduce the carbon footprint of all businesses offering accommodation, hospitality, entertainment and visitor experiences, and Island produce
9. **VisitEngland:** We will work with VisitEngland, whose new strategic framework promises an increased focus on destinations that are already recognised brands – such as the Isle of Wight
10. **Solent LEP:** We will work collaboratively with the proposed Solent LEP e.g. to promote both our own attractions and those on the mainland such as Portsmouth’s historic dockyards

8. Economic Indicators and Targets

We have established a range of targets in relation to key economic indicators for the Island. These are based on the headline findings of the Island’s Local Economic Assessment (2010) and aim to address the critical gaps in economic performance between the Island and the ‘mainland’.¹

8.1 Rationale

The following indicators and targets have been set using the most current data, as of January 2011. It is recognised that some of this data (e.g. employment figures) is seasonal and that differences in performance may vary accordingly. Targets are therefore based on the gap in economic performance at this moment in time.

We present two sets of targets. The first are more stretching and largely aspirational, to be achieved by 2020. The second relate to the three year time frame for this plan. All targets are based on comparable data sources which can be measured over time.

8.2 The Unemployment Claimant Count (Jobseekers Allowance)

The unemployment claimant rate (JSA) for the Island is higher than all of the mainland benchmarks – PUSH, South East and England, although the gap in relation to this indicator has been narrowing.

¹ The mainland benchmark differs according to indicators. In some instances the target relates to the gap in performance between the Island and PUSH, in other cases it may relate to the South East or the National average. The choice of bench mark is based in most cases on a practical assessment of what is achievable within the 3 year time frame or by 2020.

8.2.1 Headline JSA Target

The JSA rate for the Isle of Wight is 4.2% compared with 2.4% for PUSH. In terms of benchmarking with the mainland this represents the largest gap. See Table 1, below.

- The target for 2020 is to achieve parity with PUSH. This would require a net decrease of 1,532 JSA claimants, assuming no relative improvement by PUSH. This is an ambitious target. Oxford Economics have forecast that the JSA rate for the Island will reach 1.75% by 2020, although remaining at around 4% until 2013.²
- The target for 2013/14 is to achieve a JSA Claimant rate in line with the rate for England (currently 3.6%). This would require a net decrease of 511 JSA Claimants, or an overall reduction of 170 claimants per year.

Table 1: Difference in JSA between the Island and the mainland

Jan 2011	Isle of Wight	PUSH ³	South East	England
JSA Claimant Rate %	4.2	2.4	2.5	3.6
No. of JSA Claimants	3,574	21,422	135,259	1,224,055
Difference (No.)		1,532	1,447	511

Source: NOMIS JSA Claimant Count January 2011

² The Isle of Wight LEA, page 57

³ The PUSH geography as defined by ONS data sets comprises the Local Authorities of East Hampshire, Eastleigh, Fareham, Gosport, Havant, New Forest, Portsmouth, Southampton, Test Valley and Winchester

8.2.2 JSA targets by age⁴

Youth unemployment, based on the JSA Claimant Count, is proportionally high (7.4%) on the Island compared with the mainland (e.g. PUSH – 2.9%). See Table 2.

- In order to achieve the headline JSA target for 2020 the targets for each age group should be as follows:
 - To reduce the number of 16-24 year old JSA Claimants by 700
 - To reduce the number of claimants aged 25-49 by 752
 - To reduce the number of claimants aged 50+ by 189
- The target for 2013/14 is to achieve a JSA Claimant rate in line with the rate for England. The targets for each age group should be as follows:
 - To reduce the number of 16-24 year old JSA Claimants by 382
 - To reduce the number of claimants aged 25-49 by 264
 - To reduce the number of claimants aged 50+ by 3

⁴ Figures are a close approximate since rounding to nearest five for each individual age bands is performed

Table 2: Difference in JSA by Age between the Island and the mainland

JSA Claimant Rate	Isle of Wight	PUSH	South East	England
Age 16-24	7.4	2.9	3.4	5.0
No. of JSA Claimants	1,155			
Difference (No.)		700	632	382
Age 25-49	4.5	2.6	2.6	3.8
No. of JSA Claimants	1,790			
Difference (No.)		752	745	264
Age 50+	2.1	1.4	1.5	2.0
No. of JSA Claimants	620			
Difference (No.)		189	156	3

Source: NOMIS JSA Claimant Count January 2011

8.3 New Business Start Ups

The Island has lower business start up rates than the mainland. See Table 3, below. Between 2006 and 2008 the Island averaged over 500 start ups per year. This is approximately 37 businesses per 10,000 population compared with 48 businesses per 10,000 population in the South East. To achieve parity with the South East the island would need to create over 150 additional new businesses per year.

- The target for 2020 is to increase the number of new business start ups to match the National figure of 45 business start-ups per 10,000 population. This would involve an extra 117 businesses to be started each year.
- The target for 2013/14 is an additional 75 start ups in line with PUSH.

Table 3: Difference in BSUs between the Island and the mainland⁵

	Isle of Wight	PUSH	South East	England
Business Start Ups (per 10,000 pop)	37	42	48	45
Business Start Ups (No.)	518	5,923	40,627	236,055
Difference (BSU per 10,000 pop)		75	160	117

Source: Oxford Economics Summer 2010 Forecasts and Data, and ONS Business Demography 2009

8.4 Business Survival

The Island's business survival rates from one to five years are broadly better than the national average, and in line with regional and PUSH figures.

- The target is to improve long-time survival prospects for new businesses reflected in an improved five year survival rate. As a minimum the Isle of Wight should aim to achieve the same rate as PUSH, which would necessitate an additional 17 businesses surviving for five years.
- A more stretching target would be to achieve the same rate as the South East (22 extra businesses)
- The minimum target for the three year survival rates is to continue to exceed at least two of the three localities
- In terms of one year survival rates the Island should aim to close the gap with the PUSH region, achieving parity, which would involve an additional five business survivals per year.

⁵ Annual business start ups per 10,000 working age population

Table 4: Survival rates between the Island and the mainland

	Isle of Wight	PUSH	South East	England
5 Year Business Survival % of enterprises started in 2004	45.1	47.9	48.7	46.6
Difference (no. of survivors)		17	22	9
3 Year Business Survival % of enterprises started in 2006	70.9	67.7	68.8	66.2
Difference (no. of survivors)		n/a	n/a	n/a
1 Year Business Survival % of enterprise started in 2008	93.3	94.4	93.2	92.1
Difference (no. of survivors)		5.0	n/a	n/a

Source: ONS Business Demography 2009

8.5 Skills Levels

Achieving a higher skilled workforce is critical to improving the Island's competitiveness. The Island's workforce is significantly less qualified than the South East. Achieving parity would require over 6,500 islanders to gain a qualification at NVQ level 4 and above. This level of change is simply not achievable during the course of this three year plan or by 2020. As a minimum standard the Island's workforce should be qualified to at least NVQ level 2, in line with PUSH and England.

- The target for 2020 is therefore to achieve parity with PUSH & England which would require over 2,000 individuals to achieve at least an NVQ level 2.
- The 2013/14 target should be to narrow the performance gap by 30%

Table 5: Qualification levels between the Island and the mainland

	Isle of Wight	PUSH	South East	England
NVQ4+ (% of Workforce)	24.4	33.7	36.8	34.9
Difference in NVQ 4+		4,964	6,635	5,611
NVQ3+ (% of Workforce)	44.7	50.1	53	51
Difference in NVQ3+		2,904	4,467	3,389
No Qual or below NVQ2	24.9	21.3	19.7	21.3
Difference in NVQ2+		2,091	3,038	2,091

Source: NOMIS Annual Population Survey Jan-Dec 2010

8.6 Public/Private Sector Split

With the public sector expected to materially shrink in the mid term, the ability of the private sector to generate employment and output growth is key to the Island's sustained economic recovery. The Island is presently more dependent on public sector employment (31.4%) than the mainland.

- The target for 2020 is to achieve a proportion of private sector jobs, in line with PUSH & England. This will require an additional 3,000 jobs in the private sector on the Island.
- The target for 2013/14 is to achieve approximately 20% of this total employment growth in private sector jobs.

Table 6: Target for Private Sector Jobs to match other localities

	Isle of Wight	PUSH	South East	England
% of Total Employment in Public Sector (2010)	31.4	26.5	25.4	26.5
Target for Private Sector Jobs to match other localities⁶		2,954	3,642	2,974

Source: NOMIS Annual Population Survey Jan-Dec 2010

8.7 Productivity

Productivity is considerably lower on the Island than the South East and the UK; in 2010 output per employee was around £29,000 on the Island, whilst it was around £37,000 for the UK and £39,000 in the South East. To achieve parity with PUSH would require an improvement in GVA per capita of 17%.

- The productivity target for 2020 is therefore to improve GVA per capita by 17% to achieve parity with PUSH.
- The 2013/14 target should be to narrow the performance gap by 5%

Table 7: Productivity target to match other localities

	Isle of Wight	PUSH	South East	England
GVA per capita	29,374	34,441	38,319	37,620
% Improvement required		17.2	30.5	28.1

Source: Oxford Economics Summer 2010 Forecasts

⁶ Assumes that each private sector job is created at the expense of one public sector job thereby maintaining the same total employment level

8.8 Summary of targets

Headline indicators	Baseline		Target for 2020	Target for 2014	Source
	Measure	Date			
JSA Claimants (no. and rate)	3,574 (4.2%)	Jan 2011	Reduce by 1,532 claimants to 2.4% (in line with PUSH)	Reduce by 511 to 3.6% (in line with England)	NOMIS JSA Claimant Count
Business Start Ups (Number per annum)	518 per year	2009	Increase by 117 (in line with England)	Increase by 75 (in line with PUSH)	ONS Business Demography
Business Survival (% after 5 years)	45%	2009	Improve to 47.9% (in line with PUSH)	Improve to 46.6% (in line with England)	ONS Business Demography
Qualifications (% population NVQ2 or below)	24.9%	Jan – Dec 2010	Increase NVQ2 by 2,000 (in line with PUSH)	Increase NVQ2 by 600	NOMIS Annual Population Survey
Private sector jobs (no. and %)	41,700 (69%)	Jan – Dec 2010	Increase by 3,000 to 73.5% (in line with PUSH)	Increase by 600	NOMIS Annual Population Survey
Productivity (GVA per capita)	£29,374	Summer 2010	Increase by £5,000 (17.2%) (in line with PUSH)	Increase by 5%	Oxford Economics

KEY:

PUSH # Partnership for Urban South Hampshire

8.9 Headline actions for business

	Actions	Lead Org/s	Target Date	Funding Source	Outcomes
1	To develop Inward investment functions and support processes (enquiry handling, CRM, information briefings and events, marketing materials) to place market the Island and to lead on investment in renewable energy on behalf of the Solent LEP	IWC	Mar 2012	IWC	<ul style="list-style-type: none"> ▪ Increased profile of the Island as investment location ▪ New businesses attracted to the Island ▪ Increased investment ▪ Increase new private sector jobs created
2	Engage with R&D based companies, Universities and other major research establishments to support the development of Knowledge Transfer Partnerships and investment in R&D	IWC	Feb 2012	IWC	<ul style="list-style-type: none"> ▪ IOW proposals featuring in LEP sector activity ▪ knowledge transfer partnerships (KTPs) established ▪ University spin-outs and research facilities locating on the Island
3	Develop coordinated approach to new start provision and existing businesses through supply chain development and business intelligence	IWC	Feb 2012	Jobcentre Plus,	<ul style="list-style-type: none"> ▪ Increase number of new business start ups ▪ Increase five year business survival
4	Work with and develop existing business networks (e.g. Business Investor Network) universities and sector specialists to support growth businesses	IWC,	Feb 2012	IWC, Private Sector	<ul style="list-style-type: none"> ▪ Increase participation and benefits from business networks
5	Promote the development of big society and social enterprise on the Island particularly in relation to Public Sector Service delivery	IWC	Mar 2012	IWC	<ul style="list-style-type: none"> ▪ Increase no. of social enterprises delivering public services

8.10 Headline actions for places

	Actions	Lead Org/s	Target Date	Funding Source	Outcomes
1	Maximising opportunities from new economic development policy	IWC/Solent LEP	Oct 2011	IWC	<ul style="list-style-type: none"> Ensure fit between the Core strategy in line with the new Localism bill
2	Supporting the Council response to 'pro growth' planning reforms and access to capital funding	IWC	Oct 2011	IWC	<ul style="list-style-type: none"> Ensure fit between employment / enterprise zones on the Island and wider Solent LEP

8.11 Headline actions for people

	Actions	Lead Org/s	Target Date	Funding Source	Outcomes
1	Improve promotion and awareness of employment and training opportunities	IW Council / ESB partners	Nov 2011	IWC / ESB partner contracts	<ul style="list-style-type: none"> Increase in economic activity (employment and training) Reduction in the number of people with no qualifications or below NVQ2
2	Develop sector groups and workforce development plans	IW Council / ESB partners	Nov 2011	IWC / ESB partner contracts / HEi / Sector Skills Councils/Employers/Skills Funding Agency/Careers	<ul style="list-style-type: none"> Increase employer investment in training and skills
3	Deliver higher level and continued upskilling provision in line with employer demand	IW Council / ESB partners	October 2011	IWC / ESB partner contracts / HEi / Sector Skills Councils/Employers/Skills Funding Agency/Careers	<ul style="list-style-type: none"> Increase the numbers in work qualified at NVQ level 4 and above
4	Integrate Island's employment and skills support systems to improve recruitment, retention and progression	IW Council / ESB partners	March 2012	IWC / ESB partner contracts / HEi / Sector Skills Councils/Employers/Skills Funding Agency/Careers	<ul style="list-style-type: none"> Improve employment retention and progression

8.12 Headline actions for climate change

	Actions	Lead Org/s	Target Date	Funding Source	Outcomes
1	To promote and support the expansion of renewable energy activities, including development of tidal and wind energy related R&D, and establish the Island as a centre of excellence in the low-carbon economy	IWC and private sector	Ongoing	Department for Energy and Climate Change (DECC), Technology Strategy Board (TSB), RGF Round 2 (BIS), EU funding and private sector	<ul style="list-style-type: none"> ▪ To achieve self-sufficiency in renewable energy for the Island to produce as much energy as it consumes
2	To support specialisation in sectors and technologies to enable renewable energy activity	IWC and private sector	Ongoing	Department for Energy and Climate Change (DECC), Technology Strategy Board (TSB), RGF Round 2 (BIS), EU funding and private sector	<ul style="list-style-type: none"> ▪ Island businesses to develop niche expertise that they can then export nationally and globally
3	To reduce the Island's ecological footprint by supporting the Eco-Island Partnership's plans for a sustainable economy, including low carbon travel, energy and water reduction, environmental technologies and sustainable procurement	IWC and private sector	Ongoing	Department for Energy and Climate Change (DECC), Technology Strategy Board (TSB), RGF Round 2 (BIS), EU funding and private sector	<ul style="list-style-type: none"> ▪ To reduce carbon emissions by households, businesses and transport and to provide a better environmental footprint

8.13 Headline actions for superfast broadband

Actions	Lead Org/s	Target Date	Funding Source	Outcomes
1 Stimulate private sector investment plans for superfast broadband	IWC	Oct 11	IWC	<ul style="list-style-type: none"> ▪ Telecom providers will make infrastructure investments for superfast broadband
2 Stimulate local demand for superfast broadband	IWC/NHS	Dec 11	IWC	<ul style="list-style-type: none"> ▪ Increase access by businesses and households to superfast broadband
3 Access UK/EU funding to address the lack of investment in 'final third'	IWC	Dec 11	IWC / BIS - BDUK	<ul style="list-style-type: none"> ▪ Provide whole Island coverage and access to superfast broadband
4 Leverage private sector investment through public infrastructure projects and infrastructure sharing	IWC	July 12	IWC	<ul style="list-style-type: none"> ▪ Achieve a joined up and cost effective approach to broadband infrastructure and transformation public services

8.14 Headline actions for tourism

	Actions	Lead Org/s	Target Date	Funding Source	Outcomes
1	To identify key target market segments, based on the Island's unique offer and establish what the big opportunities are for raising sustainable income growth for Island tourism	IWC / IWCCTI	Sept 2012	IWC / IWCCTI / private sector	<ul style="list-style-type: none"> ▪ A more diverse tourism offer for a wider range of higher spending visitors
2	To improve the quality, sustainability & value added of Island tourism, including investment in workforce skills and quality standards	IWC / IWCCTI	Sept 2012	IWC / IWCCTI / private sector	<ul style="list-style-type: none"> ▪ An improvement in quality of Island tourism across all sectors of the industry, resulting in increased visitor spend and GVA
3	To create a strong sense of place and provide a focus for a new higher value tourist experience including clear and distinctive offers for Ryde, the Bay and rural areas	IWC / IWCCTI	Sept 2013	IWC / IWCCTI / private sector	<ul style="list-style-type: none"> ▪ Regeneration of the seaside towns (Ryde, Cowes, Shanklin, Sandown, Ventnor) each with their own distinctive offer
4	To exploit the unique advantage of a regular supply of visitors, to market the Island's tourism offer more widely	IWC / IWCCTI	Ongoing	IWC / IWCCTI / private sector	<ul style="list-style-type: none"> ▪ Festival and event visitors and day trippers will become longer stay and repeat visitors
5	To work across multiple strands to make Eco-Island a reality	IWC / IWCCTI	Ongoing	IWC / IWCCTI / private sector	<ul style="list-style-type: none"> ▪ Establish the Island as the eco-tourism capital of the UK.