

Isle of Wight Regeneration Strategy 2019-2030

Executive Summary



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

This 2019-2030 Regeneration Strategy for the Isle of Wight aims to set out how the council is leading the agenda to ensure the economic future of the Island and create the Island that is a great place to grow up, live, work and visit. The strategy sets out where we are today and the actions and activities we believe will enable the vision for the future to be realised.

Following a year of conversations and discussions, and the publication of the draft strategy, this document aims to capture the challenges the Island faces and set out the ways in which these challenges might be overcome during the next 10 to 12 years. The strategy is split into six key themes. This executive summary is designed to allow the reader to get a snapshot of the document and set out what we mean by each theme and some of the key activities and actions that are planned.

The key priorities of the regeneration strategy:

- ***Place-making***
- ***Housing***
- ***Transport and Infrastructure***
- ***Cultural and Environmental assets***
- ***Skills and Business Development***
- ***Area Regeneration***

THE ISLAND CHALLENGES

This strategy seeks to respond to the following key challenges arising from the analysis of the Isle of Wight's current position:

- Attracting and growing jobs that pay higher wages
- Providing affordable homes for islanders with the right infrastructure
- Protecting and capitalising on our unique environment and cultural heritage
- Re-balancing our population to ensure we can sustain our public services
- Caring for our most vulnerable people and helping everyone to age well
- Reducing deprivation levels in affected areas of the Island
- Changing perceptions of the island and its future amongst those who live here and those who might want to relocate, invest and visit
- Investing in infrastructure to help mitigate our separation deficits

Each section of the strategy proposes Island responses to these key challenges that need to reflect our unique context. In summary the successful implementation of the *Inspiration Island* strategy will deliver the following key outcomes:

ISLAND CHALLENGES	INSPIRATION ISLAND WILL DELIVER
Attracting and growing jobs that pay higher wages	Average pay increased to £600 per week by 2027
Providing affordable homes for islanders with the right infrastructure	1,000 affordable homes built by 2025
Protecting and capitalising on our unique environment and cultural heritage	Recognition for the Island as one of the best places to live in the UK
Re-balancing our population to ensure we can sustain our public services	Better choices for those wanting to study in higher education with a new enhanced curriculum available from September 2022
Caring for our most vulnerable people and helping everyone to 'age well'	Better housing choices, care options and job opportunities, regardless of age, as part of an "age friendly" island environment
Reducing deprivation levels in affected areas of the Island	Closing the gap in poverty levels between our most affluent and deprived areas by 20% by 2030
Changing perceptions of the island and its future amongst those who live here and those who might want to relocate, invest and visit	A new internally owned and externally facing brand for the Isle of Wight to be launched in 2020
Investing in infrastructure to help mitigate our separation deficits	Access to full fibre Gigabit speed connectivity across the whole island by 2022

The council's corporate plan sets out the its ambition to grow and improve the Island in terms of overall wealth, but also in education standards, skills and the availability of jobs. We will make time to celebrate and make the most of the Island's unique characteristics to promote and secure inward investment and appropriate development. As a result, we will ensure that everyone can live the lives they want to lead in a safe and independent manner and where they have the tools and skills to take responsibility for their own quality of life.

PLACE-MAKING

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

Across our own property portfolio, we will be look at ways in which we can improve the condition and use of our properties as well as bringing derelict and redundant properties back into use.

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

What Island challenges will place-making help address?

- Attracting and growing jobs that pay higher wages
- Providing affordable homes for islanders with the right infrastructure
- Protecting and capitalising on our unique environment and cultural heritage
- Re-balancing our population to ensure we can sustain our public services
- Reducing deprivation levels in affected areas of the Island
- Changing perceptions of the island and its future amongst those who live here and those who might want to relocate, invest and visit
- Investing in infrastructure to help mitigate our separation deficits

Key Place-making action: *Develop five sites to create jobs, homes, leisure and educational opportunities.*

HOUSING

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

Recognising that large-scale development of new housing is not always appropriate or popular on the Island, the council will need to think of innovative ways of meeting the needs and aspirations while also bringing along our residents and stakeholders.

The forthcoming Island housing strategy will set out in detail how the council will ensure, in partnership with the private and social sectors, that enough houses are built and that the number of households in temporary accommodation and those experiencing homelessness are reduced.

What Island challenges will better housing help address?

- Providing affordable homes for islanders with the right infrastructure
- Re-balancing our population to ensure we can sustain our public services
- Caring for our most vulnerable people and helping everyone to "age well"
- Reducing deprivation levels in affected areas of the Island
- Changing perceptions of the island and its future amongst those who live here and those who might want to relocate, invest and visit
- Investing in infrastructure to help mitigate our separation deficits

Key Housing action: *Working in partnership deliver 1,000 affordable homes by 2025*

TRANSPORT AND INFRASTRUCTURE

Better movement around the Island and between the Island and the mainland by the most sustainable means has been identified as the number one priority from residents through our recent *Wight We Want* survey.

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

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

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

What Island challenges will better transport and infrastructure help address?

- Providing affordable homes for islanders with the right infrastructure
- Protecting and capitalising on our unique environment and cultural heritage
- Changing perceptions of the island and its future amongst those who live here and those who might want to relocate, invest and visit
- Investing in infrastructure to help mitigate our separation deficits

Key Transport and Infrastructure action:

Develop and implement an Infrastructure Investment Plan for the Island.

CULTURAL AND ENVIRONMENTAL ASSETS

The benefits of a strong and vibrant culture are many and well documented; strengthening communities whilst boosting regeneration through increasing the vitality and attractiveness of areas. The quality of life the island offers strongly differentiates it from other places in terms of being a location of choice for those seeking a great work/life balance – our superb natural environment is a key component of this offer.

Cultural activities do transform the lives of individuals. They can also revitalise areas, increase employment and encourage tourism. The Isle of Wight has a rich environment and cultural heritage, our regeneration plans can preserve and enhance this history, working with communities and wider partners to harness cultural activity as a catalyst for change.

What Island challenges can our cultural and environmental assets help address?

- Attracting and growing jobs that pay higher wages
- Protecting and capitalising on our unique environment and cultural heritage
- Reducing deprivation levels in affected areas of the Island
- Changing perceptions of the island and its future amongst those who live here and those who might want to relocate, invest and visit

Key Cultural and Environmental assets action:

Work with Visit Isle of Wight to develop quality sustainable out of season tourism models.

SKILLS AND BUSINESS DEVELOPMENT

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

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

The Island is fortunate to have a good balance of key economic sectors resulting in us taking a place-based approach to economic growth as opposed to focusing on specific sectors. Our overall aim is average raise wage levels for Islanders to the regional average enabling them meet their families housing and cost of living needs. Increasing the range of higher value employment will be key alongside enabling increased productivity and pay across the board. Attracting new businesses to the Island and supporting its local businesses to grow both fall within the umbrella term of business development which in turn leads to economic growth. The Island has around 4,500 registered businesses. These range in size from large organisations employing hundreds of people with multi-million pound turnovers (GKN, MHI Vestas, Ascensos, Gurit, Liz Earle and more) to sole traders operating from their garages or back bedrooms.

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

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

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

What Island challenges will improved skills and business development help address?

- Attracting and growing jobs that pay higher wages
- Protecting and capitalising on our unique environment and cultural heritage
- Re-balancing our population to ensure we can sustain our public services
- Reducing deprivation levels in affected areas of the Island
- Changing perceptions of the island and its future amongst those who live here and those who might want to relocate, invest and visit
- Investing in infrastructure to help mitigate our separation deficits

Key Skills and business development action: *Develop and implement a Digital Island strategy to maximise the benefits of new technology in boosting our economy and improving public services.*

AREA REGENERATION

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

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

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

Ryde

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

The Bay

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

West Wight

Mainly rural but with Yarmouth and Freshwater as hub settlements

West Medina

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

East Medina

East Cowes and settlements in and to the East of Newport

Newport

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

What Island challenges will Area Regeneration help address?

- Protecting and capitalising on our unique environment and cultural heritage
- Re-balancing our population to ensure we can sustain our public services
- Caring for our most vulnerable people and helping everyone to "age well"
- Reducing deprivation levels in affected areas of the Island
- Changing perceptions of the island and its future amongst those who live here and those who might want to relocate, invest and visit

Key Area Regeneration action:

Work with area stakeholders to deliver agreed regeneration priorities

COMMUNICATIONS, ENGAGEMENT AND PARTNERSHIP WORKING

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

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

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

MONITORING AND EVALUATION

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

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

At a corporate and programme level the following will form the basis of reporting to members and the general public

- Happy City index (Health and Wellbeing strategy)
- Place Standard
- Programme level outcomes and measures
- Project outputs
- Isle of Wight Corporate Plan 2017-2020
- Independent programme evaluation support (Portsmouth and/or Solent Universities)
- Island Planning Strategy monitoring

An annual update will be published on progress with the key actions across the regeneration programme. The strategy itself will be subject to a detailed review every four years.

RESOURCING REGENERATION

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

Isle of Wight Council staff

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

Partner organisations

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

Town and parish councils

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

Strategic development partner/s

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

Volunteers

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

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

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

ACTION PLAN 2019 – 2022

OBC: Outline Business Case **FBC:** Full Business Case

Programme Tranche	2019/20	2020/21	2021/22
Place-making	<p>Feasibility and OBC</p> <ul style="list-style-type: none"> • Branstone Farm • Pier Street toilets • Camp Hill <p>Complete FBC</p> <ul style="list-style-type: none"> • Nicholson Road, Ryde • Building 41: Wight Innovation hub • Dinosaur Isle • Pyle Street housing/health hub <p>- Masterplan for:</p> <ul style="list-style-type: none"> - Newport Harbour - Ryde place plan <p>- Updated asset management plan implementation</p> <p>Start on site</p> <ul style="list-style-type: none"> • Pier Street toilets • Wight Innovation hub 	<p>Feasibility and OBC</p> <ul style="list-style-type: none"> • Shanklin Spa <p>Complete FBC</p> <ul style="list-style-type: none"> • Shanklin Spa and car parks <p>Start on site</p> <ul style="list-style-type: none"> • Branstone Farm <p>- Identify development partner/ investment partners to take forward Newport Harbour</p> <p>- Identify development partner for Dinosaur Isle and surrounds</p>	<p>Feasibility and OBC</p> <p>Start on site</p> <ul style="list-style-type: none"> • Newport Harbour • Dinosaur Isle and surrounds redevelopment • Nicholson Road, Ryde
Infrastructure	<ul style="list-style-type: none"> • Develop portfolio of growth pipeline business premises – the development of Building 41 Innovation hub and Rangefinder Campus • Flood defence and remediation works • Identify funding for a cross-Medina link feasibility study • Implement local full fibre networks programme of public sector building upgrades in South and West Wight • Continue a structured programme of cycling and walking improvements • Develop a comprehensive Island Infrastructure Improvement Plan • Develop and implement externally funded works to open up regeneration sites in and around Newport and ease congestion in the town 	<ul style="list-style-type: none"> • Energy network enhancement – InteGridy project and delivering onsite energy solutions for major developments • Develop portfolio of growth pipeline business premises – the development of Ryde Nicholson Road, Kingston Marine Park, Medina Yard marine zone 	

Programme Tranche	2019/20	2020/21	2021/22
<p>Housing</p>	<p>iWight Developments:</p> <ul style="list-style-type: none"> • Deliver Medina Avenue (6 units) • Planning permission for Barton (17 units), Eddington Road (79 units) • Outline planning for Crossways (140+ units) • Establish appropriate mechanisms for owning, managing and developing housing in the future • Support the delivery of Ryde Village Island Independent Living Scheme • Planning permission for Sandown Town Hall to convert to homes and community facilities and complete FBC • Take forward Sandham Middle School for Island Independent Living – appropriate procurement approach or use iWight Developments 	<ul style="list-style-type: none"> • Mechanism is set up and mandated to enable delivery of housing <p>iWight Developments Start on site:</p> <ul style="list-style-type: none"> • Barton • Eddington Road • Planning permission for Taylor Road • Start on site with redevelopment of Sandown Town Hall • Confirm delivery arrangements and start on site Sandham Middle School 	
<p>Cultural and Environmental Assets</p>	<ul style="list-style-type: none"> • Mapping of cultural assets • Pitch and Play analysis and subsequent investment plan • Support development of the Island Cultural Investment board • Development and implementation of environmental action plan • Area based cultural and environmental improvement projects • Dinosaur Isle competitive dialogue 	<ul style="list-style-type: none"> • Area-based cultural and environmental improvement projects • Dinosaur Isle investment deployment 	<ul style="list-style-type: none"> • Area-based cultural and environmental improvement projects

Programme Tranche	2019/20	2020/21	2021/22
<p>Skills and Business Development</p>	<ul style="list-style-type: none"> • Digital Island strategy published, and road map implemented • HE Feasibility study completed with clear set of recommendations • Annual Youth Conference • Liaise with key stakeholders in the business and tourism community in the co-ordination, development and relaunch of an Island Investment prospectus, new economic development plan and business facing website • Review of business support arrangements in conjunction of with Chamber of Commerce and Solent LEP • Island Business survey • Implement Updated Economic Development Plan 	<ul style="list-style-type: none"> • Annual Youth Conference • Implement Economic Development Plan • Opening of Wight Innovation hub • Resources identified to take forward Higher Education strategy 	<ul style="list-style-type: none"> • Annual Youth Conference • Implement Economic Development Plan • New HE offer established
<p>Area Regeneration</p>	<ul style="list-style-type: none"> • Implement Shaping Newport place plan including People First Zone proposals • Identify funding sources for Shaping Newport • Enable delivery of a 'Shaping Ryde' /Place plan approach to future town planning • Quarterly area workshops • Two area-based projects • Implement Eastern Bay regeneration vision in partnership with public and private sector stakeholders 	<ul style="list-style-type: none"> • Engage Ryde Town Centre Manager (or similar) to take forward 'Shaping Ryde' recommendations • Quarterly area workshops • Delivery on previously identified area projects • Identify at least two other area-based projects 	<ul style="list-style-type: none"> • Redo <i>Wight We Want</i> survey to enable refresh of area data profiling • Engage Bay Town Centre Manager (or similar) to take forward 'Shaping the Bay' recommendations • Quarterly workshops • Delivery on previously identified area projects • Identify at least two other area-based projects • Enable delivery of 'Shaping: <ul style="list-style-type: none"> - West Wight', or - East Medina', or - West Medina'

Author





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