

Public Document Pack



Monitoring Officer
Christopher Potter

County Hall, Newport, Isle of Wight PO30 1UD
Telephone (01983) 821000

Agenda

Name of meeting	POLICY AND SCRUTINY COMMITTEE FOR NEIGHBOURHOODS AND REGENERATION
Date	THURSDAY 7 JULY 2022
Time	5.00 PM
Venue	COUNCIL CHAMBER, COUNTY HALL, NEWPORT, ISLE OF WIGHT
Members of the committee	Cllrs J Lever (Chairman), J Medland (Vice-Chairman), M Beston, R Downer, A Garratt, C Quirk and I Ward

Democratic Services Officer: Sarah MacDonald
democratic.services@iow.gov.uk

1. **Minutes** (Pages 5 - 10)

To confirm as a true record the Minutes of the meeting held on 5 May 2022.

2. **Declarations of Interest**

To invite Members to declare any interest they might have in the matters on the agenda.



Details of this and other Council committee meetings can be viewed on the Isle of Wight Council's Committee [website](#). This information may be available in alternative formats on request. Please note the meeting will be audio recorded and the recording will be placed on the website (except any part of the meeting from which the press and public are excluded). Young people are welcome to attend Council meetings however parents/carers should be aware that the public gallery is not a supervised area.

3. **Public Question Time - 15 Minutes Maximum**

Questions may be asked without notice but to guarantee a full reply at the meeting, a question must be put including the name and address of the questioner by delivery in writing or by electronic mail to Democratic Services at democratic.services@iow.gov.uk, no later than two clear working days before the start of the meeting. Therefore the deadline for written questions will be Monday 4 July 2022.

Members of the public are invited to make representations to the Committee regarding its workplan, either in writing at any time or at a meeting under this item.

4. **Progress on outcomes and recommendations from previous meetings**
(Pages 11 - 14)

The Chairman to give an update on progress with outcomes and recommendations from previous meetings.

5. **Progress with installation of charging points for electric vehicles (verbal update)**

To be updated on progress with the installation of charging points for electric vehicles.

6. **Planning Services Review** (Pages 15 - 40)

To consider the review undertaken of Planning Services and propose actions.

7. **Traffic Regulation Order Policy** (Pages 41 - 50)

To consider the content of the proposed traffic regulation order policy.

8. **Programme of Works (verbal update)**

The Cabinet Member for Climate Change, Environment, Heritage, Human Resources and Legal and Democratic Services to give an update of the programme of works to deliver the following elements of the Council's agreed budget :-

- i) £500,000 to restore and improve access paths to Island beaches, and to restore and improve footpaths, bridleways and rights of way;
- ii) £500,000 for planting trees and restoring hedgerows on Council-owned land not suitable for housing.

9. **Digital Strategy** (Pages 51 - 110)

To consider an update on the delivery of the Digital Strategy.

10. **Committee's Work Plan** (Pages 111 - 114)

To consider the workplan and identify any additional topics for inclusion based upon the Forward Plan and the Corporate Plan.

11. **Members' Question Time**

To guarantee a reply to a question, a question must be submitted in writing or by electronic mail to democratic.services@iow.gov.uk no later than 5pm on Tuesday 5 July 2022. A question may be asked at the meeting without prior notice but in these circumstances there is no guarantee that a full reply will be given at the meeting.

CHRISTOPHER POTTER
Monitoring Officer
Wednesday, 29 June 2022

Interests

If there is a matter on this agenda which may relate to an interest you or your partner or spouse has or one you have disclosed in your register of interests, you must declare your interest before the matter is discussed or when your interest becomes apparent. If the matter relates to an interest in your register of pecuniary interests then you must take no part in its consideration and you must leave the room for that item. Should you wish to participate as a member of the public to express your views where public speaking is allowed under the Council's normal procedures, then you will need to seek a dispensation to do so. Dispensations are considered by the Monitoring Officer following the submission of a written request. Dispensations may take up to 2 weeks to be granted.

Members are reminded that it is a requirement of the Code of Conduct that they should also keep their written Register of Interests up to date. Any changes to the interests recorded on that form should be made as soon as reasonably practicable, and within 28 days of the change. A change would be necessary if, for example, your employment changes, you move house or acquire any new property or land.

If you require more guidance on the Code of Conduct or are unsure whether you need to record an interest on the written register you should take advice from the Monitoring Officer – Christopher Potter on (01983) 821000, email chris.potter@iow.gov.uk, or Deputy Monitoring Officer - Justin Thorne on (01983) 821000, email justin.thorne@iow.gov.uk.

Notice of recording

Please note that all meetings that are open to the public and press may be filmed or recorded and/or commented on online by the council or any member of the public or press. However, this activity must not disrupt the meeting, and if it does you will be asked to stop and possibly to leave the meeting. This meeting may also be filmed for live and subsequent broadcast (except any part of the meeting from which the press and public are excluded).

If you wish to record, film or photograph the council meeting or if you believe that being filmed or recorded would pose a risk to the safety of you or others then please speak with the democratic services officer prior to that start of the meeting. Their contact details are on the agenda papers.

If the press and public are excluded for part of a meeting because confidential or exempt information is likely to be disclosed, there is no right to record that part of the meeting. All recording and filming equipment must be removed from the meeting room when the public and press are excluded.

If you require further information please see the council guide to reporting on council meetings which can be found at <http://www.iwight.com/documentlibrary/view/recording-of-proceedings-guidance-note>

All information that is recorded by the council is held in accordance with the Data Protection Act 2018. For further information please contact Democratic Services at democratic.services@iow.gov.uk



Minutes

Name of meeting	POLICY AND SCRUTINY COMMITTEE FOR NEIGHBOURHOODS AND REGENERATION
Date and Time	THURSDAY 5 MAY 2022 COMMENCING AT 5.00 PM
Venue	COUNCIL CHAMBER, COUNTY HALL, NEWPORT, ISLE OF WIGHT
Present	Cllrs K Lucioni (Chairman), J Medland (Vice-Chairman), M Beston, J Lever, C Quirk and I Ward
Also Present (Non voting)	Cllrs S Hastings, J Jones-Evans, P Jordan, R Gillespie (Island Roads), A Mountifield (Solent LEP)
Officers Present	Oliver Boulter, Paul Thomas and Jayne Dando
Apologies	Cllrs A Garratt and P Fuller

33. Minutes

RESOLVED:

That the minutes of the meeting held on 6 January 2022 be approved.

34. Declarations of Interest

There were no declarations of interest.

35. Public Question Time - 15 Minutes Maximum

No public questions were received.

36. Progress on outcomes and recommendations from previous meetings

Actions taken since the previous meeting were noted.

The Committee requested an update on the Digital Strategy as it related to the whole Island. The Committee also requested an update on electric vehicle charging points. The Cabinet Member for Highways PFI, Transport and Infrastructure explained that there had been a delay in installation following a change of provider. The programme of works would be circulated following the meeting.

The Bus Service Improvement Plan and Housing Strategy progress update would be moved to the October meeting.

RESOLVED:

Updates on both the digital strategy and the installation of electric vehicle charging points would be put onto the agenda to be considered at the next meeting in July.

37. Solent Local Enterprise Partnership

Anne-Marie Mountifield from the Solent Local Enterprise Partnership gave an overview of the freeport proposal for the Solent area. There had been 30 expressions of interest in becoming a freeport which had been shortlisted to eight in March 2021. The freeport status would encourage trade and investment, create jobs and provide import and export opportunities and improve economic prosperity. The island already had many innovative businesses, particularly in composite and marine manufacturing which would be built on. There would be certain tax reliefs and an ability to retain rates collected in each area for reinvestment. An explanation was given as to how the sites for development were chosen for the proposal.

Following questions from the Committee it was explained that the estimated new jobs figure of 16,000 quoted for the Solent area would rise due to new businesses coming along. The next stage was the delivery phase which would be on a more local level. The island was already a significant player in leading world class industries and some exceptionally unique natural assets which would place the island in a strong position.

In relation to governance, there would be a Board, membership of which was prescribed by government, with several committees under it from across the area, including an Investment Committee to decide on allocation of funds. The Board would have at least four independent directors. There were strict rules to be followed around declarations of interest. Although the IW would not have a representative on the Board, it would have a voice through the Committees and already had a seat on the SLEP board.

Initial feedback on the business case was expected in June, with a final decision by the end of August or beginning of September.

Freeport status would also bring an advantage to Southampton's bid for City of Culture status.

RESOLVED:

To note the benefits to the Island from the Solent Freeport status and its role within the Council's regeneration strategy.

38. Regeneration Projects

The list of current projects and milestones was considered, and updates were given. Levelling Up Round 2 was currently being worked on, with sites being identified and

bids being drawn up with priorities for transport schemes being encouraged. An Investment Plan was to be presented to the Cabinet in June. Funds for junction works for Nicholson Road were needed before the rest of the site could be unlocked for development. Branstone Farm had been the subject of a delay due to availability of materials, highways payments being negotiated and some other complications. The Committee would be updated in due course.

Heads of terms were to be agreed for Shanklin Spa site, before a consultation would be undertaken and planning permission applied for. The Cabinet member for Regeneration, Tourism and Business Development would confirm the latest position at the Members' Board the following week.

The Camp Hill project to improve the estate and release it for housing was progressing well, with improvement to lighting on council owned land. A review of the prison service was awaited in order to find out whether they would dispose of the land.

The Cabinet Member for Regeneration, Tourism and Business Development had visited the Innovation Wight centre at Northwood, which was due to open in June/July 2022. Although there had been some supply chain issues it would provide a good co-working space.

RESOLVED:

Progress with achieving key milestones in the delivery of regeneration projects be noted.

39. Planning Services Review

A peer-review of the planning service was due to take place during the week commencing 16 May 2022, which would include the work of the Planning Committee. Concern was expressed that there was no experienced member of the planning committee from the Conservative group with experience who had been asked to take part in the review. Cllr Quirk's interest in taking part was noted.

Following receipt of the peer review report and its recommendations, it was intended to implement an action plan to set out how the Council would achieve the recommendations

RESOLVED:

The Cabinet Member for Planning and Community Engagement be advised that the Committee supported the view that besides the Leader of the Conservative Group, Cllr Joe Robertson, being invited to provide evidence, it would also be appropriate for a Conservative councillor who has experience of serving on the Planning Committee to also be involved in the review

The Policy and Scrutiny Committee request that the findings of the review and any supporting action plan be submitted to a future meeting

40. Local Transport Plan

The plan was being drawn up for the next 15 years. Hampshire County Council were assisting in a consultant capacity. The plan was on target. Stakeholder workshops were to be held in the summer of 2022 with a draft plan being presented to Cabinet at the end of the summer, followed by consultation in the autumn and a final draft completed by winter 2022, for a decision by Full Council in early 2023.

RESOLVED:

The main phases for the development of the Local Transport Plan 4 were noted and accepted as realistic and consideration of the draft be included within the Committee's workplan

41. Use of Glyphosate weedkiller on highways

Rob Gillespie from Island Roads explained that the use of weedkiller was contained in the Highways PFI contract. Other methods of removal had been trialled but had not met the standards set out in the contract. Manual removal had proved to be very time consuming and too costly and could make the weed problem worse. The use of quad bikes for carrying out spraying was explained. Other local authorities had been approached but the only ones not using the same method were inner-city authorities. Alternative methods including chemical-free alternatives would continue to be sought for the future. Records of the use of weedkiller and trials of alternatives were kept for 10 years and would be provided to the Committee.

RESOLVED:

The paper produced by Island Roads on a survey of the approach taken by other highway authorities, and the options available, be circulated to the Committee.

42. Committee's Work Plan

The Committee considered its future workplan and discussed a number of issues that it believed would be beneficial to include;

RESOLVED:

An item be included on the agenda for the 7 July 2022 meeting relating to the outcome of the bid by Southampton to be the City of Culture and how this will link in with the development of the Council's own Cultural and Heritage Strategies.

A report be sought on the programme of works to deliver the following elements of the Council's agreed budget :-

- a) £500,000 to restore and improve access paths to Island beaches, and to restore and improve footpaths, bridleways and rights of way;
- b) £500,000 for planting trees and restoring hedgerows on Council-owned land not suitable for housing.

43. **Members' Question Time**

Cllr Steve Hastings had submitted two written questions (MQ 11-22) regarding the opening date for the Energy Recovery Facility, and the number of subscribers to the Green Garden Waste Scheme and any effect from the recent rise in prices. A response was provided.

CHAIRMAN

This page is intentionally left blank

POLICY AND SCRUTINY COMMITTEE FOR NEIGHBOURHOODS AND REGENERATION – PROGRESS ON ACTIONS AND OUTCOMES 2021/22

Date	Item	Actions	Comments
18 November 2021			
	<u>Highway's performance report</u>	<p>a) The Cabinet Member for Transport and infrastructure be recommended to consider approaching town and parish councils to assist in funding towards the costs of staff processing traffic regulation orders for their respective areas to assist in reducing the list of outstanding restrictions and public frustration.</p> <p>b) The Director of Neighbourhoods circulate a report to the committee on the process involved in processing requests for traffic regulations.</p>	<p>The Cabinet Member to action.</p> <p>Report yet to be circulated but an item on traffic regulation orders is to be considered by the Cabinet at its meeting on 14 July 2022 and will be on the agenda for the 7 July 2022 meeting of this committee.</p>
	<u>Housing Strategy Update</u>	Details of proposed tenancy training would be circulated to the Committee by the Assistant Director of Regeneration (Housing).	Still to be circulated.
6 January 2022			
	<u>Speed Limit Review</u>	<p>The Cabinet Member for Highway PFI, Transport and Infrastructure indicated that he would liaise with Town and Parish Councils on funding for speed limit schemes.</p> <p>The Cabinet Member for Highway PFI, Transport and Infrastructure would circulate updated details of those locations where temporary speed limits were utilised outside schools.</p>	<p>To be actioned by the Cabinet Member</p> <p>To be actioned by the Cabinet Member</p>

		<p>The Cabinet Member for Highway PFI, Transport and Infrastructure would look at the use of educational speed awareness campaigns.</p> <p>The Committee wished to consider the criteria for prioritisation of requests for speed limits.</p>	<p>To be actioned by the Cabinet Member</p> <p>To be part of the discussion at the 6 October 2022 meeting when looking at the review of speed limits.</p>
	<u>Electric Vehicle Charging Points</u>	The Cabinet Member for Highway PFI, Transport and Infrastructure would discuss possible changes to planning policy with the Cabinet Member for Planning and Community Engagement regarding the installation of electric vehicle charging points when sites were being developed.	The Cabinet Members to progress.
5 May 2022			
	<u>Progress on outcomes and recommendations from previous meetings</u>	<p>Updates on both the digital strategy and the installation of electric vehicle charging points would be put onto the agenda to be considered at the next meeting in July.</p> <p>Consideration of the delivery of the Bus Service Improvement Plan and the Housing Strategy would be slipped to the October 2022 meeting.</p>	<p>On the agenda for the 7 July 2022 meeting.</p> <p>Included in the workplan for the 6 October 2022 meeting.</p>
	<u>Planning Service Review</u>	a) In noting the background to the review, the Committee supported the view that besides the Leader of the Conservative Group, Cllr Joe Robertson, being invited to provide evidence, it would also be appropriate for a Conservative councillor who has experience of serving on the Planning Committee to also be involved in the review. The Committee noted that Cllr Chris Quirk expressed an interest in this matter.	The Cabinet Member for Planning and Enforcement was advised.

		b) The Policy and Scrutiny Committee request that the findings of the review and any supporting action plan be submitted to a future meeting.	This is on the agenda for the 7 July 2022 meeting.
	<u>Local Transport Plan</u>	The main phases for the development of the Local Transport Plan 4 were noted and accepted as realistic and consideration of the draft be included within the Committee's workplan	Date yet to be finalised.
	<u>Use of Glyphosate weedkiller on highways</u>	The paper produced by Island Roads on a survey of the approach taken by other highway authorities, and the options available, be circulated to the Committee.	Still to be circulated
	<u>Committee's Workplan</u>	An item be included on the agenda for the 7 July 2022 meeting relating to the outcome of the bid by Southampton to be the City of Culture and how this will link in with the development of the Council's own Cultural and Heritage Strategies.	The bid was unsuccessful, and the Director of Regeneration has indicated that it would be appropriate to take time to review the Council's position regarding the strategies before reporting to the Committee.

This page is intentionally left blank



Committee report

Committee

**POLICY AND SCRUTINY COMMITTEE FOR
NEIGHBOURHOODS AND REGENERATION**

Date

7 JULY 2022

Title

PLANNING PEER REVIEW

Report of

**CABINET MEMBER FOR PLANNING AND
ENFORCEMENT**

Background

At the meeting of the Policy and Scrutiny Committee for Neighbourhoods and Regeneration on 5th May 2022 consideration was given to the forthcoming Planning Peer Review scheduled to take place between 17-19 May 2022.

The committee noted that following receipt of the peer review report and its recommendations, it was intended to implement an action plan to set out how the Council would achieve its recommendations and requested the findings of the review and any supporting action plan be submitted to a future meeting.

Update

The review was carried out by an experienced team from the Local Government Association who over the 3 days carried out interviews and workshops with both internal and external stakeholders as well as reviewing relevant documentation and attending council meetings including the council AGM which took place during their visit.

The visit culminated in a brief presentation of their initial findings to those who had attended the interviews and workshops (both internal and external) with a full report to be provided in approximately 4-6 weeks.

The LGA report was received on 21 June and is attached as Appendix 1.

The report was made available on the council web site on 27 June (link below)

<https://www.iow.gov.uk/documentlibrary/view/planning-peer-review>

The recommendations contained in the report are:

Urgently review the constitution and procedural rules to effectively deliver the Council's democratic function. The existing Constitution is comprehensive in its scope but requires a refresh, in particular a review of the Code of Practice for Councillors and officers should be undertaken as a matter of urgency. A review of protocols would benefit from a joint input from both Councillors and officers.

Support this through member and officer training and development opportunities on both the democratic function and planning matters. Support more useful and appropriate Councillor behaviours through on-going training, development and learning opportunities to embed behaviours to create a sustainable culture.

There is a need to rebuild trust between Councillors, officers and the Community. The planning function, which includes both Councillors and officers, is dealing with a number of issues that cause it to function sub-optimally. There was evidence from different sources outlining how it doesn't work and causes unexpected outcomes.

Urgently finalise and adopt the Island Plan. The Local Plan provides a degree of certainty for communities, businesses and investors, and a framework for guiding decisions on individual planning applications. Without one it is possible for the submission and acceptance of developments that are deemed not in the public interest and outside of the needs and priorities of local people, as outlined in a Local Plan.

Improve communication. Presently there is a lack of effective communication between Councillors and Officers, and those in the Planning Service, other stakeholders and the public at large. This needs to change. Better communication will improve understanding, build relationships and ultimately improve outcomes.

Need for Improvements in Planning outcomes. The Planning Service needs to embark upon a programme of improvement. This includes both Councillors and officers at all levels in the service. This work will have several aspects to it that the detailed recommendations in this report cover in greater detail from page 11 onwards.

Next Steps

The council has previously committed to develop an action plan to deliver the recommendations of the peer review and it is proposed that this will be overseen by a working group of members and officers led by the Cabinet Member for Planning together with the Chairman of the Planning Committee and the Strategic Manager for Planning and Infrastructure. It is proposed that the working group will comprise both external and internal representation.

This committee is requested to note the LGA Peer Review report, the establishment of the working group to consider its finding and that the working group will report back to future meetings of this committee on the development and delivery of the action plan.

Contact Point: Ashley Curzon, Assistant Director - Regeneration ☎ 821000 e-mail ashley.curzon@iow.gov.uk

CHRIS ASHMAN
Director of Regeneration

(CLLR) PAUL FULLER
Cabinet Member for Planning and Enforcement



Planning peer challenge

Isle of Wight Council
17 to 19 May 2022

Report
Final

Contents

1 Background and scope of the peer challenge	4
2 Executive summary	6
Recommendations	7
3 Context	8
4 Recent history	9
5 Issues	10
6 Vision and leadership.....	11
7 Planning committee	12
8 Planning service – development management issues	14
Recommendations	15
Resources	16
9 Partners and partnerships	17
10 Answering the six scope questions	18
Scope question 1.....	18
Scope question 2.....	18
Scope question 3.....	18
Scope question 4.....	19
Scope question 5.....	19
Scope question 6.....	19
11 LGA support	20
Planning Advisory Service – further support	20
Peer support	20
Best practice examples from the peer challenge team	21
12 Next steps.....	22

1 Background and scope of the peer challenge

- 1.1 This report is a summary of the findings of a planning peer challenge organised by the Local Government Association (LGA) in cooperation with the Planning Advisory Service (PAS) and carried out by trained local government peers. Peer challenges are managed and delivered by the sector for the sector. They are improvement oriented and are tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. They help planning services review what they are trying to achieve, how they are going about it; what they are doing well and where they need to improve.
- 1.2 The peers use their experience and knowledge of local government to reflect on the information presented to them by people they meet, things they see and material they read. The interviews and focus groups that take place do so on the basis that the peer team do not seek to identify individual views in the feedback. The peer team seek to triangulate the information they read, see and hear and do so in a no surprises format. All recommendations are made as critical friends in good faith with the aim of helping the service drive improvement.
- 1.3 The peer challenge involves an assessment against a framework for a local authority planning function which explores:
 - **Vision and leadership** – how the authority demonstrates high quality leadership to integrate spatial planning within corporate working to support delivery of corporate objectives.
 - **Community engagement** – how the authority understands its community leadership role and community aspirations. Then how the authority uses spatial planning to deliver community aspirations.
 - **Management** – the effective use of skills and resources to achieve value for money, accounting for workload demands, ensuring capacity and managing the associated risks to deliver the authority's spatial vision.
 - **Partnership engagement** – how the authority has planned its work with partners to balance priorities and resources to deliver agreed priorities.
 - **Achieving outcomes** – how the authority and other partners are delivering sustainable development outcomes for their area
- 1.4 In addition to using the preceding five themes the peer challenge team were made aware that the council has a key objective in the new corporate plan 2021-25 which is to:
 - **review, enhance and improve our planning department to improve outcomes and adherence to statutory obligations;**
 - **complete a peer review of the service and identify areas of best practice and for improvement against comparator authorities, implement an action plan in response to the recommendation of any review;**

Within this context the peer team were also asked to consider the following questions which we have answered towards the end of this report.

- 1 Whether the draft local plan is aligned to deliver the objectives of both the corporate plan and the council regeneration strategy.
- 2 The capacity of the planning service to encourage, manage and support the implementation of the regeneration strategy and the associated journey of planning applications.
- 3 A review of the 'customer focus' of the service and is it perceived as being open for growth? (Anti or pro development).
- 4 The processes and technology deployed in the planning application journey.
- 5 The level of corporate, political and managerial understanding of, and support to, the planning service and if it is sufficient to enable the adoption of a local plan which delivers the regeneration strategy.
- 6 Assess the operation of the planning committee and comment on areas that might assist in driving improvement in decision making.

1.5 The members of the peer challenge team were:

- Nicola Stinson, Strategic Director for Place, Economy and Environment, Isles of Scilly.
- Councillor Julian German, Member of the Strategic Planning Committee, Cornwall Council.
- Tracy Harvey, Head of Planning and Building Control, St Albans City and District Council.
- Karen Syrett, Lead Officer for Planning, Housing and Economic Growth, Colchester Borough Council.
- Marcus Coulson, Peer Challenge Manager, Local Government Association.

1.6 The Local Government Association makes a significant investment in each planning peer challenge and wants to support councils with implementing the recommendations as part of the council's improvement programme. After the planning peer challenge report is finalised, the following support is available to the council from the Planning Advisory Service:

- A range of additional planning support from PAS, the most relevant bits of which are identified at the end of the report; see the website for more details The latest news from PAS | Local Government Association.
- A range of other support from the LGA – some of this might be at no cost, some might be subsidised, and some might be fully charged www.local.gov.uk

1.7 As part of an impact assessment and evaluation of its support, PAS or the LGA may get in touch in six to 12 months to find out how the council is implementing the recommendations and what beneficial impact came from this.

1.8 The team appreciated the welcome and hospitality provided by Isle of Wight Council and partners and the openness in which discussions were held. The team would like to thank everybody they met during the process for their time and contributions. In particular the peer team would like to thank Chris Ashman, Director of Regeneration, Ashley Curzon, Assistant Director of Regeneration, Economic Development, Planning and Assets and Elaine Hawkins, Corporate Management Support Lead Officer (Regeneration Team) for their invaluable assistance in planning and carrying out this planning peer challenge.

2 Executive summary

There is significant passion expressed by councillors, officers and local people on the Isle of Wight which is presently focused on housing, development and growth. But particularly the former. There is considerable local opposition to house building developments by local people and some of their representatives on the Island. The challenge for all concerned is to consider how the passion for One Island, One Council can be harnessed to enable councillors and officers to work together effectively. This should be done within a framework of respect for others and their differing views and motivations. It is recognised by all that there is a need to rebuild trust between councillors, officers and the community.

For the Isle of Wight Council to deliver its corporate plan, councillors and staff need to collaborate to understand planning policy and the resultant rules and regulations and what they mean for all involved in planning and the benefits of an agreed Island Plan. The Island Plan plays a key role in delivering the objectives of the council's corporate plan. It cannot do so until it is adopted and therefore the corporate plan is at risk of not being delivered.

The council needs to urgently review the constitution and procedural rules to effectively deliver the council's democratic function. A review of the code of practice for councillors and officers should be undertaken as a matter of urgency. A review of protocols would benefit from a joint input from both councillors and officers. Support for this should come through councillor and officer training and development opportunities regarding both the democratic function and planning matters.

The planning committee at the Isle of Wight Council is an important interface between the council and the community. A committee that operates effectively will give assurance to all those involved in the planning process. Decisions made objectively and professionally enhance the reputation of the council and give confidence to residents, investors and stakeholders. To achieve this all councillors need to be well trained in the complexities of the planning system and adhere to the stringent process and procedural rules involved.

The council needs to improve its approach to communication in relation to planning issues. This should be with all stakeholders to effectively engage them and openly discuss how different views about developments can match the needs present in those communities.

There is an evident need for improvements in planning department outcomes, particularly for stakeholders external to the council in terms of speed and communication of decision-making. A number of recommendations to develop the planning service are contained herein.

Recommendations

R1 Urgently review the constitution and procedural rules to effectively deliver the council's democratic function.

The existing constitution is comprehensive in its scope but requires a refresh, in particular a review of the code of practice for councillors and officers should be undertaken as a matter of urgency. A review of protocols would benefit from a joint input from both councillors and officers.

R2 Support this through member and officer training and development opportunities on both the democratic function and planning matters.

Support more useful and appropriate councillor behaviours through on-going training, development and learning opportunities to embed behaviours to create a sustainable culture.

R3 There is a need to rebuild trust between councillors, officers and the community.

The planning function, which includes both councillors and officers, is dealing with a number of issues that cause it to function sub-optimally. There was evidence from different sources outlining how it doesn't work and causes unexpected outcomes.

R4 Urgently finalise and adopt the Island Plan.

The local plan provides a degree of certainty for communities, businesses and investors, and a framework for guiding decisions on individual planning applications. Without one it is possible for the submission and acceptance of developments that are deemed not in the public interest and outside of the needs and priorities of local people, as outlined in a local plan.

R5 Improve communication.

Presently there is a lack of effective communication between councillors and officers, and those in the planning service, other stakeholders and the public at large. This needs to change. Better communication will improve understanding, build relationships and ultimately improve outcomes.

R6 Need for Improvements in planning outcomes.

The planning service needs to embark upon a programme of improvement. This includes both councillors and officers at all levels in the service. This work will have several aspects to it that the detailed recommendations in this report cover in greater detail from page 14 onwards.

3 Context

- 3.1 The population of the Isle of Wight is heavily skewed towards older age groups and has been for some time. It is clear from data that the Island loses young people for educational and employment advancement and imports older folk who seek to retire there. This raises house prices making it more difficult for the young to afford homes. Furthermore, developers then see that there is a robust market and seek to fill it with comparatively expensive homes.
- 3.2 The wages and productivity on the Isle of Wight are lower than the national average because there are higher levels of employment in the retail, care and hospitality sectors, the first and last of which are very seasonal and can be dependent upon the weather.
- 3.3 The resulting recruitment pressures in tourism, in that there are more jobs in the summer, impact on the care sector as it restricts the available workforce and there is also the related issue that tourism work is seen as more attractive than care sector work.
- 3.4 As the Island is a very attractive place the high quality of the Island's natural environment creates significant challenges in that house building is difficult in the Area of Outstanding Natural Beauty that covers 50 per cent of the Island. Furthermore, there is pressure to build houses, and there is a realisation amongst those involved in house building that brownfield sites are often unviable, therefore there is a desire to use greenfield sites, which in turn creates strong local opposition.
- 3.5 The way that public sector finances are presently structured requires an increased revenue generation from business and residential growth. Therefore the need to build and develop is linked to the financial stability of the council and other public sector bodies.

4 Recent history

- 4.1 In May 2021 the electorate returned an Alliance Administration of independent and Green councillors taking control of the council. The leader of the council was elected with support from the single councillors from the Liberal Democrats and Vectis Party.
- 4.2 A new corporate plan 2021 to 2025 has been drawn up by the Alliance Administration which sets out strategic priorities and direction for the period 2021 to 2025. It contains three key actions to be delivered, which are:
 - 1 The provision of affordable housing for Island residents.
 - 2 Responding to climate change and enhancing the biosphere.
 - 3 Economic recovery.
- 4.3 The council and its partners are still dealing with the challenges and consequences of COVID-19, one of which is that there is a post pandemic housing emergency. There has been a significant rise in homelessness presentations in recent years together with a significant increase in the number of people on the housing register. There has also seen a reduction in private rental properties available in the local market due to homes being switched for use into holiday accommodation and the supply of homes has not kept pace with demand.

5 Issues

- 5.1 There have been some challenging councillor behaviours in public meetings that are impacting on councillor/officer relationships. The peer team heard about and witnessed these.
- 5.2 As with all council services over the recent past resources have been reduced within the planning service due to ongoing council-wide budget issues. The planning service, like many others across the country, has struggled to recruit professional staff and the 'grow your own' approach seems to have diminished in impact in recent years. As a result, there are vacant posts, and the use of agency staff is common.
- 5.3 The planning service has had an increase in demands upon it that have been hard to manage, especially during the time of the pandemic. Officers are generally dealing with an average size case load but are also expected to cover Pre-apps and enforcement cases. The team leaders are also allocating new work, signing off reports and decisions and directly managing large teams as well as managing their own caseloads. This stretching of capacity has some unfortunate consequences.
- 5.4 The planning service is seeking to balance different pressures with a finite staff resource delivering statutory and non-statutory work as well as work which is non-fee earning. There are performance indicators for some of the statutory work and so the focus tends to be upon them, but many are accompanied by a fee that does not cover costs. Pre-apps on the other hand can be charged for but do not receive the same attention or priority.
- 5.5 As a result the planning service is trying to manage a significant case load and undertake decision making with a small number of senior staff who are being pulled in different directions. They are stretched between delivering on a large number of cases that require their attention to detailed knowledge and experience in order to make decisions that can have significant repercussions for individuals, localities and businesses as well as managing a staff group that report to them. This is putting the staff concerned under a great deal of pressure and no doubt stress. Solutions need to be found to improve this situation.

6 Vision and leadership

- 6.1 It was clear to the peer challenge team that there is significant passion expressed by both councillors, officers and local people. This is focused on the issues of the day which in this case would appear to be housing, development and growth. But particularly the former. There is considerable local opposition to house building developments by local people and their representatives on the Island. The challenge for all concerned is to consider how the passion for One Island, One Council can be harnessed to enable councillors and officers to work together effectively. This should be done within a framework of respect for others and their differing views and motivations.
- 6.2 For the Isle of Wight Council to deliver its corporate plan, councillors and staff need to collaborate to understand planning policy and the resultant rules and regulations and what they mean for all involved in planning and the benefits of an agreed Island Plan. The Island Plan plays a key role in delivering the objectives of the council's corporate plan. It cannot do so until it is adopted and therefore the corporate plan is at risk of not being delivered.

As well as making national planning policy easily accessible, the National Planning Policy Framework does a number of important things:

It makes clear that local and neighbourhood plans are central to the operation of the planning system and emphasises the legal requirement that applications for planning permission must be decided in accordance with these plans unless there are other important factors (material considerations) which indicate otherwise.

local plans are the key documents through which local planning authorities can set out a vision and framework for the future development of the area, engaging with their communities in doing so. local plans address needs and opportunities in relation to housing, the local economy, community facilities and infrastructure. They should safeguard the environment, enable adaptation to climate change and help secure high quality accessible design. The local plan provides a degree of certainty for communities, businesses and investors, and a framework for guiding decisions on individual planning applications. Without one it is possible for the submission and acceptance of developments that are deemed not in the public interest and outside of the needs and priorities of local people as outlined in a local plan.

- 6.3 While there have been some questionable behaviours by a small number of councillors at a number of different public meetings, all councillors have a role in explaining the positive impacts of sustainable development and inward investment to their residents and the electorate at large. Councillors need to think strategically when it comes to planning matters and not purely focus on local ward issues.
- 6.4 As a result strong leadership is required from everyone at Isle of Wight Council to deliver the corporate objectives. This is a central, and by no means easy task for the leader, cabinet portfolio holders, overview and scrutiny, and backbench councillors. As well as for the chief executive and her team of strategic directors such as the monitoring officer and other senior staff. The peer challenge team were under no illusions as to the difficulty faced by those involved trying to square the circle of national policy and funding, council priorities and the strongly held ambitions by local people. This will require cross party working.

7 Planning committee

- 7.1 The planning committee at the Isle of Wight Council is an important interface between the council and the community. A committee that operates effectively will give assurance to all those involved in the planning process. Decisions made objectively and professionally enhance the reputation of the council and give confidence to residents, investors and stakeholders. To achieve this all councillors need to be well trained in the complexities of the planning system and adhere to the stringent process and procedural rules involved.

In the work of the planning committee there is a positive focus on strategic applications reflecting a previous Planning Advisory Service (PAS) peer review of the service in 2016, which drew attention to the issue of high numbers of planning applications going to committee. This has been successfully addressed under the rules of delegation to relevant officers to streamline committee work and is a significant positive improvement.

- 7.2 The peer challenge team suggest that everyone involved in the work of the planning committee should engage in regular, scheduled learning for all involved to review cases, policies and outcomes. This approach to reflective practice (possibly using an action learning set approach) encourages all participants to reflect upon their contributions to planning committee and how this affects others and how it helps the whole group achieve its stated aims. The peer team suggest that this includes the re-introduction of the programme of site visits to review “The good, the bad and the ugly” as they are called locally, and which were halted due to COVID-19. These visits take all those involved literally and metaphorically to a different place, enabling councillors and officers to develop relationships through formal and informal conversations and interactions. It is important to build trust together by learning together and this would be one way of achieving that.

Another approach to learning to raise awareness of individual’s behaviours in meetings is to use organisations who use drama based learning techniques to explore behaviours, change mindsets and enhance relationships at work. These take participants into a safe, creative space to explore their actions and behaviours in work settings to improve effectiveness. The planning committee should consider exploring this style of learning with companies like Role Plays for Training (www.rpft.uk) or RADA in Business (www.radabusiness.com). The outcomes they achieve can be transformative.

- 7.3 A further recommendation from the peer team is to raise the awareness for Councillors of the risk to legal challenge and costs of unguarded comments made in Committee. This has been an issue that was raised by a variety of people with whom we spoke whilst onsite. Councillors on the Planning Committee are not only enacting the role of democratic representative for their constituents but also as a member of the Planning Authority. This can cause conflict – which has been raised as an issue – but there is always the need to appear impartial and able to deliver on the legal quasi-statutory rules involved. There is also the related and important issue of the need for Councillors to declare all conflicts of interest fully and consistently. This will protect the Council from potential legal challenges and ensure open and transparent decision making, protecting the Council’s reputation.
- 7.4 To further address some of the behavioural issues that have occurred in planning committee and described to the peer team there is the need for greater clarity on the different roles councillors play on the planning committee.

Changes in the Localism Act 2011 clarified the ability of councillors to be able to discuss matters which may relate to a planning application prior to voting on that application at committee, as long as they can show that they are going to make their judgement on the application with an open mind, listening to all the evidence and not having pre-determined their decision (Ref: Plain English guide to the planning system, page 6, Department for Communities and Local Government, pub. January 2015).

The LGA/PAS document Probity in Planning, page 8 states that:

“Members of a planning committee, local plan steering group (or full Council when the local plan is being considered) need to avoid any appearance of bias or of having predetermined their views before taking a decision on a planning application or on planning policies.

The courts have sought to distinguish between situations which involve predetermination or bias on the one hand and predisposition on the other. The former is indicative of a ‘closed mind’ approach and likely to leave the committee’s decision susceptible to challenge by Judicial Review.

Clearly expressing an intention to vote in a particular way before a meeting (predetermination) is different from where a councillor makes it clear they are willing to listen to all the considerations presented at the committee before deciding on how to vote (predisposition). The latter is alright, the former is not and may result in a Court quashing such planning decisions.”

These issues and the councillors awareness of them needs to be understood by all elected members on the Isle of Wight Council planning committee.

8 Planning service – development management issues

- 8.1 The national statistics reflecting the work of the planning service indicate very effective service delivery. The Key Performance Indicators such as the percentage of all planning applications processed within agreed timescales look very good and are above the provisional national average for all English unitary authorities in major and other categories of application.
- 8.2 However, it is also true to say that there is a backlog of over 200 unresolved cases that are more than a year old, and some are more than four years old. It is likely that many of these are effectively closed but action should be taken to formalise this. There was evidence to suggest that there are severe delays to legal agreements (s.106) and pre-application advice. The work of pre-application advice done well improves decision-making and the quality of planning outcomes, but it does require the investment of time upfront. There are good practice examples on how pre application work can add significant value to the planning process, these are referenced at the end of this report.
- 8.3 It was interesting to the peer team that we heard two contrasting stories about the experience of the planning service from internal and external stakeholders. Those partners within the council were very positive about the quality, professionalism and responsiveness of their colleagues in the planning service. This was consistent across all Isle of Wight Council staff with whom we spoke and appears to be something that has been consistently so for several years. This is a testament to the abilities of those in the planning service. However, this contrasted strongly with those external partners who were very unhappy with the service they receive. This included applicants, agents and town and parish councils as well as national stakeholders. They reported that they do not routinely get answers to emails or phone calls enquiring about the progress of an application. One person with whom we spoke described the service as 'broken', which sounded somewhat extreme, however the number and type of examples that supported this contentious claim led the peer team to believe that there is truth to this view for external stakeholders. This is not the case for internal stakeholders.
- 8.4 Further evidence supported the view that external customers experience very limited access to, and engagement of, planning officers in the consideration of and responses to their planning applications. This was reported to be, in part, due to what was described as a 'bottleneck' of decision making within the structure of the service. From evidence the peer team heard and saw we deduce that only a small number of four or five officers are presently tasked with making decisions on applications and pre-application advice. These same officers are also managing a significant number of direct reports and allocating work to the team, which means their capacity is very limited and thus leads to delays and shortfalls in the service to external stakeholders. The service needs to be able to make decisions confidently and in a timely fashion. This is a reputational risk to the planning service as a function and to the council as a whole.
- 8.5 The enforcement of planning is equally as important as the local plan and planning application process; without it the other processes are undermined. However, the expectations around effective enforcement need to be carefully managed through a clear strategy and clear processes. Town and parish councils' expectations are not being met. These councils have committed

resources to enforcement and a refreshed enforcement strategy will ensure that these resources are used effectively.

Recommendations

- 8.5 To address the issues outlined above the planning service should promptly initiate a systematic review of the planning processes from start to finish to understand what is efficient and effective in the service and where it can improve. There are several approaches which could be chosen to deal with this. There are a range of system review toolkits and approaches available including the PAS development management toolkit. Other approaches such as lean process reviews look at 'as is' and 'to be' processes which can identify some quick wins in the efficiency and effectiveness of service delivery.

Some of the outcomes to be achieved include considering whether staff in the administrative team could allocate applications and other work to free up team leaders. The introduction of a structured hierarchy so that direct line management is shared between more people and the use of short and quick 'in principle' responses to pre-applications.

- 8.6 The service should also urgently review enforcement strategy to ensure better understanding for stakeholders of the powers available. It was not clear to the peer team whether the tests that apply to enforcement were being used to deliver the best outcomes nor whether customers understand the tools used and all the issues involved. Enforcement can be a cumbersome tool taking years to reach an outcome however, training in enforcement would help provide clarity on its limitations and help manage expectations.
- 8.7 The planning service should consider a proactive approach to communications with all stakeholders. This would take the form of, for example, discussions with councillors, communities and town and parish councils about what the tools of the service are and the reality of enforcement issues. This relationship building and demand management should over time change the relationship between the planning service and external stakeholders. This obviously has implications for the skill set and resources within the service that will need to be worked out.
- 8.8 In this service transformation there are also implications for how information technology is used to support the processes involved. One example would be for an improved notification process to councillors and town and parish councils of new planning applications. This could be done by Ward to make it easier to follow.
- 8.9 The planning service needs to actively seek customer feedback to baseline any improvements upon facts rather than myths or potential defensiveness. This would then enable a plan to be drawn up and actions prioritised for improvement.
- 8.10 For the service to get back on a level playing field there is an urgent need to address the backlog of outstanding cases including applications, pre-application advice and enforcement complaints. It should be concluded for each case, whether they need to be withdrawn or determined. The backlog of pre-application advice needs to be cleared to get the service into a fully functioning state and could be addressed by a short term increase in resources.

- 8.11 Having completed the systematic review and addressed the short term issues through the use of increased short term resources, consider the long term resource requirements of the planning service. There are some very good staff within the service that can lead this change. This will include improving knowledge and skills through training, mentoring and coaching and other continuing professional development opportunities so that a greater number of people can be delegated to make decisions. At the same time this should enable the health and wellbeing of the service to be maintained through effective support and oversight. No doubt there will be the need to use external expertise where required and it is important to review the staffing structure to ensure there is clarity of role throughout so that the service uses the right people with the right skills to do the right work. The service should also re-introduce the 'grow your own' approach to recruitment.

A key outcome from much of this work will be to empower staff to make decisions at the lowest tier possible.

9 Partners and partnerships

- 9.1 With reference to the overall approach to partners and partnerships the planning service could reach out to partners to increase resources and improve service delivery. An example the peer team were made aware of is with Historic England who are willing to put some resource into joint work. There appears to be a number of other partners who are willing to work in this way on projects of mutual benefit which are worth exploring.
- 9.2 In order to understand how the council is going to deliver affordable homes there is a request from Housing Associations to re-establish the strategic housing partnership to discuss potential developments that are in the 'pipeline' and how these can be differently prioritised. This would look at what sites are planned, what sites are not moving forward, for what reasons and how could partners work together with the council to unblock these. This would improve developer confidence and investor certainty in bringing allocated, rather than speculative sites forward for development. In this way the planning service should be looking to work collaboratively with partners to seek better outcomes.
- 9.3 It is early and on-going informal dialogue that improves understanding and working relationships that the service should seek to incorporate this into its typical working activity. This would be a significant change to the existing culture of the planning service and will take some time to embed.
- 9.4 There should also be the consideration of introducing portfolio holder input into the developer forum to allow democratic oversight. The developer forum is perceived by councillors as a secret club where back room deals are done, not as a helpful way of meeting local need and achieving local plan targets. By having a councillor in the room and published notes of the meeting (recognising there will be commercially sensitive discussions which will be confidential) this should help to rebuild trust between councillors and officers whilst also giving councillors increased confidence in the process.

10 Answering the six scope questions

The Isle of Wight Council posed six questions to the peer challenge team about the Planning function which are listed in *italics* and answered in **bold** below.

Scope question 1

1. Whether the draft local plan is aligned to deliver the objectives of both the corporate plan and the council regeneration strategy.

Yes, the draft local plan is aligned to deliver the objectives of both the corporate plan and the council regeneration strategy.

The draft local plan provides a means to deliver the priorities of the corporate plan. The council also needs to recognise the presumption in favour of sustainable development and the threat of government intervention if the local plan is not adopted. Without an up-to-date local plan there is a risk to delivering the corporate objectives.

Scope question 2

2. The capacity of the planning service to encourage, manage and support the implementation of the regeneration strategy and the associated journey of planning applications.

Planning officers are held in high regard, however there is widespread concern about delays in determination and workloads, particularly to external stakeholders, which is impacting on the team's ability to communicate effectively and add real value to the development process.

Scope question 3

3. A review of the 'customer focus' of the service and is it perceived as being open for growth? (Anti or pro development).

The planning service has received mixed views on the customer responsiveness. Internal customers praised officers, however, external applicants were less complementary about communication and timescales. The wider 'service' was not perceived as either being anti or pro development. Officers were considered to be neutral, but councillors were perceived as being anti-development.

Scope question 4

4. The processes and technology deployed in the planning application journey.

The website needs to continue to improve to allow self-service and help manage demand.

There is room for improvement in internal processes such as notification of receipt of applications and correspondence using IT solutions. Systematic review of processes will identify further areas for improvement.

Scope question 5

5. The level of corporate, political and managerial understanding of, and support to, the planning service, and if it is sufficient to enable the adoption of a local plan which delivers the regeneration strategy.

This needs to improve across all areas. Strong corporate, political and managerial leadership is required to deliver a local plan. Councillors and officers need to work together collaboratively to take ownership of the local plan as a delivery vehicle for the wider council ambitions. Consideration should be given to the establishment of a local plan panel/committee, which will increase transparency and engagement in the process.

Scope question 6

6. Assess the operation of the Planning Committee and comment on areas that might assist in driving improvement in decision making.

Planning committee performance has resulted in reputational damage to the council. Behaviour of a few councillors needs to change, and a review of the constitution and protocols is urgently required. There is a need for regular joint training, briefing and learning to ensure sound decision making.

11 LGA support

- 11.1 Our recommendations are aimed at ongoing improvement to support high quality performance in areas of the planning service. The Local Government Association and the Planning Advisory Service will look to support the council where it can best use and focus its resources and we list below some relevant resources and tools.

Planning Advisory Service – further support

The Planning Advisory Service (PAS) offers a wealth of information, tools and activities. Information is available at: www.pas.gov.uk

We have listed some specific areas of information and support relevant to the recommendations from the peer challenge. This list is not a prescriptive ‘menu’ but something that can be used as the council considers how to respond to some of the challenges in this report. Also, if there is anything not covered below that you think would be useful given the report recommendations, please get in touch to discuss.

Peer support

The LGA can offer officer peers to continue to offer support where appropriate. This will be dependent on availability and the specific issues required. It would be helpful if such requests could be channelled through the LGA.

Development Management (DM) tools: PAS has produced a suite of materials which should help with various aspects of the development management process. These are available to download and use.

- **DM Challenge kit:** This latest version of the PAS development management challenge toolkit provides a ‘health check’ for planning authorities and acts as a simple way to develop an action plan for improvements to their development management service:
Development management challenge toolkit | Local Government Association (www.local.gov.uk/pas/development-mgmt/development-management-challenge-toolkit)
- **Pre-app processes:** PAS has a number of pre-application resources available to download and use:
Pre-application advice and planning performance agreements (PPAs) | Local Government Association (www.local.gov.uk/pas/development-mgmt/pre-application-advice-and-planning-performance-agreements-ppas)
- **Project managing major applications:** PAS has produced a new note about handling major applications:
Project managing major planning applications | Local Government Association (www.local.gov.uk/pas/our-work/pas-archive/project-managing-major-planning-applications)

Help and support for councillors: The LGA and PAS can provide support and mentoring for councillors.

PAS is holding several leadership essentials courses to deal with current topics in planning such as the Government's new changes to the planning system, the political role in leading planning services, and developer engagement and development viability:

Councillors | Local Government Association (www.local.gov.uk/pas/councillors)

Best practice examples from the peer challenge team

Cornwall Council

Enforcement guidance and policy – Cornwall Council

www.cornwall.gov.uk/media/2dhmg1xc/cornwall-council-planning-enforcement-plan.pdf

www.cornwall.gov.uk/planning-and-building-control/planning-enforcement/your-guide-to-planning-enforcement-and-its-powers

Council of the Isles of Scilly

An example of housing conditions – Council of the Isles of Scilly

Principal Residence Condition C9

The dwelling houses [at plot numbers: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12 Inclusive], hereby approved, shall not be occupied otherwise than by persons as their only or principal homes and the occupants shall supply to the local planning authority (within 14 days of the local planning authority's request to do so) such information as the local planning authority may reasonably require in order to determine compliance with this condition.

Reason: To ensure that new housing stock is prevented from being used as a second or holiday home to help maintain the social wellbeing of communities in accordance with Policy 3 the adopted Isles of Scilly local plan (2005) and policy LC2 of the emerging Isles of Scilly local plan (2015-2030).

12 Next steps

It is recognised that the senior political and managerial leadership and the planning function as a whole will want to consider, discuss and reflect on these findings. Both the peer challenge team and LGA are keen to build on the relationships formed through the peer challenge.

In the meantime, **Will Brooks, Principal Adviser for South East England**, is the main contact between your authority and the Local Government Association. Will is available to discuss any further support the council requires and is available on email: william.brooks@local.gov.uk, or telephone: 07949 054421.

Thank you for your engagement in this work.

On behalf of the peer challenge team June 2022

Marcus Coulson

Programme Manager

Local Government Association

Tel: 07766 252853

Email: marcus.coulson@local.gov.uk

If you have difficulty in understanding this document, please contact us on 01983 821000 and we will do our best to help you.



Committee report

Committee

**POLICY AND SCRUTINY COMMITTEE FOR
NEIGHBOURHOODS AND REGENERATION**

Date

7 JULY 2022

Title

REPORT ON THE DRAFT TRO POLICY

Report of

**CABINET MEMBER FOR INFRASTRUCTURE,
HIGHWAYS PFI AND TRANSPORT**

SUMMARY

1. The purpose of the report is to set out principles behind the draft Traffic Regulation Order (TRO) Policy due for Cabinet in July 2022.
2. The proposed TRO Policy essential sets out the framework for making decisions on TRO proposals, to ensure consistency in the way the highway traffic is managed on the Island.
3. The Policy is aiming to balance the need for new traffic regulations on the Island's highway to ensure safety for all road users, against the impact on the local communities and amenities.

BACKGROUND

4. The draft TRO Policy is setting up the framework against which the Council, as the Statutory Highway Authority, can make decisions on TRO proposals. Thereby to ensure consistency in the way the highway traffic is managed on the Island.
5. The Statutory Authority for making new TROs is contained within the Section 1 (1) in the Road Traffic Regulation Act 1984:

(1) The traffic authority for a road outside Greater London may make an order under this section (referred to in this Act as a "traffic regulation order") in respect of the road where it appears to the authority making the order that it is expedient to make it

- (a) for avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising, or
 - (b) for preventing damage to the road or to any building on or near the road, or
 - (c) for facilitating the passage on the road or any other road of any class of traffic (including pedestrians), or
 - (d) for preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property, or
 - (e) (without prejudice to the generality of paragraph (d) above) for preserving the character of the road in a case where it is specially suitable for use by persons on horseback or on foot, or
 - (f) for preserving or improving the amenities of the area through which the road runs, or
 - (g) for any of the purposes specified in paragraphs (a) to (c) of subsection (1) of section 87 of the Environment Act 1995 (air quality).
6. Likewise, orders are progressed in accordance with the Local Authority's Traffic Regulation Order (Procedure) (England and Wales) Regulations 1996.
7. The Statutory Authority for signs and road markings are by virtue of the Traffic Signs Regulations and General Directions 2016.
8. The council is under a duty pursuant to Section 16 of the Traffic Management Act 2004 to manage their road network, whilst having regard to their other obligations, policies and objectives at the same time, with a view to facilitate the passage on the road or any other road of any class of traffic (including pedestrians) and for avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising.
9. Section 122 of the Road Traffic Regulation Act 1984 requires the local authority to secure the expeditious, convenient and safe movement of traffic (including pedestrians) and the provision of adequate parking facilities.
10. However, the adoption of the proposed TRO Policy does not remove the need for consideration to be given to the duty under Section 122 of the Road Traffic Regulation Act 1984 when deciding whether to make, or to refuse to make any specific traffic regulation order.

Contact Point: Stewart Chandler, Highways and Transport Client Manager,
☎ 821000 e-mail stewart.chandler@iow.gov.uk

COLIN ROWLAND
Director of Neighbourhoods

PHIL JORDAN (CLLR)
Cabinet Member for Highways PFI, Transport and Infrastructure

Isle of Wight Council

**Traffic Regulation Orders
Policy**

July 2022

Introduction

This Policy is aiming to balance the need for new traffic regulations on the island's highway to ensure safety for all road users, against the impact on the local communities and amenities.

Scope of the Policy

This Policy applies to all permanent and experimental TROs made by or on behalf of the Isle of Wight Council. A separate procedure will be applied to temporary TROs. Though this Policy document applies to the highway network; it does not apply to the Public Rights of Way (PROW) network.

Policy Statement

Where the proposed restrictions may have a significant impact, in addition to the statutory requirement for a formal consultation on a proposed TRO, the IWC will also informally consult the affected Town or Parish Councils and the relevant Ward Councillor/s before the TRO is advertised for formal consultation.

The IWC shall carefully consider the potential impacts to any loss of residential on-street parking, especially in areas of parking stress, against the benefits of the proposed TRO and endeavours will be taken to minimise and mitigate the net loss of parking in the near vicinity where possible.

The IWC will consider TRO proposals associated with changes to the existing infrastructure related to new development schemes. The need for a TRO to facilitate development is a potentially material consideration, but ordinarily little weight will be given to this need. Unless it can be clearly evidenced that the benefit of the proposed TRO significantly outweighs the negative impacts on the wider locality.

Background

The Isle of Wight Council (IWC) as the Local Highway Authority (LHA) is responsible for managing the highway network on the Isle of Wight. This includes maintenance of highway assets, co-ordination of street works and events, road safety, parking enforcement, managing traffic and congestion.

Traffic Management (TM) is the term used to describe how the LHA controls the use of the highway network in order to achieve improvements in road safety and efficient traffic flows. On the island this is usually achieved by using a range of low cost, high impact measures designed to resolve identified safety or traffic flow issues.

TM measures can include on-street parking controls, speed limits, heavy goods vehicles restrictions, directional signage, traffic calming, movement restrictions and pedestrian crossing facilities.

The IWC receives significant volumes of correspondence requesting new traffic management schemes to be implemented, via it's Highways PFI Service Provider Island Roads (IR). Potential TM measures will be considered if they meet at least one of the following criteria, although priority will be given to locations with a history of traffic collisions:

- Improve the safety of all road users – changes that help achieve a reduction in the number of casualties or reduce the potential for injury;
- Keep traffic moving – resolving proven congestion hotspots, parking and obstruction issues;
- Address communities' concerns about traffic-related issues – addressing issues that have an adverse impact on the quality of life for local residents.

Due to the high volume of traffic issues reported to IR it is not possible for every enquiry to be acted upon due to the limitations of resources and finance available. It is not always possible to give an immediate answer to requests due to the volume of enquiries that are submitted, but the person or organisation that has made the enquiry will be given an indication as to when their request or concern will be investigated if this cannot be done within three months.

Therefore the need and priority for TM measures is evidence-led. It is necessary to concentrate resources on locations where a problem has been identified, through assessments such as traffic speed and flow surveys, accident analysis and origin-destination surveys etc. Even a request for a new warning sign, for instance, can require a site assessment and a review of accident data in order to determine if such a sign is needed.

Traffic collisions resulting in injuries are continually monitored by the IR's Road Safety Engineer, who has access to the Hampshire and Isle of Wight Police's statistics of traffic collisions which have resulted in a personal injury for the island. It only includes road traffic collisions which involve personal injury, and that have been reported and validated by the Police.

Requests for traffic controls and measures that require engineering works may need a more detailed investigation and generally can only be dealt with under the annual Capital Programme of highways improvements. Though due to the limited budget of the Capital Programme in any given year only a limited number of these issues can be investigated and appropriate measures can be implemented each year under this programme. A selection of potential investigations and schemes will be put forward to the Full Council and/or Cabinet for their consideration as a part of the annual budget process. The potential schemes will be prioritised, based on criteria including the injury accident history of the location, whether the potential scheme benefits vulnerable road users, and the level of local support. This information aids Members, who will shortlist a selection of these potential investigations/schemes for the following year's Capital Programme. An alternative method of selecting potential investigations/schemes may be used where the funding or a contribution is offered by the requestor.

The majority of traffic controls and restrictions that can be applied to the highway require the making of a Traffic Regulation Order (TRO). This policy sets out when it may be appropriate to use a TRO.

The potential benefits of introducing a TRO, such as improvements to safety and traffic flow, enhancing the environment, reducing the impact of traffic and minimising the need for capital investment, should be weighed against the cost of designing, consulting, implementing and enforcing it.

Before a TRO can be considered in any depth it must be seen to meet the following criteria:

- It will have a defined traffic management function and should preferably have other benefits such as a positive environmental impact or help encourage walking, cycling or the use of public transport;
- It would be expected to be largely self-enforcing and not to rely solely on continuous enforcement for their effectiveness, and ideally should automatically command the respect of the majority of the general public;

The cost of designing, administering and implementing the TRO should not be excessively high in relation to the benefits gained.

The Statutory Authority for Traffic Regulation Orders is contained within the Road Traffic Regulation Act 1984. Orders are progressed in accordance with the Local Authority's Traffic Regulation Order (Procedure) (England and Wales) Regulations 1996. The Statutory Authority for signs and road markings are by virtue of the Traffic Signs Regulations and General Directions 2016.

The IWC may make an order in respect of the road where it appears to the council making the order that it is expedient to make it for one of the reasons below, that being:

- (a) for avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising, or
- (b) for preventing damage to the road or to any building on or near the road, or
- (c) for facilitating the passage on the road or any other road of any class of traffic (including pedestrians), or
- (d) for preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property, or
- (e) (without prejudice to the generality of paragraph (d) above) for preserving the character of the road in a case where it is specially suitable for use by persons on horseback or on foot, or
- (f) for preserving or improving the amenities of the area through which the road runs; or
- (g) for any of the purposes specified in paragraphs (a) to (c) of subsection (1) of section 87 of the Environment Act 1995 (air quality).

The IWC in determining an application for a TRO will seek to secure (so far as practicable having regard to the matters specified below) the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway.

The council recognises that in some cases a balance needs to be made between the requirement for a TRO for the reasons provided above and the need to take account of the impacts to any loss of residential on-street parking, especially in areas of parking stress, against the benefits of the proposed TRO and to ensure endeavours are taken to minimise the net loss of parking where possible.

The matters the council will consider in carrying out the balancing exercise are:

- (a) the desirability of securing and maintaining reasonable access to premises;
- (b) the effect on the amenities of any locality affected and (without prejudice to the generality of this paragraph) the importance of regulating and restricting the use of roads by heavy commercial vehicles, so as to preserve or improve the amenities of the areas through which the roads run;
- (bb) any IWC strategy prepared under section 80 of the Environment Act 1995 (national air quality strategy);
- (c) the importance of facilitating the passage of public service vehicles and of securing the safety and convenience of persons using or desiring to use such vehicles; and
- (d) any other matters appearing to the local authority to be relevant.

Procedure for Consulting on Permanent TROs

The [Local Authorities' Traffic Orders \(Procedure\) \(England and Wales\) Regulations](#) sets out how TROs should be advertised, consulted and implemented. Though it does not stipulate how any representations from the public are considered or how a decision is made. In respect of the TROs made by or on behalf of the IWC, a decision is made on a TRO proposal following the Council's published decision-making process.

A proposed TRO that has a potential for a significant impact on the local community will require the support of the Town / Parish Councils and the Ward Councillor/s before it can be advertised for public comment. If such support is not available, an approval to progress the proposal from the Cabinet Member responsible for Highways. In this case the Town / Parish Councils and the Ward Councillor/s will be informed of the proposed TRO before it is advertised.

In the event that no objections are received during the 28 days consultation period following public advertisement, the proposal can be implemented as soon as practically possible.

If a small number of objections are received on similar grounds, a summary of the objections will be reported to a Senior Officer with delegated authority to approve the implementation of the TRO.

If a high number of objections is received, a summary of the objections and Road Safety Engineer's response to these objections will be reported to the IWC Cabinet for a decision.

Procedure for Consulting on Experimental TROs

The procedure to be followed is similar to that which is used for permanent TROs, except that the consultation period is undertaken within the initial six months from the experimental TRO being implemented, during which time comments from the public are invited. Objections are considered and decisions are made in the same way as permanent TROs.

Service Standards

Any person or organisation submitting a comment or objection online or via email, in response to a TRO that has been formally advertised, will receive an acknowledgement.

Once the closing date for the consultation has passed and a decision has been reached on whether the TRO should be implemented, those who have submitted a comment or objection will be informed in writing to advise them on the outcome. The decision on

whether to implement the TRO can sometimes take several months after the consultation's closing date.

It will not always be possible to answer every specific comment made by a person or organisation who has responded to a consultation, particularly when a large number of responses have been received.

The decision of each TRO advertised for consultation will be published on the IWC's website.

This page is intentionally left blank



Purpose: For review

Committee report

Committee	POLICY AND SCRUTINY COMMITTEE FOR NEIGHBOURHOODS AND REGENERATION
Date	7 JULY 2022
Title	DIGITAL ISLAND – THE ISLE OF WIGHT DIGITAL STRATEGY
Report of	DEPUTY LEADER AND CABINET MEMBER FOR DIGITAL TRANSFORMATION, HOUSING, HOMELESSNESS AND POVERTY

1. EXECUTIVE SUMMARY

- 1.1 As part of its ambitious regeneration and public service programmes and acting in its role as community leader the Council has led the development of a comprehensive strategy and action plan to position the Isle of Wight as a “Digital Island”.
- 1.2 The strategy contains a “road map” setting out the key project interventions under four key headings. Many of these projects have already begun, stimulated by the sense of collective purpose the Council mobilised during the development of the strategy. The strategy and its action plan (section10) are attached to this report as Appendix 1.
- 1.3 The experience of the pandemic has clearly reinforced the importance of high quality connectivity in everyday life. The pandemic has also impacted on the overall progress with implementation of the strategies aims and actions
- 1.4 This report updates the Policy scrutiny committee on progress with the Digital Island strategy and road map confirming the Council’s continuing commitment to leading the Island in realising the opportunities to residents and businesses of a shared digital future.

RECOMMENDATIONS

- Policy and Scrutiny committee note the progress with the “Digital Island – Isle of Wight Digital strategy”
- The committee provide comments on the potential priorities for the next phase of the strategy given the impact of Covid 19 pandemic.

2. BACKGROUND

2.1 Digital technology presents major benefits for Island communities, allowing them to be connected in a way that has not previously been possible. However, the technology that enables innovation, growth and livelihoods also has the potential to create uncertainty and alienation for those who are left behind.

2.2 The Council recognised the opportunity presented by digital technology and embarked on a Digital Island Conference in 2017. This inaugural conference set out to understand the potential for digital technologies to address some of the real challenges the Island faced. The challenges discussed ranged from improving the digital skills of the Island’s people and existing workforce, to addressing health and social care issues.

2.3 The Digital Island Strategy brings together the momentum gained since 2017 and sets out the strategic way forward for the Island to realise the potential opportunity digital technology presents for businesses and communities alike.

A Digital Island

2.4 The Island is embarking on an ambitious transformational programme of regeneration to address some of the structural, economic and financial challenges faced. As that programme takes shape, it is clear that digital technologies will contribute and impact across every single aspect of it. This is the case in terms of digital communications; involving communities in planning and implementing projects; in improving our digital infrastructure to enable business growth; or ‘designing-in’ digital into the physical regeneration of the Island.

2.5 Following the 2017 conference, an invitation to encourage delegates to join a **Digital Steering Group** received an enthusiastic response. With the Council, 25 people worked on a virtual digital platform and a total of 30 potential project ideas were identified.

2.6 The rollout of The Gigabit Island programme to enable full fibre digital connectivity across the Island provides the opportunity to access advanced broadband speeds for the majority of residents and businesses on the Island. The focus now is on the ‘not-spot’ areas, ensuring all communities are connected.

- 2.7 The Isle of Wight was named 2018 Smart Island by the Global Smart Islands network for, “setting out a collective and holistic approach to taking forward the digital agenda”.
- 2.8 The rationale behind the development of the Digital Island is to identify the opportunities where digital technology can be used to enable solutions to regional challenges. Essentially, this is:
- Supporting delivery of existing plans and policies (economic growth, regeneration, carbon, environment, tourism)
 - Supporting digital transformation of Council services
 - Enabling economic growth through digital technology, identifying priority economic areas for growth
 - Identifying key skills required for individuals and businesses to engage with the digital agenda and benefit from the opportunities to grow
 - Building the Island’s Sense of Place and overcoming the feeling of ‘dislocation’

A key part of the development of the Digital Island is to ensure the technology that enables innovation, growth and livelihoods does not create uncertainty and alienation for those who might be left behind.

- 2.9 The Council continues to seek to utilise available technologies in the provision of health and care services. Enabling older people to live independently and at home longer is a key objective for health and social care services. Use of assistive technology is beginning to contribute to this objective helping to avoid significant costs of having to be placed in residential or nursing care.
- 2.10 The social and economic benefits of a focused approach to the build of digital infrastructure and its strategic application across a range of policy areas are set out in the strategy, evidencing its significance to the achievement of Council corporate objectives, the wider prosperity of the Island and delivery of value for money services.
- 2.11 Following extensive consultation with a wide range of stakeholders, including the Digital Solent conference in November 2017 and the Digital Island conference in 2018, the need to recognise the increasing significance of *digital technologies* in every aspect of life and their potential contribution to tackling our key challenges required the development of a strategic approach, informing a set of key actions, for the Council and other stakeholders.
- 2.12 Responding to the UK Government’s Digital strategy, which aims to make the UK a world leading digital economy that works for everyone, the Council has already signed the digital declaration proposed by the UK strategy committing public sector bodies to embracing the development of digital service delivery.
- 2.13 There is an opportunity to build on and accelerate the growing presence of jobs in companies working in the digital economy on the Island (5000+ jobs paying 30% higher than median average wages), jobs that are attracted by the excellent quality of life the Island has to offer. These jobs are underpinned by

the investment that has taken place in the provision of Superfast broadband over the last five years and ongoing investment in full fibre providing Gigabit speeds to home and businesses, one of the first places in the UK to provide this.

- 2.14 New companies such as the contact centre provider Ascensos and existing firms such as Rapanui, based in Freshwater and Stainless Games based in Newport, operate in a global, cyber economy not impacted by the Island's physical disconnection from the UK mainland.
- 2.15 As well as economic benefits the successful development and deployment of digital technologies can also contribute to the delivery of better customer facing public services, transport, energy, health and social care and housing. Best in class broadband is now seen as the fourth utility and impacts on the daily lives of everyone living, working and visiting the Isle of Wight. The continuing development of artificial intelligence, the internet of things and real time global communications has the potential to transform the economic prospects for the Island and harness its benefits to improve quality of life for all.
- 2.16 The "Digital Island" strategy (Appendix 1) proposes a shared vision for the **Isle of Wight** *"to be the world's smartest, most connected island."*
- 2.17 To make progress in achieving this vision the Digital Island strategy proposed action in four key policy areas,
- **Digital skills and education** driving the uptake and recognition of the opportunity afforded to increased quality of life by digital technologies as well as the skills required to access services and deliver a digital economy
 - **Economic growth** through digital transformation of existing businesses followed by growth in new companies and attracting new enterprises
 - **Public sector services** addressing the financial pressure on local authority budgets through increased utilisation of digital technologies
 - **Sense of place** using digital technology to attract and retain people and businesses on the Island

3. STRATEGIC CONTEXT

- 3.1 In line with the corporate plan, the impact of approving the recommendations contained within this report, will deliver growth within the economy, more specifically within the digital economy on Island. The strategy supports the Island's improved digital and transport connectivity, education and skills and contribute to the provision of better health and social care services proposal will also support protecting the most vulnerable with housing, health and social care needs.
- 3.2 The Island regeneration strategy also outlines the Council's commitment to improving skills and business development, specifically in the digital and technology based sectors of the economy. In developing existing communities and town centres through the provision of new housing, jobs and services,

future proofing places through the strategic integration of best in class connectivity is a central objective of regeneration on the Island.

- 3.3 The Health and Well Being strategy has three key objectives for the population of the Isle of Wight – Start Well, Live Well and Age Well. Each one of these three key objectives require the development and successful deployment of digital technologies in learning, housing and care.
- 3.4 The Council's own Digital transformation plan seeks to completely review and revise the way in which the Council uses Information Technology to improve all its services with increasing the range and number of online transactions at the centre of this approach.
- 3.5 All of this effort requires a properly considered strategic approach to managing the increased availability, take up and promotion of digital technologies on an Island wide basis. From a rural business keeping track of crop yields through drone and soil monitoring to grandparents keeping in touch with loved ones on the other side of the world, schools teaching coding as a key skill to integrated journey planning, the ubiquitous impact of digital living further enhances the Island's special status as one of the best, most inspirational places to live, work and visit.

4 PROGRESS TO DATE

- 4.1 Considering each of the Digital Island's four key themes in turn, the main areas of progress since adoption of the strategy in 2019 are set out below:

Digital Skills and Education

- 4.2 Isle of Wight College have significantly enhanced their portfolio of courses to improve digital skills and have recently opened a new business centre for use by local companies
- 4.3 The pandemic forced great numbers of people to become more "literate" in the digital space. This has changed mindsets offering new opportunities to reach out to those previously concerned or resistant to embracing services delivered via digital platforms
- 4.4 Of continuing concern is the impact on young people of the move to on line learning during the pandemic, particularly those who found that transition difficult. Our colleagues in Education continue to work with schools to identify the future benefit of more flexible learning approaches but also the impacts on those whose progress may have been affected

Economic Growth

- 4.5 Innovation Wight hub – One of the key economic growth projects in the Digital Island strategy road map is the development of a business incubation facility called "Innovation Wight hub" at the BAE Rangefinder campus. Success in securing ERDF funding of over £1m will see this project be completed in

summer 2022 offering businesses co-working space and office rental as well as high speed connectivity. The Council has contributed £900k from its capital programme towards the project.

- 4.6 Local Full Fibre investment – Wight Fibre’s £57m commercial roll out of full fibre to the premise has reached its halfway point with up to 95% of business and residential premises having access to full fibre by the end of 2023. Up to £9m Gigabit voucher investment is available to residents via Wight fibre to help support hard to reach, expensive to install areas of the island.

Public Sector Service projects

- 4.7 The Council has accessed Department of Health funding for its assisted technology in care programmes.
- 4.8 The NHS trust is planning ICT infrastructure upgrades on the island as part of its £43m estates investment plan.
- 4.9 The council’s Digital action plan recognises this opportunity and is broadening the range of services able to be accessed digitally as a result.
- 4.10 Support for other strategy proposals will be subject to production of relevant outline business cases, funding bids and support from third parties.

Sense of place

- 4.11 The Island’s digital credentials have been recognised by the Solent LEP in their 2050 regional strategy.
- 4.12 The Island as a destination of choice for remote working has impacted on our local housing market.
- 4.13 Digital business networks continue to flourish on the island despite the impact of the pandemic.

Total investment

- 4.14 Current commitments already represent an initial £3.8m capital injection into the strategy to date.

Revenue expenditure:

- 4.15 Commitment to the strategy, in revenue terms, is being financed from within the Council’s existing budgets for regeneration and digitisation.
- 4.16 Individual project interventions have their own resource plans, which identify how they will be progressed in terms of capital and revenue funding sources.

5. APPENDICES ATTACHED

Appendix 1: Digital Island – Isle of Wight Digital Strategy

Contact Point: Chris Ashman, Director of Regeneration, ☎ 821000 e-mail: chris.ashman@iow.gov.uk

CHRIS ASHMAN
Director of Regeneration

IAN STEPHENS (CLLR)
Deputy Leader and Cabinet Member for Digital Transformation, Housing, Homelessness and Poverty

This page is intentionally left blank

Digital Island

Isle of Wight Digital Island Strategy



1 | EXECUTIVE SUMMARY

Digital technology presents major benefits for island communities, allowing them to be connected in a way that has not previously been possible. The Isle of Wight Council recognised the opportunity presented by digital technology and since 2017 has been developing the Digital Island programme and Digital Strategy that sets out the strategic way forward for the island to realise the opportunity digital technology presents for businesses and communities alike.

A Digital Island

The rationale behind the development of the Digital Island is to identify the opportunities where digital technology can be used to enable solutions to regional challenges. Essentially, this is:

- Supporting delivery of existing plans and policies (economic growth, regeneration, carbon, environment, tourism)
- Supporting digital transformation of council services
- Enabling economic growth through digital technology, identifying priority economic areas for growth
- Identifying key skills required for individuals and businesses to engage with the digital agenda and benefit from the opportunities to grow
- Building the island's Sense of Place and overcoming the feeling of 'dislocation'

The Digital Island Vision

Shaped by island stakeholders and based on core principles and objectives that reflect the nature of the Isle of Wight, the shared vision for the Digital Island is:

To be the world's smartest, most connected island.

Strategic priorities

The unique island community presents a vast array of opportunities, but also significant challenges compounded by the physical separation from the mainland. The main challenges and strategic priorities that underpin the Digital Strategy are:

- Unspoilt nature with national and European designations covering 70% of the Island's area.
- An aging population with 36% over retirement age by 2026 placing significant pressure on public sector service provision
- Average house prices are 7 times the annual wage
- Economic growth is slower and productivity lower than the surrounding region
- High-tech companies exist but less than 25% working population NVQ Level 4 or above
- 96% island's workforce are residents
- 97% of the island's businesses are small or micro SMEs.
- Island's Regeneration programme could deliver 12,000 new jobs, 1,700 new homes and an income revenue increase for the Council of approximately £15 million per annum over the period of 2018 to 2027
- The draft Island Plan sets out updated targets of 9,615 new homes between 2019-2035 and 30 hectares allocated for employment uses over six sites with a shared vision: "For the Isle of Wight to be an inspiring place in which to grow up, work, live and visit."

- There is a need to overcome the barrier of attractiveness as a place to live. Digital connectivity provides real opportunity for this whilst retaining the natural beauty of the island.
- The Isle of Wight currently benefits from over 98% fibre coverage in areas targeted by the Rural Broadband Project, bringing the total coverage across the island to 96%.

Digital Opportunities

Affordability of service delivery, infrastructure and housing delivery is a key concern for the Council and is aligned with the changing demographics and increased expectation as to the level of service. As a result, the region (like many UK regions) faces a widening fiscal gap.

Given this context, it is vital that the Isle of Wight considers significant changes to the way service and infrastructure is planned and delivered, in order to reduce whole life costs. Equally, it is critical to ensure the right service is delivered and social outcomes are achieved. Digital enablement can provide a platform for integrated planning and improved design, as well as driving efficiency in construction and delivery of a 'digital twin' to optimise asset operations.

Utilising the economic analysis from the Digital Built Britain strategic outline business case, the initial assessment identified £18 million of potential savings across the annual Council budget through the Digital Island programme. This macro model needs further validation and a full assessment of Council services to identify transformative steps to achieve the significant savings indicated.

For businesses, digital transformation and automation can deliver significant productivity benefits. Analysis of growth opportunity identifies the following sectors: agriculture, wholesale and retail, accommodation and food services, information and communication, transportation and manufacturing as being able to meet productivity increases to match levels in the South East through automation and technology. Local support and training provision will be necessary to prevent a skills gap opening up, particularly for SMEs or the self-employed.

Current Digital Maturity

While there are some issues with connectivity and "not-spots", the Isle of Wight is in a relatively strong position compared to many regions and communities, and most connectivity challenges will be addressed over the next five years. The challenge is around uptake and realisation of opportunities that flow from fast and reliable connections. This is fuelled by a skills and knowledge deficit amongst businesses, leaders and employees. Improving core digital skills across the workforce will play a key role in improving the ability of regular businesses in current core sectors such as tourism, agriculture and public services to improve productivity with relatively modest investment or changes in practice.

Key Priority Areas

- Underpinned by digital connectivity infrastructure and aligned to the Island's Corporate Plan and Island Plan, the four key priorities for the Island's Digital Strategy are:
 1. **Digital skills and education** – Helping people and businesses become 'digital' and building the right digital skills for employment to support economic growth
 2. **Economic growth** – Digital transformation of business to digital platforms and ways of working focused on increasing productivity and growth and attracting and supporting new businesses and investment
 3. **Public sector services** – Addressing the financial pressure on local authority budgets, a key priority area for the island is health and social care alongside a programme of digital transformation for all council services
 4. **Sense of place** – Attracting and retaining people and business to the island – promoting the island as a place to invest, live and visit

Digital Island Implementation Programme

Through a benefits evaluation tool, broad opportunities have been developed into a set of projects with clear strategic objective alignment with the priority areas and an owner to drive it forward. The 2019 delivery plan is focused on delivering short-term, immediate on-the-ground progress as well as initiating medium and longer-term outcomes through projects, partnerships, outreach and engagement. The programme is:

Connectivity	<ul style="list-style-type: none"> Continuation of Gigabit Island programme Implementation of LFFN programme
Education and skills	<ul style="list-style-type: none"> Digital Skills Assessment 'Fit for Work' – closing the gap between school, college and employment; growing and cascading everyday digital skills to island businesses Short term courses for those changing careers, upskilling in business
Economic growth	<ul style="list-style-type: none"> Isle of Wight digital incubator and skills hub Digital transformation of existing businesses
Public sector services	<ul style="list-style-type: none"> Transformation of public sector operations Adult Social Care – smart tech – Digital Project Technology Enhanced Care Training Centre
Sense of Place	<ul style="list-style-type: none"> Digital Island - transportation app Promoting the Digital Island and attracting inward investment to the island
Communications and engagement	<ul style="list-style-type: none"> Implementation of the stakeholder communications and engagement plan

CONTENTS

2	A DIGITAL ISLAND	1
3	STRATEGIC ISLAND PRIORITIES	4
4	DIGITAL OPPORTUNITY FOR THE IOW	16
5	CURRENT DIGITAL MATURITY	22
6	KEY PRIORITY AREAS	24
7	PRIORITISATION METHODOLOGY	29
8	IMPLEMENTATION PROJECTS	30
9	COMMUNICATIONS AND ENGAGEMENT	42
10	DIGITAL ISLAND ACTION PLAN 2019	44

2 | A DIGITAL ISLAND

Digital technology presents major benefits for island communities, allowing them to be connected in a way that has not previously been possible. However, the technology that enables innovation, growth and livelihoods also has the potential to create uncertainty and alienation for those who are left behind.

The Isle of Wight Council recognised the opportunity presented by digital technology and embarked on a Digital Island Conference in 2017. This inaugural conference set out to understand the potential for digital technologies to address some of the real challenges the island faced. The challenges discussed ranged from improving the digital skills of the island's people and existing workforce, to addressing health and social care issues.

This Digital Strategy brings together the momentum gained since 2017 and sets out the strategic way forward for the island to realise the potential opportunity digital technology presents for businesses and communities alike.

A Digital Island

The island is embarking on an ambitious transformational programme of regeneration to address some of the structural, economic and financial challenges faced. As that programme takes shape, it is clear that digital technologies will contribute and impact across every single aspect of it. This is the case in terms of digital communications; involving communities in planning and implementing projects; in improving our digital infrastructure to enable business growth; or 'designing-in' digital into the physical regeneration of the island.

Following the 2017 conference, an invitation to encourage delegates to join a **Digital Steering Group** received an enthusiastic response. With the council, 25 people worked on a virtual digital platform and a total of 30 potential project ideas were identified.

The rollout of The Gigabit Island programme to enable digital connectivity across the island has been hugely successful. The focus now is on the 'not-spot' areas, ensuring all communities are connected.

The Isle of Wight was named 2018 Smart Island by the Global Smart Islands network for, "setting out a collective and holistic approach to taking forward the digital agenda".

The rationale behind the development of the Digital Island is to identify the opportunities where digital technology can be used to enable solutions to regional challenges. Essentially, this is:

- Supporting delivery of existing plans and policies (economic growth, regeneration, carbon, environment, tourism)
- Supporting digital transformation of council services
- Enabling economic growth through digital technology, identifying priority economic areas for growth
- Identifying key skills required for individuals and businesses to engage with the digital agenda and benefit from the opportunities to grow
- Building the island's Sense of Place and overcoming the feeling of 'dislocation'

A key part of the development of the Digital Island is to ensure the technology that enables innovation, growth and livelihoods does not create uncertainty and alienation for those who are left behind.

The Digital Strategy

The Strategy has been built on the collaborative work of the Council and key stakeholders involved in the Digital Steering group. It is largely driven by the realisation that the opportunities are endless, and that there is a clear need for a vision. Furthermore, there needs to be evaluation of the potential benefits, a prioritisation structure and focus on select key programmes of work to take forward.

The approach, developed and led by digital and sustainability experts from PCSG Ltd, aligns to the UK's Digital Strategy and aims to enhance delivery of regional plans and policy through a digitally enabled service. The UK Digital Strategy sets out how we will develop a world-leading digital economy that works for everyone. It has seven areas of focus:

1. Connectivity – building world-class digital infrastructure for the UK
2. Skills and inclusion – giving everyone access to the digital skills they need
3. The digital sectors – making the UK the best place to start and grow a digital business
4. The wider economy – helping every British business become a digital business
5. Cyberspace – making the UK the safest place in the world to live and work online
6. Digital government – maintaining the UK government as a world leader in serving its citizens online
7. The data economy – unlocking the power of data in the UK economy and improving public confidence in its use

The Digital Island Strategy aligns to these national areas of focus – underpinned by exceptional connectivity as the enabler and identifying the following key areas of focus:

- **Digital skills and education** driving the uptake and recognition of the opportunity as well as the skills required to access services and deliver a digital economy
- **Economic growth** through digital transformation of existing businesses followed by growth in new businesses and attracting new businesses
- **Public sector services** addressing the financial pressure on local authority budgets
- **Sense of place** using digital technology to attract and retain people and businesses on the island

The strategy has drawn from the framework for digital sustainable communities specified in the international standard for smart cities and communities, ISO 37106. This standard presents a working definition of a smart city or community developed by the ISO Technical Management Board. Adapted for an island community such as the Isle of Wight:

A digital authority can be described as one that dramatically increases the pace at which it improves its sustainability and resilience, by fundamentally improving how it engages society, how it applies collaborative leadership methods, how it works across disciplines and its diverse urban and rural geography, and how it uses data and integrated technologies in order to transform services and the quality of life for those in, and involved within, the authority (residents, businesses, students, visitors).

This strategy sets out the community vision (identifying the strategic priorities for action), the economic opportunity and a roadmap to guide the next steps towards the realisation of a Digital Island.

To be the world's smartest, most connected island.

These next steps will be the systematic identification of the priority actions to take, based on key factors from strategic, financial, economic, social and environmental impacts.

The Digital Island Vision

The shared vision for the Digital Island is based on core principles and objectives, shaped by stakeholders and driven by the environment and the economy, that characterise the unique nature of the Isle of Wight.

To be the world's smartest, most connected island.

3 | STRATEGIC ISLAND PRIORITIES

The Isle of Wight's unique island community presents a vast array of opportunities, but also significant challenges compounded by the physical separation from the mainland. The proximity to the sea, the coastal areas and nationally protected landscape have always been major draws for people who want to both live and visit the island. In terms of industry, the island has been at the heart of innovation across the marine and engineering industries – being at the forefront of international yacht racing for many years. The island now sees new innovative markets opening up alongside the more traditional ones. Island based companies include global leaders in composite technology and renewable energy – their research and development facilities on the island are world class.

The natural environment

Any visitor to the Isle of Wight will be quickly struck by its un-spoilt nature. This is nationally recognised. 50% of the island is designated as an Area of Outstanding Natural Beauty (AONB), and there are 32 designated Conservation Areas and over 2,000 listed buildings across the island. In addition to national designations, European Sites increase the total protected area to 70%.

Development on the island (providing houses, jobs and services) is done within the constraints of conserving and enhancing the natural environment. A key focus is quality of design, with particular effort given to creating buildings and a sense of place that clearly reflects and enhances local character and distinctiveness.

The coastline brings challenges of flood risk and coastal erosion, requiring a plan to avoid, mitigate and adapt to flowing and erosion.

The local community

60% of the Isle of Wight's 143,700 residents live within the main towns of Newport, Cowes, East Cowes, Ryde, Sandown and Shanklin. Forecasts indicate that the island's population will grow between 2006 and 2026, with the number of people over retirement age increasing to around 36% of the population. The island's climate and unspoilt nature both retain and attract people in retirement, driving an increasing aging population.

This aging population puts significant pressure on the health and social care resources of the island. Attracting and retaining younger demographics will be essential for the future island economy, as will realising the opportunity within the ageing population. A key focus area within the Council's Corporate Plan is around social wellbeing, i.e. education, healthcare and social support. This focus targets the following:

- The island's population is one of the oldest in England (1 In 4 residents are older than 65), with this figure expected to rise in the next 10 years.
- The island's population of children / people under the age of 18 is falling.
- In some areas of the island, nearly half of under 16s live in poverty.

Segregation from the mainland

The Isle of Wight's segregation from the mainland has an impact on the delivery of public services in three ways:

- **Self-Sufficiency:** This occurs where it is not physically possible, or too costly, to share services across boundaries with other local authorities and still meet the council's legal obligations to its community.
- **Island Premium:** The size of the market, limited numbers of suppliers and additional fixed costs can lead to relatively higher prices being charged by or for the supply of goods and services when compared with mainland authorities.
- **Dislocation:** The costs associated with the physical (and perceived) separation from the mainland has direct and indirect costs and is closely tied to the underlying issues of the Island premium and self-sufficiency.

Economic development

The island's total economic output (as measured by Gross Value Added) currently stands at £2.5bn (in 2017) – an increase of 26% since 2001. This compares to a South East average of 32.5% over the same period. In 2015, the IoW had 4,555 businesses, comprising small-scale (12.6%), micro (85.5%), medium (2.6%) and large (0.2%). Projected growth areas can be seen in Table 1.

The Infrastructure Investment Plan identifies the economy as fragile and lacking resilience to exogenous shocks. In addition, the contribution from business rates to the Council is very limited.

The IoW is home to several advanced manufacturing firms, some of which are in the marine & maritime sector and the low carbon economy. These include MHI Vestas (wind turbine blades), GKN Aerospace and BAE systems. There is also a drive to help future growth in manufacturing, with the development of a Centre of Excellence for Composites, Advanced Manufacturing and Marine (CECamm) at the Isle of Wight College.

The marine industry has significant heritage on the island and there are several boat yards, marinas and boat retailers in Cowes and East Cowes, and several marinas and associated businesses located elsewhere on the Island, e.g. Ryde, St Helens and Yarmouth.

2015-2036 Projections	Isle of Wight	Solent LEP
Total Employment Change	4,600 (7.7%)	47,300 (7.8%)
Fastest Growing Sectors (employment)	Health and social care, admin and support services, construction, recreation	Admin and support services, professional services, health and social care
Fastest Declining Sectors (employment)	Manufacturing, agriculture forestry and fishing, public admin	Manufacturing, public admin
Total GVA Change	£1.1bn (48.3%)	£14.2bn (51.2%)
Working-age Population Change	-5,300 (-6.6%)	-11,700 (-1.5%)

Source: Oxford Economics June 2016 Forecasts (From 'Solent LEP Baseline Forecasts and the Implications of Brexit', January 2017)

Table 1 2015-2036 Economic growth projections for the Isle of Wight and Solent LEP

Skills and education

As already highlighted, the island has some very successful high technology businesses in the areas of marine, aerospace and composites. However, it is generally a low skilled employment area and under 25% of the island's working age population are qualified to NVQ level 4 or above (compared to 32% in the South East).

The skills challenge is compounded by the youth of the Isle of Wight having to leave the island to complete their university education. However, successful links have been made between the IoW College and Solent based Universities. The IoW College is the major provider of further education and training. Its curriculum reflects the needs of the community and covers engineering, computing, early years, graphic design and business, delivered through vocational courses, apprenticeships, traineeships, bespoke courses for employers and higher education. It was graded 'good' by Ofsted in 2017.

The College has undertaken significant recent investment in accommodation and upgraded facilities, including the Centre of Excellence for Composites, Advanced Manufacturing and Marine. The total investment value is £11.4m, funded by the SLEP. Extensive consultation was undertaken to ensure that the centre develops local skills and employment.

Students who successfully complete courses can enrol part way through a full degree at a partner university on the mainland, enabling them to 'top up' the qualification they achieved on IoW to a full degree in a reduced timespan. The College also offers other courses at levels 4, 5 & 6, in areas such as Health & Social Care, Leadership and Management and Construction.

The independent Platform One College of Music works in partnership with the IoW College and Chichester University to provide high quality music and music technology education. Courses include a BTEC Extended Diploma in Music and BA (Hons) Commercial Music.

Employment

The Council's Local Plans identified a target of economic growth to provide an additional 7,550 new jobs. However, the level of economic activity on the island compared to the mainland is low, with gross weekly pay approximately 90% of the national and 82% of the south east average figure. Unemployment rates are also higher than the South East, with the seasonality of work tending to mask some of the underlying employment problems.

The Council's core strategy identifies the need to create jobs to address current unemployment and push forward economic regeneration, whilst maintaining a diverse economy where high-quality tourism is supported by expanding research, design and servicing of renewable energy technologies. The increase in jobs, combined with the approach to tourism development (Figure 1), is expected to increase the current GDP of the island from £1,776m to £2,543m in 2026. Whilst there is some commuting to the mainland from the island, 96.3% of the island's workforce are residents.

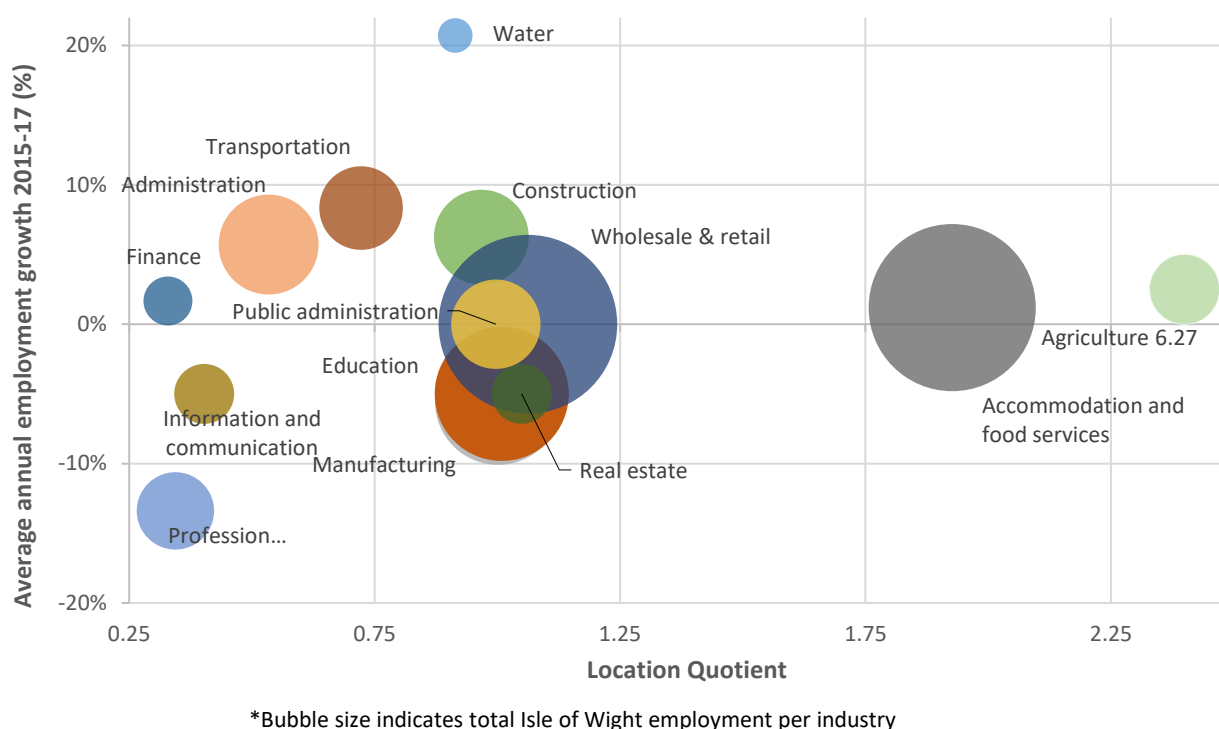


Figure 1 - Chart showing increase in jobs in key sectors, combined with approach to tourism development

Digital transformation of businesses will play an important role in achieving economic growth through productivity gains, access to new markets and increases in efficiency. The opportunity for automation across sectors will differ; the regional importance of a sector should be taken into consideration when prioritising the focus of support. Figure 1 shows the location quotient, where 1 represents the UK average in terms of employment per area in the industry. A high quotient illustrates the regional significance and may be underpinned by other industries that could be overlooked. For example, the value of agriculture to the island is beyond the value of GVA alone. The

location quotient highlights that agriculture employs over 6 times the number of people per unit area on the island than across the UK. Recognising the link between protected landscapes and tourism, a major employer but reliant in part on the agriculture sector managing the valuable landscape, will help in the prioritisation of key economic sectors for the island.

Diversity of business

97% of the island's businesses are small or micro SMEs. The Council's Core Strategy identified Tourism as a key sector to target for growth and a focus on delivering an all year-round tourism destination which develops green and new niche tourism products. The impact of tourism on the island is extensive. It is worth over half a billion pounds per annum to the island's economy and supports over 20% of jobs on the island. The aim of tourism development is to convert day trippers into visitors who stay for longer than a single day, as the latter contribute nearly eight times that of the former to the island's economy.

The diversity of the economic sectors can be seen in Figure 2 (below).

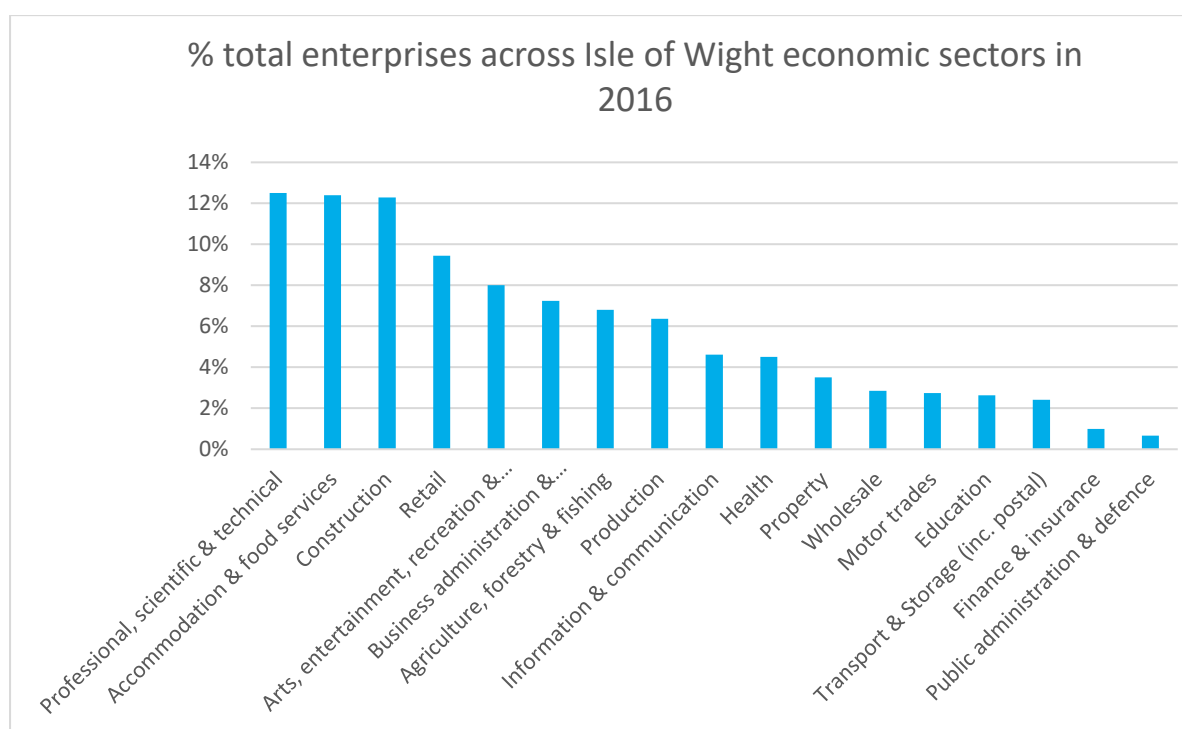


Figure 2 - Bar graph showing the diversity of the IoW's economic sectors

As with the regional importance of economic sectors discussed above, it is important to build and retain diversity across the economy. But whilst retaining a balance of higher and lower value industries is important, ensuring the lower value industries are delivering a quality of life and good standard of living is critical. Digital technology presents an opportunity to increase the productivity drive wealth and thus, increase the value to all businesses.

Regeneration

The Isle of Wight Regeneration Programme identifies potential opportunities to improve prosperity and sustainability in order to bring investment, jobs and other benefits over a 10-year period. Research supporting the Regeneration Strategy show the barriers to achieving growth include a lack of investment in tourism, transport infrastructure issues and reduced activity from the ageing demographic, plus workers relying on low-skilled, seasonal employment.

The intelligent use of Council land and assets could drive growth to ensure the long-term sustainability of services and the economic prosperity of the island. The programme has identified 11 priority projects in the 3 key regeneration areas (listed above) which focus on growth aligned to Council and community aspirations for the places. These build upon the opportunity areas' existing identities and strengths.

The programme could deliver 12,000 new jobs, 1,700 new homes and an income revenue increase for the Council of approximately £15 million per annum over the period of 2018 to 2027. The priority projects / sites are subject to infrastructure issues and barriers to development, from decontamination and flood protection works to cliff stability and harbour dredging.

Attracting investment

Addressing the negative perception of the island, especially in the business community, and the impact this has (e.g. on insolvencies, unemployment rate, school performance, average salaries), is a concern. Advances in digital technology may provide the springboard to propel the IoW to be a leader in transformation, innovation, testing and perfecting. Growing the local digital technology industry, and increasing employment opportunities in digital and tech sectors, enables regeneration and delivers an increased standard of living for all. This focus could appeal to the skilled digital professionals needed to attract this sort of investment.

Public sector services

Public service delivery

As with all local authorities, the growing expectation to deliver more for less presents a real challenge – particularly with a growing aging population. As stated in the Corporate plan, £24m worth of savings are required over the next 4 years to meet the service delivery challenge. Digital technology can enable significant cost saving opportunities across the public sector service provision. The challenge with an ageing population will be uptake and maximising the use of these services. This needs a common language amongst caregivers and technology providers across the island, as well as continued collaboration, connectivity and investment. Similarly, there must be collaboration and data sharing across council planning and other services. This will ensure integrity across data security is maintained.

Housing

Demand for housing on the island remains high, with average house prices currently more than seven times the average wage. The availability of affordable housing remains a prevalent issue and

this presents a challenge for the island, accentuated by physical severance from the mainland housing markets. Commuting, retirement and the high level of second-home ownership all contribute to a shortage of supply of affordable housing for people on low incomes, as well as first-time buyers.

Planning plays an important role in ensuring relevant housing is provided to meet the needs of the island residents, particularly in the case of those who are unable to pay market house prices. In addition, the quality and type of housing for those with long-term-care needs is critical to the provision of adequate care on the island.

The 2018 Draft Island Plan is currently under consultation and will replace the Core Strategy that set out the Council's vision and objectives for the period to 2027, as well as the policies to help deliver them. The draft Island Plan sets out updated targets including:

- 9,615 new homes between 2019-2035
- 30 hectares allocated for employment uses over six sites

There are 13 areas of the Isle of Wight that rank in the 20% most deprived areas in England; two of which are in the 10% most deprived. Employment and living environment deprivation are major factors influencing the island's overall IMD (Index of Multiple Deprivation) figure, which is 109 (out of 326, with 1 being most deprived).

Spatial planning

The Island Plan Core Strategy (IPCS) relies on 'spatial planning' – a process of shaping local places to respond to specific, location-based challenges and opportunities based on evidence, a sense of local distinctiveness and community derived objectives. A new Island Plan is currently being consulted on.

The draft plan sets out how, in spatial planning terms, the island will develop up to 2035, and takes into account various other policies and strategies in determining its objectives.

The draft island plan has been informed by the Island Regeneration programme and has worked with residents and many sectors of the community to develop this strategy, which has shaped, and will continue to shape, the island. The plan sets out how in spatial terms, and through the planning system, the council can achieve its draft regeneration strategy and corporate plan which sets this shared vision:

"For the Isle of Wight to be an inspiring place in which to grow up, work, live and visit."

Health and wellbeing

There are three priority areas within the Health and Wellbeing Strategy. These are outlined below.

Start well – Children are supported to get the best possible start in life, leading to good health and wellbeing. This will provide the foundation to ensure they are then able to achieve the best opportunities and wellbeing outcomes throughout their lives.

The following statistics support the need for implementation of the 'start well' aspect of the Health and Wellbeing Strategy:

- 20.7% of all children on the Isle of White are classed as being in relative poverty.
- 16% of secondary school pupils said they had used mental health or counselling services in past year.
- National Child Measurement Programme data showed that 32.7% of Year 6 children were overweight or obese. This is above the national average of 22.1%.
- In secondary schools, 7% of pupils have low self-esteem; 27% have low resilience.
- 92% of year 8 to year 10 pupils said they use social media.

Live well – Families, individuals and communities are thriving and resilient. They must have access to good jobs, affordable housing, leisure activities, lifelong training, education and learning, and health and care services. They must be able to enjoy the place that they live.

The following statistics support the need for implementation of the ‘live well’ aspect of the Health and Wellbeing Strategy:

- It is estimated that 22,000 people aged 16 and over smoke on IoW – 3.8% of which will be admitted to hospital each year with smoking-related issues.
- 22% of women smoke during pregnancy, one of the highest rates in the country.
- 33.2% of adults don’t complete 30 minutes of exercise daily, much higher than national average of 22.7%.
- Alcoholism is also problematic for the Isle of White, with at least a third of the island drinking above recommended guidelines.
- Social housing stock on the island is at 10% compared with 14% in South East and 18% in England. This, coupled with the numbers on the register for social housing far exceeding the number of allocations made, means **demand far exceeds supply**.

Age well – People must be able to live independently in their own homes with appropriate care and support. Older and disabled residents are supported to play an active role in their communities and encouraged to maintain and develop their social and community networks.

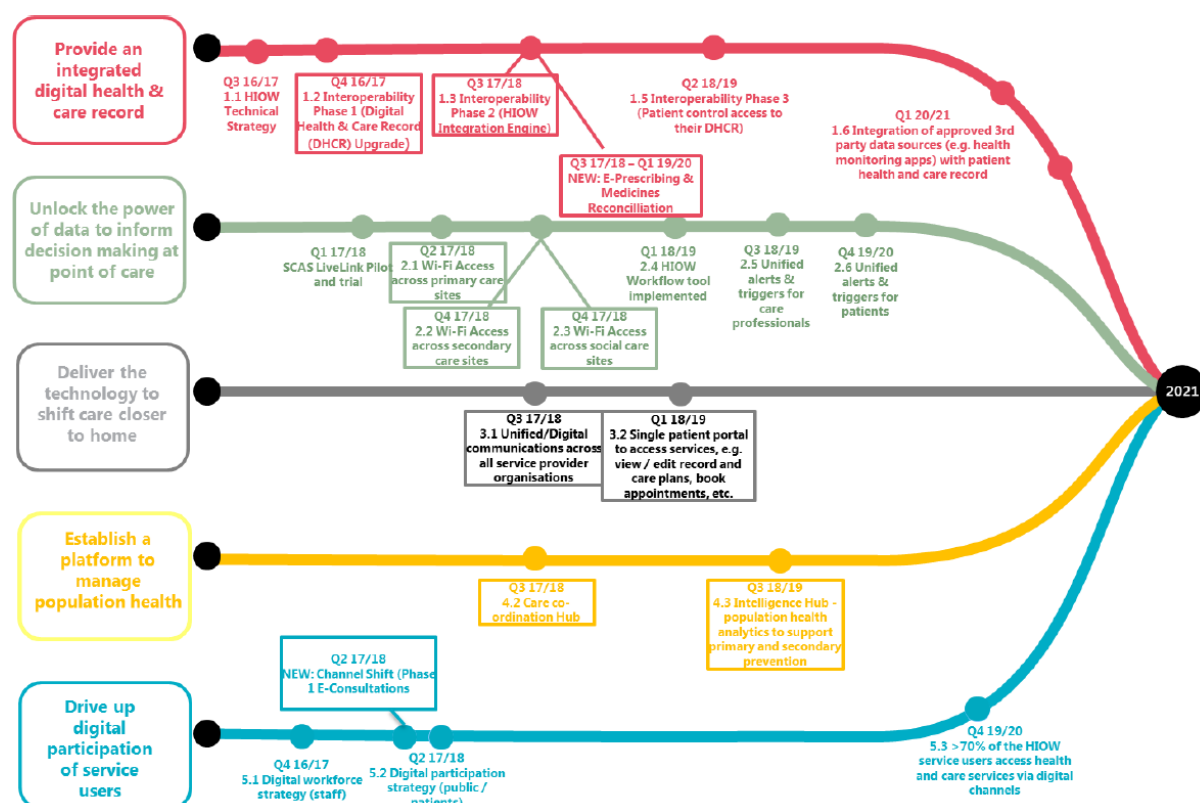
It is important to recognise the positive impact older people can have in their local communities – socially and economically. People must be supported to live independently in their own homes with appropriate care support as they age, as 1 in 4 island residents is over 65 years of age.

Health care

NHS Hants and IoW published their Local Digital Roadmap (LDR) in January 2017. This sets out the strategy for digital transformation across Hampshire and Isle of Wight (HIOW) and is dependent on local organisations securing the necessary funding. Successful delivery of the HIOW Sustainability and Transformation Plan (STP) is critically dependent on the design, implementation and wide-scale adoption of digital and technological solutions for healthcare services. Therefore, the LDR must align with and be central to the overarching STP.

The LDR will also drive co-ordinated improvement in local digital maturity so that the HIOW healthcare system becomes ‘paper-free at the point of care’ and achieves NHS England’s delivery ambitions.

Delivery Roadmap



8 critical projects have been identified within the roadmap:

1. Patient Data Sharing Initiative
2. Patient Portal
3. E-Prescribing and Medicine Reconciliation
4. Digital Communications Across Care Providers
5. Wi-Fi for HIOW and Cyber Security
6. Channel Shift – e-Consultations
7. Care Coordination Centre Infrastructure
8. Optimising Intelligence Capability

Travel

Cross-Solent connectivity and on-island transport are two separate transport challenges.

The Council's Core Strategy states that the Council will support proposals that increase travel choice, provide alternatives to the car as a means of travel and help reduce the impact on air quality and climate change. There are three key areas to consider:

- General sustainable travel issues
 - By ensuring that developments are suitably located through the policies of the Core Strategy, the Council can help reduce the need to travel and increase opportunities to walk, cycle and travel by public transport.

- Improvements to the road network
 - Highways PFI funding of around £364 million – a 25-year project that started in 2013. Through this initiative, 803km of public road network will be rebuilt / resurfaced.
 - Key junctions that require upgrading to relieve traffic congestion at peak times include St Mary's Roundabout, Coppins Bridge, Hunnyhill / Hunnycross and Riverway junction, as well as Medina Way from the junction to Coppins Bridge Roundabout.
- Cross-Solent transport links
 - As a result of the Island Plan Core Strategy, it is envisaged that cross-Solent travel will increase.
 - In 2004, a total of 9.3 million passengers and 1.7 million vehicles crossed the Solent.
 - The Council is working with ferry providers to understand the relationship between ports and towns and will focus on innovative approaches to increase physical accessibility and connectivity.

Infrastructure – energy, water, waste and flood defence

Water comes from the mainland and waste processing is limited, with waste being transported off island. Energy poverty is also an issue, although opportunities around renewable energy have established an island target of 100 MW installed capacity. Digital technology, particularly around Internet of Things (IoT) and sensor technology, can provide measurements and data needed for improved management of scarce or vulnerable resources.

A range of renewable energies will be encouraged across the island to meet its target of up to 100 MW installed capacity, as the on-shore contribution to becoming self-sufficient in renewable electricity production.

Sense of Place and Dislocation

There is a need to overcome the barrier of attractiveness as a place to live. Digital connectivity provides real opportunity for this whilst retaining the natural beauty of the island.

As previously stated, over 50% of the island is an Area of Outstanding Natural Beauty. In addition to this, 28 miles of coastline is designated as Heritage Coast. These natural assets make the Isle of White a desirable place to live and visit. Its proximity to London (2 hours) should be no barrier. Digital technology could play an important part in communicating the island's benefits. It can be used to promote the island's lifestyle and improve the often-negative perception of the island – particularly from a business and education standpoint.

Given the new infrastructure, what kinds of people will be attracted to the island (especially in the short term)? A revitalised sense of place is intended to attract those who are agile, personally motivated and lifestyle orientated; people who work, rest and play in an interconnected community.

The consultation in the Island's Regeneration Strategy identified aspects of what people like about the island and what people would like the island's future to look like. The results of this consultation are shown in the following word clouds:

already been covered by the existing commercial rollout of BT Openreach fibre in the island's main towns (although, as noted, peripheral areas were compromised by long line lengths). The Gigabit broadband project plans to bring full fibre to 50,000 houses by 2021 – just over 70% of the island's houses.

Mobile coverage is also not consistent across the whole island, even for 2G.

Between the public sector and their commercial partners, along with the potential additional Local Full Fibre Network programme, the Isle of Wight remains at the front of the digital curve. The current project proposal for LFFN seeks to complement investment attracted via the Digital Infrastructure Investment Fund (DIIF), to ensure the whole community can benefit from investment. The aspiration is to have 100% of the island capable of connecting to Ultra-fast Broadband at gigabit speed, anywhere and anytime people should want to make use of it.

The additionality of this approach enables the connectivity of the 2% of the island that is currently disconnected, using existing provision or Wight fibre's 'Gigabit Island' initiative.

The characteristics of the Isle of Wight lend itself to be an aspirational model for the UK government to hold up as a catalyst of change for the rest of the country when looking to stimulate demand for Ultrafast Broadband.

Opportunities across digital transformation of services, education and economic development will require effective and sufficient connectivity. Whilst a part of this is through engagement and skills of individuals, the physical infrastructure is essential. In addition, mobile and broadband sectors see an estimated £150-200m revenue (generated on the island by mobile and broadband firms) currently leave the island.

4 | DIGITAL OPPORTUNITY FOR THE IOW

Digital opportunity across Council services

Affordability of service delivery, infrastructure and housing delivery is a key concern for the Council and is aligned with the changing demographics and increased expectation as to the level of service. As a result, the region (like many UK regions) faces a widening fiscal gap. Given this context, it is vital that the Isle of Wight considers significant changes to the way service and infrastructure is planned and delivered, in order to reduce whole life costs.

Equally, it is critical to ensure the right service is delivered and social outcomes are achieved. Digital enablement can provide a platform for integrated planning and improved design, as well as driving efficiency in construction and delivery of a 'digital twin' to optimise asset operations.

The UK's Digital Built Britain programme looked at the impact of the built environment on the UK economy and identified the high-value opportunities that can be unlocked by developing and implementing a digital strategy for the island. These opportunities are depicted in Figure 3, below.

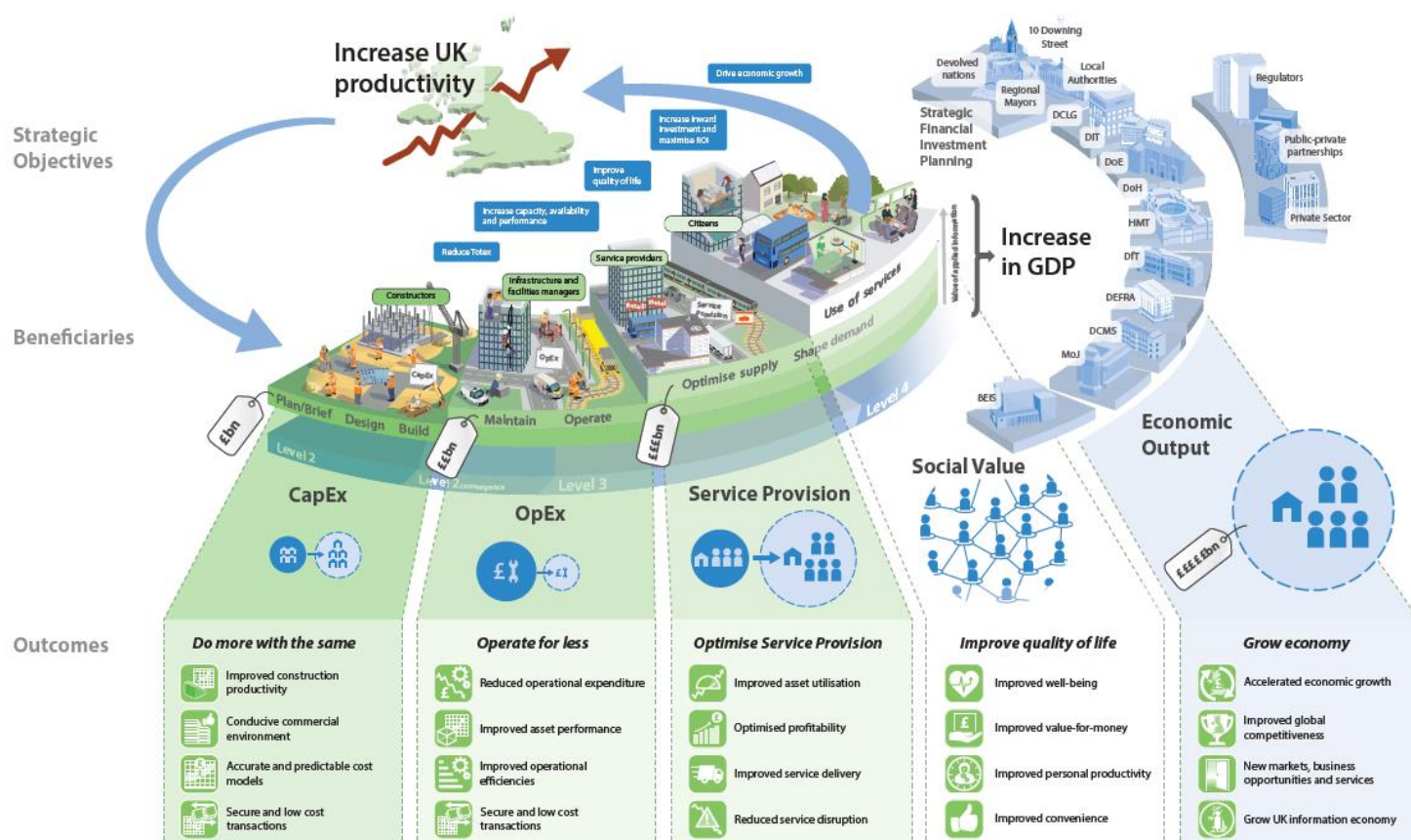


Figure 3 – Economic opportunity from a Digital Built Britain

Source: EY – Digital Built Britain

To be the world's smartest, most connected island.

Potential benefits from digital built IoW

In line with the national analysis (see Figure 3) carried out for the UK, of the impact digitally connected assets have on the UK economy, we have taken the national data and applied that to develop a macro-economic model for the island. Current spending across the Council has been divided into broad categories of capital expenditure, operations & maintenance and service delivery. The expenditure figures outlined in Figure 4 (below) have been compiled using an average taken from the last three years of the Council's budget papers and the published UK Government gross value added (GVA) figures for local authorities.

In order to estimate the potential economic benefit of a Digital Island across the lifecycle of the two Councils' spend, reference has been made to several case studies, consultancy reports and business cases relating to differing levels of digital application. Appendix A shows a breakdown of some of the most recent and relevant business case outcomes and analytical reports relating to, in particular, the economic benefits of digital engineering adoption.

Utilising the economic analysis from the Digital Built Britain strategic outline business case, Figure 4 demonstrates the potential savings that can be realised across the CAPEX, OPEX and Service Delivery aspects of the Council. Aligning with this analysis, an identified £18 million of savings could be realised across the annual Council budget through the Digital Island programme. This macro model needs further validation and a full assessment of Council services validate and identify transformative steps to achieve the significant savings indicated.

In addition to these savings is the potential increase in productivity and GVA growth for the local economy through a healthier, engaged and skilled community.

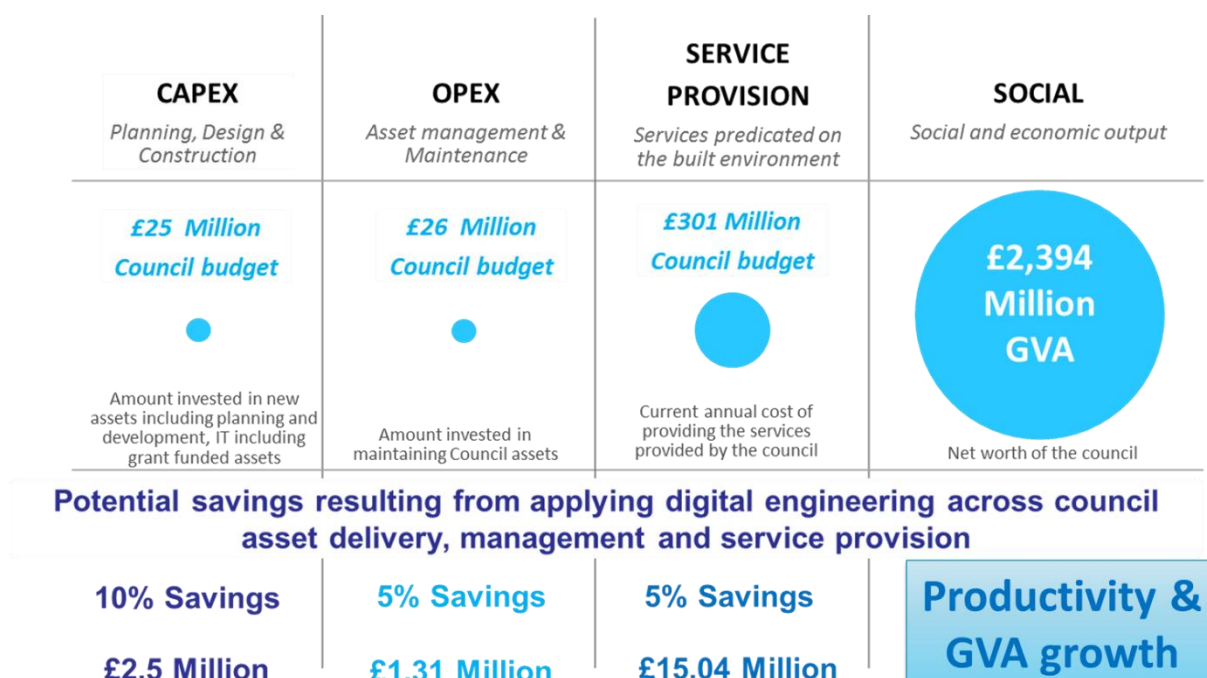


Figure 4 - Top-line economic analysis of Council service spend and potential economic benefit from Digital Island programme

The categories are summarised as follows:

CAPEX – Planning, Design & Construction

The figure presented is the average combined CAPEX expenditure for the Council from their core budgets. This includes all capital expenditure on both physical and digital assets.

OPEX – Asset Management and Maintenance

The OPEX figure presented is the costs extracted from the annual budget figures that relate to the operations and maintenance, repair, refurbishment and energy use of council assets. Typically, CAPEX to OPEX ratios are:

Infrastructure Category	Ratio CAPEX: OPEX
Buildings / Housing / Property	1 : 3
Roads / Water	1 : 0.42
Rail / Electricity / Health	1 : 6

Service Provision – Services that are predicated on the Built Environment

Built assets are developed to provide services to the end user to support the economy and lives of those in the region. Natural assets, whilst already in existence, are also a key foundation to the island's economy, as well as providing a service to the residents and visitors of the region. The quality and performance of the built assets has a direct effect on the cost and quality of the services predicated on the built environment. The service provision of these built assets has been estimated from the annual budget figures for the Council.

Social – Gross Value Added (GVA)

The mean average GVA for the Isle of Wight is presented to provide a sense of scale and to indicate the extent of the council services in supporting the contribution to the overall regional economy.

This highlights two key factors. The first is a low OPEX to CAPEX ratio, meaning assets are being maintained to provide for service delivery. The second is the opportunity for cost saving across council spend, when the built environment and service provision is considered holistically.

Digital opportunity across the Isle of Wight economy

The digital age is transforming businesses. There is great change in the way products are manufactured, delivery and payment, marketing and communications, human and capital requirements, administration and data and information. As a result, productivity is boosted, companies are exposed to new ideas, technologies, management and business models, and new channels of market access are created – and all of this at relatively low costs. It is no exaggeration to predict that firms will increasingly rely on artificial intelligence for basic routines and for more complex tasks. The challenge is for the Isle of Wight to identify which sectors will benefit most from automation, and which sectors are priority economic sectors for the island.

Productivity

Productivity is a nationwide challenge and one where digital technology can be a real enabler of growth. Digital technology can support and drive growth within existing island-based businesses. The island is home to many SMEs and entrepreneurs who could benefit from being digitally enabled, as well as a number who provide products or services in making use of digital technology.

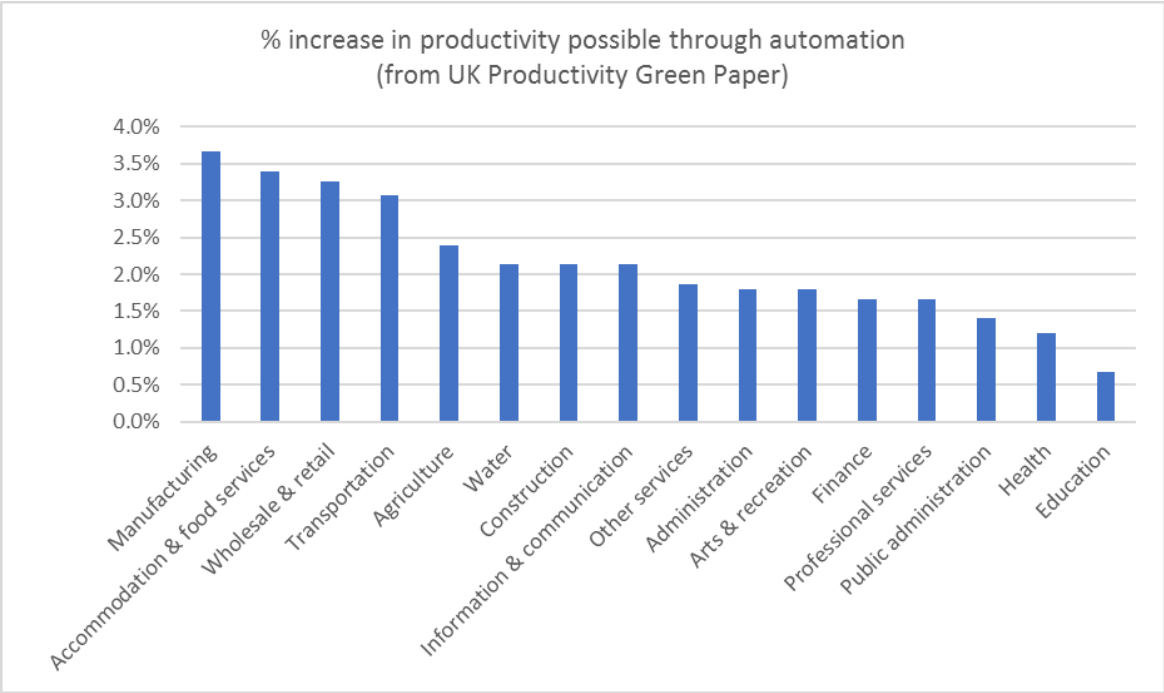


Figure 5 - Bar graph showing potential increase in productivity possible through automation

The table below shows a comparison of the top 5 economic sectors in terms of number of enterprises, number of employees and the location quotient – a measure of regional significance. Aligned with Figure 5 (above), the table presents the top 5 industries to benefit from automation.

Top 5 economic sectors for:			
Number of enterprises	Numbers of employees	Location quotient (local significance)	Benefit from automation
1. Professional, scientific and technical	1. Accommodation and food	1. Agriculture	1. Manufacturing
2. Accommodation and food services	2. Wholesale and Retail	2. Accommodation and food services	2. Accommodation and food
3. Construction	3. Manufacturing	3. Wholesale and retail	3. Wholesale and Retail
4. Retail	4. Education	4. Real estate	4. Transportation
5. Arts, entertainment and recreation	5. Administration	5. Public administration	5. Agriculture

This table shows the alignment of the ‘tourism’ sector being represented by accommodation and food as a key industry and should be a focus for the Digital Strategy. Agriculture is an important

regional industry that would significantly benefit from automation and digital transformation. Managing the landscape is also a key sector that is fundamental to the tourism industry.

The island has not currently identified specific productivity targets by industry and uses regional benchmarks to assess the opportunity for growth. The target of 2.1% annual increase in productivity is based on the overall GVA / employee for the South East region, which is a target to achieve by 2025.

Figure 6 (below) uses an approximation, measuring the 2017 GVA per employee in that industry compared to the regional GVA / employee 2017 for the South East. The size of the bubbles indicates the GVA / employee for that industry in 2017. The dark green shows the potential to reach the target productivity through digital automation and technology. The shaded box indicates those industries that need to increase their productivity to meet the regional level for that industry, and which also have a potentially greater than 2.1% increase in productivity through automation, so good industries to target both in terms of required improvement and potential for automation.

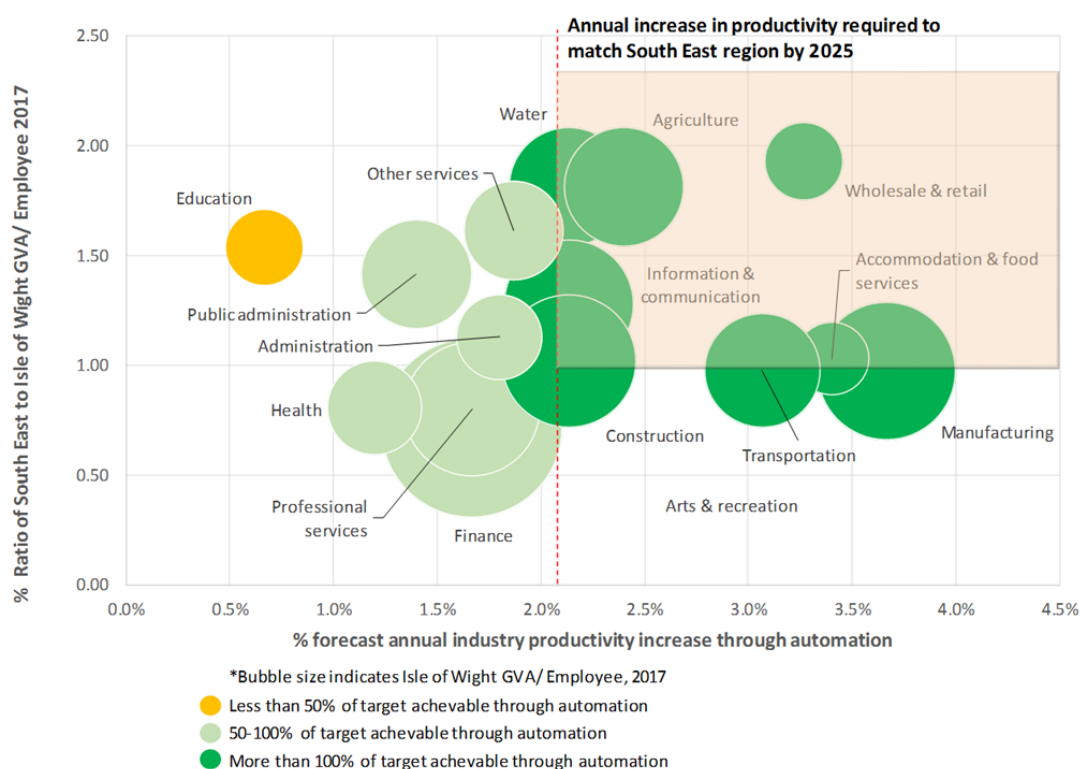


Figure 6 – Chart showing the 2017 GVA per employee in each industry, compared to the regional GVA / employee 2017 for the South East and the potential increase in productivity due to automation

Realising the opportunity requires a number of barriers to be overcome. Understanding the opportunity presented through a clear business will help encourage small businesses in particular to start to digitally transform their businesses. Having the necessary skills with existing employees as well as specific skills that might be needed for short periods of time is essential to understand in order to address the skills gap and progress.

The Future of Jobs Report¹ (2018) surveyed employers across many industries and suggests that the majority of spend on reskilling by businesses will be focussed on individuals that are already seen as high performers, or customer facing. Other than in manufacturing and transportation and storage industries, few organisations surveyed suggested local educational institutions as preferred reskilling partners; however, it is expected that for smaller organisations the story will be significantly different.

Those that need reskilling the most are less likely to get the necessary support from businesses and as a result, for SMEs or the self-employed, or those whom are most likely to be impacted by digital transformation, local support and training provision is likely to be necessary to prevent a skills gap opening up.

The Digital Island Stakeholder Engagement Plan, outlined in Chapter 8, addresses these issues and supports the implementation of this Digital Strategy. The document identifies the following:

- The stakeholders of the digital programme
- How these stakeholders can be reached
- Methods to engage and communicate with the different stakeholders about the relevant parts of the digital programme
- The delivery plan and timeline aligned with the digital strategy roadmap

¹ [*World Economic Forum \(2018\)*](#)

5 | CURRENT DIGITAL MATURITY

Stakeholder interviews were used to assess the level of digital maturity of organisations, processes and systems on the Isle of Wight, utilising the “Smart Cities Maturity Model and Self-Assessment Tool”, ISO 37106 – a guide to establishing strategies for smart cities and communities.

Continual assessment, review of alignment with strategic priorities, identification of investments required, and consideration of collaboration opportunities are all critical to achieving smart city / community maturity.

This initial assessment, shown Figure 7 (below), provides a benchmark to work from – not only in assessing progress but also identifying aspects which require investment, improvement or greater attention.

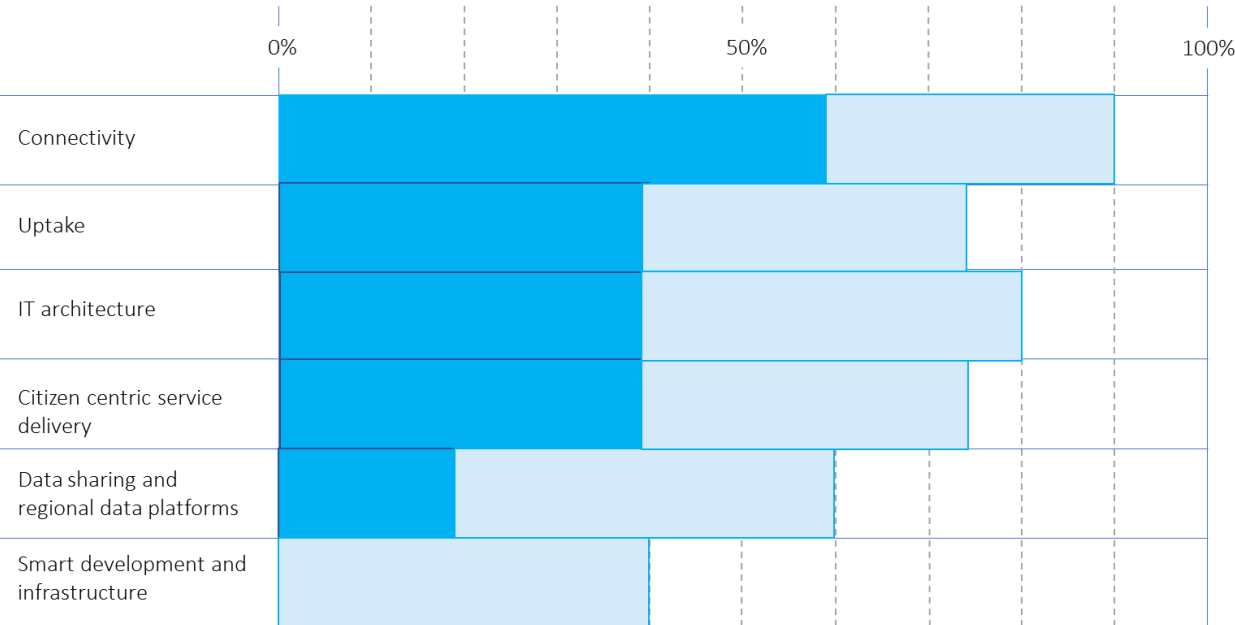


Figure 7 - Digital maturity across the key aspects of a smart community. Lighter shading indicates the range of answers given in the interviews.

While there are some issues with connectivity and “not-spots”, the Isle of Wight is in a relatively strong position compared to many regions and communities, and most connectivity challenges will be addressed over the next five years.

The handbrake is around uptake and realisation of opportunities that flow from fast and reliable connections. This is fuelled by a skills and knowledge deficit amongst businesses, leaders and employees. Improving core digital skills across the workforce will play a key role in improving the ability of regular businesses in current core sectors such as tourism, agriculture and public services to improve productivity with relatively modest investment or changes in practice.

There are demographic challenges with an ageing population, and clearly there will be different levels of uptake with different age groups which will need to be taken into account. This is especially

important when considering the benefits realisation from, for example, health and social care service transformation in older populations.

Whilst digital maturity relating to procurement was not covered as a topic in stakeholder interviews, it is an important area for attention moving forwards and has the potential to unlock opportunities for both digitising businesses and encouraging and supporting businesses (especially micro businesses and SMEs) through improved procurement processes transformed by digitalisation.

6 | KEY PRIORITY AREAS

Four key priority areas have been identified and synthesised from an initial eleven core challenges generated from analysis of work carried out in 2017/18. These were tested and refined through stakeholder engagement and feedback at the 2018 Digital Island Conference and through stakeholder interviews carried out in December 2018.

The initial eleven core challenges identified were:

- Skills & education
- Attracting investment
- Connectivity
- Economic growth
- Attracting people
- Dislocation & Transportation
- Regeneration and housing
- Public service delivery
- Infrastructure
- Environment
- Health

The identified projects, themes and emerging ideas have been mapped across the key themes of the Council's Corporate Plan and the current draft Island Plan. The core objective is the achievement of a **financially balanced and sustainable council** which is critical to the council and island's residents. The draft Regeneration Strategy and its wider remit is contributing to the achievement of this. To ensure consistency with the Digital Strategy, its programme is aligned with the Corporate Plan and the Island Planning Strategy. The 11 further outcomes, listed below, have been used in the prioritisation process of projects to take forward.

1. The environment and unique island characteristics are celebrated
2. Outstanding digital and transport connectivity
3. The Isle of Wight is a leading UK visitor destination
4. Businesses have the confidence to invest
5. All young people will have the best start in life so that they can fill their potential
6. A well-educated and skilled community
7. Community needs are met by the best public services possible
8. The community feels safe and the island is resilient
9. People take responsibility for their own health and wellbeing
10. People have a place to call home and can live with independence
11. Vulnerable people are supported and protected

Underpinned by digital connectivity infrastructure, distillation of these inputs has led to the following further four key priorities for the Island's Digital Strategy (listed below):

5. **Digital skills and education** – Helping people and businesses become ‘digital’ and building the right digital skills for employment to support economic growth
6. **Economic growth** – Digital transformation of business to digital platforms and ways of working focused on increasing productivity and growth and attracting and supporting new businesses and investment
7. **Public sector services** – Addressing the financial pressure on local authority budgets, a key priority area for the island is health and social care alongside a programme of digital transformation for all council services
8. **Sense of place** – Attracting and retaining people and business to the island – promoting the island as a place to invest, live and visit

The key priorities are described in more detail in the following sections.

Digital Connectivity

The Digital Strategy is underpinned by the connectivity infrastructure which is planned to be world class. Currently, this is being taken forward with a full fibre gigabit-capable network being rolled out by Wight Fibre. The aim is to connect 95% of properties; however, there remain locations that are not well connected by either cable or mobile signal. Plans to expand this further are currently being pursued through the DCMS Full Fibre Network programme which is targeting council properties, schools and community centres enabling several opportunities for the remaining priority areas. Connectivity is unlikely to be a restraining factor for the Digital Strategy; however, that last 5% will always be a challenge, and new business models will need to deliver enough connectivity to their outlying properties and businesses.

Digital skills and education

Digital skills will be necessary to support and grow existing businesses. It will also attract and provide the workforce for new businesses seeking to relocate and will provide the best chance to retain the home-grown talent of those who grew up on the island. As digital skills and the economy grow, an expanding number of opportunities for graduates will become available on the island. This, in turn, will retain and attract back this critical cohort of the population.

Apprentice programmes will plug the gap for those not going to college or university. Providing these entrants with basic digital skills will open long term employment opportunities.

Additionally, as local authority services move to digital platforms, the opportunities need to be available to all aspects of the community. Ensuring connectivity and basic skills are delivered alongside transformation programmes will be essential.

Building both the formal and informal opportunities, creating training around future skills, and inspiring clubs creating technology (rather than just consuming it), will target low aspiration and motivation. This will drive a thirst for knowledge and build a base of digital scientists on the island.

However, the current digital skill demographic and demand in the island is unknown. The first step of the Digital Strategy is to address this gap in knowledge. This will create the foundation of many of the projects identified.

Economic development

The challenge is to grow a diverse, vibrant economy, supported by a modern, technology-driven, diverse and vibrant workforce with all the skills necessary to meet new challenges. Productivity is generally lower on the island than that of the South East and automation presents a real opportunity to boost certain industries (see Chapter 3, Figure 6). Understanding where these key economic sectors are on the digital journey will be critical, closely followed by understanding the availability of the skills to support further digital transition for these key sectors.

Work undertaken by the World Economic Forum on the Future of Jobs identifies that many companies will look for external support to help provide these new digital services. This is a clear opportunity for the island to develop the sort of economy that can support itself and keep revenue on the island, as well as offering the essential ingredients to retain the island's 'home grown' talent. In turn, this will position the island as an attractive proposition for individuals and businesses considering relocation. As the existing new businesses grow and flourish, the island will become yet more attractive to these mainland businesses seeking to relocate, and that critically needed inward investment will be realised.

There is a clear requirement to carry out a skills survey in conversation with both existing, traditional businesses and employers (i.e., those in the core island sectors of tourism, agriculture and public services, plus manufacturing), and digital, creative / tech industry businesses more recently grown on, or moved to, the island. The skills survey will enable the right courses to be offered to support core business and employment sectors to upskill, reskill and grow. This will also ensure higher level or more specific digital skills are available to support growth in digital businesses and attract further new businesses to the island.

Public sector services

To make the best use of high-quality connectivity infrastructure, it is necessary to transform public sector services through digitalisation and the adoption of technology. In many cases, this is already in place. Through adopting digital approaches to traditional service delivery, and rethinking aspects of service delivery to enable improved outcomes, more can be achieved with the same resources. Two key areas were identified:

1. Public health and social care
2. Digital transformation of council services

The island faces significant challenges in terms of delivering health and adult social care (given the demographics on the island and an ageing population). There are a number of technology solutions available (some being piloted on the island) that are looking for wider rollout to support the delivery of efficient social care and, thus, enabling individuals to stay home longer. In addition, operational procedures that enable an effective collaborative approach between health and care providers will dramatically increase effectiveness of service provision.

Council services have been through a phase of cuts to address the increasing fiscal gap. A full digital review and transformation of services has been identified as essential and individual departments are currently being challenged to review their existing processes. It is likely to fully realise the opportunity; an external review will be needed as individuals are pressed delivering their day-to-day

requirements. Digital transformation will require new ways of working and be implemented alongside a change management programme supporting individuals in the transition. Areas in which digital technology and digital processes will add significant value include:

- **Housing and planning**

There are several regeneration zones identified (a number with projects in development or planning stages). There are no clear plans for these developments to be “smart”, although future-proof connectivity and connectivity utilisation technology and solutions are offered via WightFibre. There is a clear need to deliver more affordable homes for the people on island salaries.

- **Travel and transport**

By definition, the island is physically disconnected and may be perceived as remote and dislocated. However, dislocation is also celebrated as a feature of the island and a strength in terms of its unique character and high-quality environment. Whilst there are good transport services connecting the island to the mainland, these are seen as prohibitively expensive. On-island transport has been identified as an area which could be addressed through the strategy with ‘mobility as a service’ being delivered through public-private sector collaboration.

- **Environmental services – energy / waste**

The Council is already participating in an Innovate UK funded, ‘smart island energy grid’ programme. This looks at the potential of digital technology to address the energy provision challenge on the island, as well as the pockets of energy poverty. The smart grid will enable individuals to trade their energy at peak times to others within the ‘community’ building, reducing overall energy demand and driving down costs for individuals. Smart street lighting is an area where other Councils have made significant savings.

Many councils have explored the opportunities for smart waste programmes. Recording collections and collecting on demand are both opportunities which could be explored.

Sense of Place

Recognising and addressing the island’s sense of dislocation through connectivity and technology is a key part of developing the island’s ‘sense of place’. Promoting the island as connected, innovative and full of opportunity is a significant opportunity for the Digital Strategy.

Through digital media, it is possible to widely promote the island as a great place to live, work, learn and visit. Showcasing the island as ‘open for business’, underpinned by gigabit connectivity (alongside its valuable, attractive natural environment), will engage both Islanders and off-island businesses / potential visitors. Technology will address dislocation, creating a virtual bridge joining to the mainland, whilst celebrating the remoteness and sense of destination.

The first step in the journey is making it easy to visit the island. Technology can be utilised to make the physical barrier of the water effortless to cross and then on-island travel simple and efficient. Collaboration between businesses (sharing data and information) is key to promote what is great about the island, and the only way to maximise the promotional opportunities.

7 | PRIORITISATION METHODOLOGY

The broad opportunities presented through a Digital Island programme have resulted in the development of a benefits evaluation tool to appraise Digital Island project proposals. The purpose of the methodology and the underlying process is as follows:

- To provide transparency in the process for all potential project owners and sponsors
- To ensure an objective approach is followed in the prioritisation and selection of Digital Island projects
- To ensure the prioritisation process is as efficient as possible, while providing the appropriate level of rigour
- To allow for the collection of relevant information and analysis to support the development of a business case for those projects selected as high priority.

As such, the process outlined in Figure 8 (below) is a staged process designed to minimise effort for project proposers / owners in the earlier stages, with increasing information gathered at the latter stages of selection. Information gathered and factors used for prioritisation align with the HM Treasury Green Book process for business case development.

The benefits assessment methodology helps project proponents or promoters to ensure projects meet the core challenges and deliver clear benefits under one (or more) of the key priority areas. The tool scores a project's economic, strategic, financial, commercial and management case factors, considering need, strategic fit, risk, ROI, payback, constraints and benefits realisation. The tool has been tested on the initial projects proposed or identified during the development of the Digital Island strategy. Each project is required to demonstrate it has a project sponsor and an owner that will drive delivery – this does not need to be the funder.

The detailed methodology, assessment tool and short form strategic business case templates have been developed to support the implementation of the Digital Island Strategy.

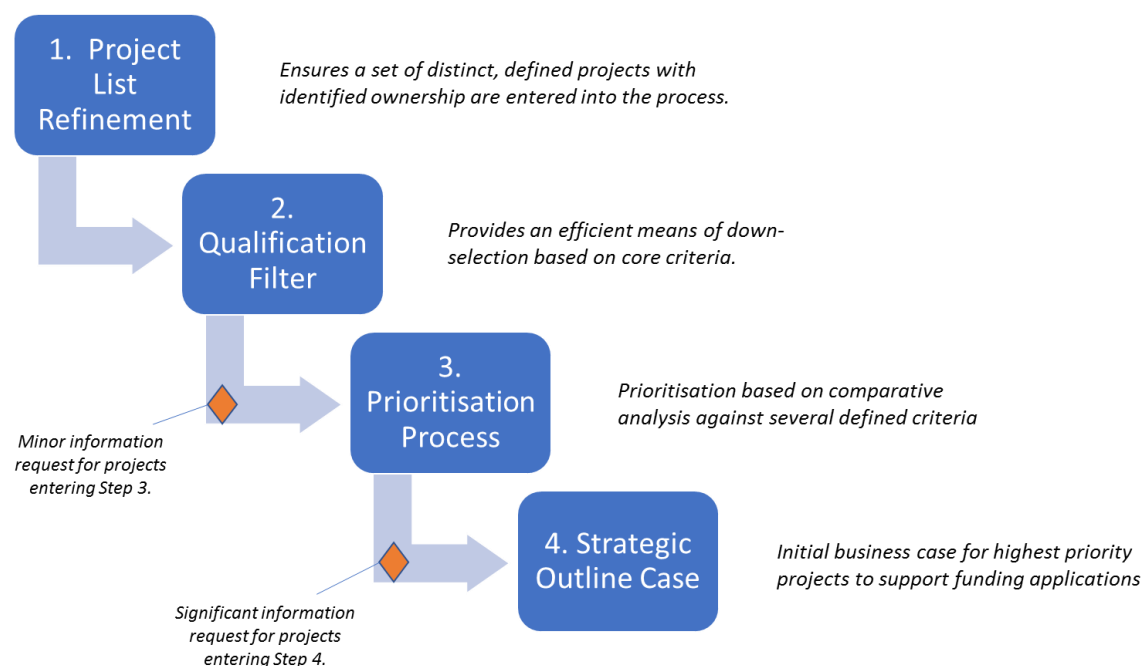


Figure 8 - Stage process designed to minimise effort for project owners early on

To be the world's smartest, most connected island.

8 | IMPLEMENTATION PROJECTS

This Chapter introduces the initial implementation projects across the four key priority areas identified to take forward to full business cases and implementation (see Figure 9). The initial projects have been taken through the prioritisation methodology outlined in Chapter 6 and the development of strategic business cases.

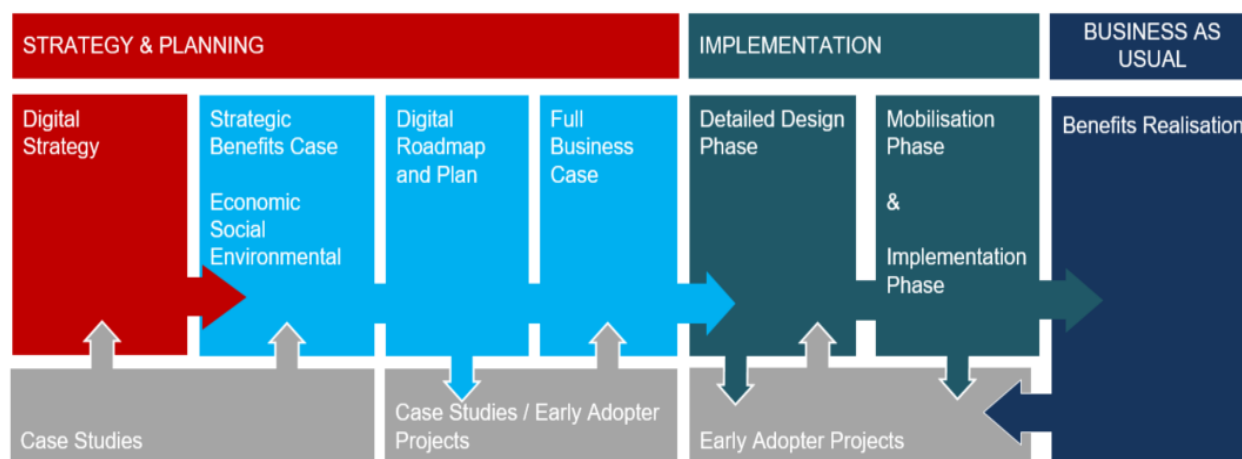


Figure 9 - Development phases of the digital strategy from planning through to implementation

Connectivity

The rollout of The Gigabit Island programme is now focusing on the 'not-spot' areas, ensuring all communities are connected with current plans to bring full fibre to 50,000 houses by 2021 – just over 70% of the island's houses. 2019 and beyond will see continued delivery of the Gigabit programme which will continue to need collaboration from residents and the council to ensure its delivery.

The council will continue to drive its funding proposal to DCMS for Local Full Fibre Networks to complement investment attracted via the Digital Infrastructure Investment Fund (DIIF), to ensure the whole community can benefit from investment. The aspiration is to have 100% of the island capable of connecting to Ultra-fast Broadband at gigabit speed, anywhere and anytime people should want to make use of it. The recent submission to DCMS proposes to use the Public Sector Building Upgrade (PSBU) route to run fibre out to public / community buildings in rural communities which do not have existing fibre infrastructure. This project has secured funding via the Local Full Fibre Network (LFFN) Challenge Fund.



"Bristol is Open" is a joint venture between the University of Bristol and Bristol City Council. The venture set out to demonstrate what can be achieved through collaborative use and sharing of data and information, informing smart cities initiatives and deployment of IoT. The programme is open, agnostic and programmable. Council process times have reduced dramatically from 10 days to 1. A key target of the programme is to reduce carbon emissions by 40% by 2020 and create 95,000 new jobs. Healthcare project SPHERE has developed a number of sensors for monitoring health and wellbeing at home, benefiting from a £12m EPSRC grant.

This fibre will spur off nodes placed strategically, within the existing fibre infrastructure already in the ground, out to the existing building that has been identified as the most impactful (in terms of bringing surrounding households and businesses into the range of commercial viability). It will provide backhaul capability.

2019 actions

1. Continued implementation of the Gigabit Island – Wight Fibre programme
2. Secure funding for the LFFN project
3. Start Procurement for LFFN May 2019
4. Implementation and delivery of LFFN September - March 2021

Education and skills

1. Digital Skills Assessment

Through stakeholder engagement, a requirement has been identified for a skills needs mapping exercise to inform and assist other interventions and support in this area on the Isle of Wight.

The Heart of the South West (HotSW) LEP is identified as a pilot area status for the development of a 'Local Digital Skills Partnership' (DSP), and recently carried out a Digital Skills Survey. As a pilot area, HotSW LEP are tasked in developing a 'playbook' for other LEPs to learn from in order to develop the digital skills in their respective areas. It proposes to deliver a similar 'digital skills needs mapping exercise' using the HotSW LEP's playbook on the IoW as part of the wider Solent LEP.

The study will comprise:

- A desk-based review to identify existing data and literature on digital skills relevant to the LEP geography
- An employer survey and accompanying interviews with employers and providers (carried out to explore existing and emerging skills needs and how they are impacting on training / education supply).

The HotSW LEP survey underlined the importance of digital technology skills across the whole economy. Most employers now require at least General or Advanced skills for productivity and growth. This suggests that those out of the labour market will find it increasingly difficult to access jobs or progress without a core set of digital technology skills.

The study will help the Isle of Wight to:




Heart of the South West LEP
**DIGITAL SKILLS
PARTNERSHIP**

The Heart of the South West LEP area is one of three Digital Skills Partnerships selected by DCMS, bringing together public, private and third sector organisations to tackle the digital skills divide in Somerset, Plymouth, Torbay and Devon. The objectives are to raise digital skills, eradicate social and geographical imbalances and ensure the right training is available. The partnership has completed a 'digital skills needs mapping' exercise and employer survey to assess existing and emerging skills needs. The LEP is developing a Digital Strategy which will help the region harness the value as well as the power of digital technology across all sectors, contributing to its growth through productivity target to double the economy by 2035.

- Identify business needs and their opportunities / appetite for collaboration
- Signpost and support employers and learners to find the appropriate learning, advice and guidance as the changing nature of recruitment will make it more important to be digitally literate
- Draw on new funding streams to realise the region's potential
- Align activity and priorities on the island and across the Solent

2019 Actions

1. Commission the study
2. Draft the questionnaire and work with the IoW Chamber of Commerce and Visit IoW to promote the survey
3. Complete and analyse the survey by May 2019
4. Build the results into the Digital Island projects and programmes as well as the communications and engagement strategy

2. 'Fit for Work' – closing the gap between school, college and employment; growing and cascading everyday digital skills to island businesses

The IoW College is proposing a new programme in which students are judged on work-related skills and deemed 'Fit for work' at completion.

The proposal relates to provision at Level 2. This is the level covered by GCSEs in schools. Students enter a Level 2 College course largely because their GCSE results were poor. The College is obliged to enrol any student who does not have grade 4 or better in English and / or Maths on a GCSE to repeat and resit the subject (note: any student with 5 or more GCSEs at grade 4 or better will be enrolled on Level 3).

The College currently offers a Level 2 digital skills qualification which is focused on programming. The qualification has a test and a synoptic assignment at the end to grade the students.

A recent Ofsted report judges academic Level 2 programmes as not wholly appropriate for these learners and says that Level 2 should have a much stronger connection to employers and should be preparing students for employment.

The 'Fit for Work' course content will be designed by employers. Funding rules allow great flexibility in content of Programmes of Study, and so content is flexible based on needs identified by employers. Nevertheless, the course will:

- Incorporate some explicit skills and some general workplace behaviour skills
- Be practical wherever possible
- Still require English or Maths on a GCSE repeat / resit

In the 'Fit for Work' course, students will construct a portfolio of evidence – a passport for employers to examine. The programme contains significant work experience to help with

judgements, with a duration of 1 or 2 years, with a focus on everyday digital skills, through to opening up pathways for students to be involved with more specialist digital and technology skills, learning and experience.

A small group of companies will be invited to work with the College to construct the content, including a range of company types from those linked to Digital Island Strategy. For example:

- Large – IBM, the Isle of Wight Council
- Medium – Wightfibre, Rapanui
- Small – myCRM

All Digital Island companies will be invited to contribute ideas, and all companies can link to the programme through work experience. The qualification would be ‘badged’ as ‘Digital Island’ and both businesses and graduates can market it as such.

The programme will make employees effective more quickly and will cascade and grow everyday digital skills across island businesses in all sectors; from tourism and agriculture, to public sector services and creative, digital and technology companies.

The IoW College will ask Ofsted to monitor the programme and input to the design of the course. The course and its change of focus is likely to attract media attention, helping to promote the Digital Island Strategy, connectivity, ‘open for business’ messages and the island as an attractive destination.

2019 Actions

1. Digital Island Skills & Education group of businesses and IoW College to agree course content
2. Digital Island ‘badge’ to be agreed with IoW Council
3. Carry out a survey of businesses to engage in digital skills and ‘Fit for Work’ programme
4. Commence delivery in September 2019

3. Short term courses for those changing careers, upskilling in business

A need for a post education training provision where individuals wanting to up-skill or re-train in a digital field are able to. This programme could align with the Digital Incubator and skills hub and provide the short term training courses that could be held in such a space. Hosting digital training adjacent to innovation, incubator space could lead individuals into setting up their own businesses or collaborating with others.

Some proposals have been put forward and a full business case could be developed for this concept alongside that of the Digital Incubator and Skills Hub and would be informed by the Digital Skills assessment project.

2019 Actions

1. Scope of programme to be developed and informed by Digital Skills Assessment
2. Delivery plan developed

Economic growth

1. Isle of Wight digital incubator and skills hub

This project addresses the current challenge of island businesses having a low level of digital integration, as well as the lack of skills within these businesses to adopt a more digital approach. In addition, start-up businesses are often left to develop in isolation. Focusing on efficiency, productivity, employment and GVA on the island, the incubator and skills hub will help give new businesses support in an innovative environment and embed a digital first approach from the outset.

The aim of the project is to drive up productivity, employment and GVA on the island.

Digital transition of businesses

Productivity levels are currently below national levels and lower than those in the South East in certain sectors. Most island businesses would benefit from increased digital skills of employees from basic to expert level to increase the productivity levels within their businesses. Certain businesses have been identified as target sectors within the island's Core Strategy, as well as the economic analysis undertaken as part of the Digital Strategy – namely tourism and agriculture.

Collaborative projects and pilot programmes

The skills hub would also provide a space for collaborative projects and pilot / test-bed programmes to be developed, as it would provide short term flexible working. It would also encourage collaboration between island businesses which may support their growth ambitions.

Skills and training

It is proposed that the hub also hosts a training facility where short digital skill courses could be run. The participants may then move into the incubator space provided in the hub. Potentially, initially funded space would be available for new start-ups. The current skill level across the island is largely unknown and it is assumed that upskilling of existing workforce and people returning to work is needed.

New businesses

In addition, there is an aspiration to support and grow new business opportunities on the island. Excellent digital connectivity and digital technology will increase digital sector businesses which will support the existing island economy and island export. Building the digital skills on the island will attract the relocation or location of off-island businesses.

The project delivers a number of the island's corporate aims and core policies.

Project dependencies

The project is dependent on suitable space being available. It is proposed that this could tie in with the existing space at the Rangefinder House site in Northwood. Additionally, a potential LEP partnership to renovate further space on the same site would create further collaborative spaces or be the actual site for the hub.

The need for and scale of the hub is also currently unknown. The first step in the development of the hub will be market research. A proposed workplan to establish the Hub is summarised below.

2019 Actions

1. The development of a hub needs to be informed by market research into the need for such a facility. This will include both business start-ups / potential start-ups / SMEs / incubator projects to gauge potential uptake for the space.
2. Understanding of the skill requirements and training needs across the island. Research into the types of skills needed, the length of courses and the businesses this would support needs to be undertaken. This would be covered in the Digital Skills Assessment project.
3. Development of innovation space type hubs are growing across the UK. There are a number of different models which should be explored along with potential delivery partners.
4. Costing of fit out to create the incubator and training space.
5. Develop a strategic business case identifying the different operating models and scale, based on identified need from market research, as well as different operating models running and delivering similar hubs.
6. Test the feasibility and deliverability of the hub through market procurement exercise.
7. Finalise business case and implement IoW Digital Innovation and Skills Hub.

2. Digital transformation of existing businesses

Based on the economic analysis carried out as part of the development of the Digital Strategy, there are two key sectors strategically important to the island. As identified in the Core Strategy, Automation would bring great benefits to both **tourism** and **agriculture**.

Tourism is a major employer on the Isle of White, providing over 20% of the island's employment. It is also a significant contribution to the island GVA. However, it is currently seasonal and likely to be unautomated in places. Work carried out by the UK Government into economic productivity, as well as work carried out by the World

Economic Forum in the Future of Jobs Report, shows that tourism is a sector that could significantly benefit from automation. People largely access their tourism options online, and those businesses that are digitally enabled will benefit from this – others will be left behind.

Year-round online marketing and promoting, online bookings, collaborative packages, and an overall wider offering, will all help to drive tourism opportunities to a wider audience. Additionally, the proposed integrated transport app will ease the planning of travel both to and on the island. This app will develop a collaborative data platform that could be expanded to include the range of tourism attractions (places to stay, eat, footpaths, cycle paths), forming the one-stop-shop for visitors.

RAPANUI

On-island t-shirt

manufacturer Rapanui has grown from a cottage industry started by two brothers in a shed to a digitally-enabled sustainable manufacturer and employer. Through better manufacturing, Rapanui aims to make its products more sustainable but no more expensive than competitor products. Better access to information is combined with automation technology to achieve this. The company works with all its employees to code and automate the 'dull, dirty and dangerous tasks, so that humans can do what they do best – create, think, and add the humanity'.

Agriculture is a sector that can struggle with low margins and diminishing productivity. However, the attraction of the island lies in the hands of those managing the landscape – the farmers. Support for this industry will not only benefit the agriculture sector directly. It will also bring increased benefits to the suppliers of the sector, those producing local products made from farm produce (and marketed as such) and the tourism sector. The proposed skills assessment will explore the current level of automation in the farming sector (as well as the level of skills in this sector) and will look to address and support any gaps found.

2019 Actions

1. Ensure the skills assessment for tourism and agriculture is included in the Digital Skills Assessment
2. Identify the action plan to address the skills gap with training and upskilling

Public sector services

1. Transformation of public sector operations

The connection between the built environment and economic development has been illustrated in Chapter 3, as well as the opportunity provided through digitally connected assets. The Council is currently developing a new Island Plan which sets out how planning will deliver the Council's wider strategic goals underpinned by spatial planning. Digital transformation of the Council should be seen as the enabler of not only driving operational efficiencies but driving the roadmap to a digitally enabled island. The planning system will ensure assets are built to be digitally connected. Developing and activating the relevant skills and services alongside these assets is predicted to have a significant impact on the economic growth of the island – a core drive of the Island's Regeneration Strategy.

Future proofing new developments and ensuring sufficient connectivity to meet the future digital age should be a non-negotiable part of the planning process. It should be seen as the installation of a fourth utility, whether in residential or commercial developments. Combined with a more digital approach to project delivery (e.g. BIM Level 2 and connected supply chains), assets will be able to be developed and managed more effectively and cheaply.

Ensuring and requiring that developments are smart and connected delivers the needed social and economic benefits. Whilst considering suitable locations for development, and the viability of those developments from both a developer and local community perspectives, digital technologies can be used to speed up the assessment process and combine initial project viability with assessments of social value and impact, providing a more balanced assessment of development options. In terms of housing delivery, using BIM Level 2 processes can deliver residential developments up to 5% cheaper and 11% quicker than traditional methods. This can be improved further to 10% cheaper and 29% quicker when combined with a digitally connected supply chain². At the housing level, delivering more affordable homes, at a quicker rate, has an immediate benefit to those individuals being able

² PCSG benefits analysis of using BIM Level 2 and digitally connected supply chains to deliver over 1,000 homes across a range of residential development types

to be in their own home. Furthermore, better, connected homes may have a health and education benefit with clear impacts on the availability of a productive workforce.

Connectivity should be required as a planning condition and treated as a fourth utility connection at the point of handover to the occupier. IoT enables data on performance of assets to be measured. For example, when a room is too cold, CO₂ levels are too high which has an immediate impact on well-being and productivity.

The Isle of Wight is faced with increasing health and social care costs aligned to its characteristic aging population. The aspiration is for the island to become a centre of excellence for health and social care, reducing the adult social care costs whilst delivering a quality service. Digital technology is certainly seen as an enabler for this and assisting in the collaboration platforms between health care professionals and social care professionals is essential. Complexity around the data sharing needs to be addressed during the scoping and assessment phase.

These efficiencies must continue through improved operation and whole-life performance of buildings, with easy access to information by occupiers, estate managers and owners, to ensure that buildings perform 'as designed' in use. Innovate UK have highlighted that, on average, new homes built today emit more than 2.6 times the carbon that they were designed to³. This comes as a result of poor design assessments, poor workmanship or replacement of products through the delivery process. Using digital technologies, this gap can be closed and thus, deliver better performing, safer buildings. Understanding the energy performance of buildings (and being able to act on it) will save money to the occupiers or business, enabling the ability to invest in new business development. The Council is currently leading on an Innovate UK funded project to look at addressing energy poverty through the development of a smart, community run energy grid for the West Wight. Realisation of the benefits will, like all digital programmes, be predicated on the ability to drive uptake through successful engagement, benefits realisation and upskilling of the local community.

The benefits we would hope to achieve from this project would be shared with partners through the One Public Service programme currently underway between the Council, NHS Trust, CCG and Age UK and Fire Service and Police.

2019 Actions

1. Review and validate the macro-economic model presented in Chapter 3 across CAPEX, OPEX and Services resulting from digitally connected infrastructure and develop the detailed benefits case for investment in Digital Island Planning, smart infrastructure delivery, operation and service provision across the council services.
2. Assess the current level of digital maturity, as presented in Chapter 4, for the Council to identify required transformation of citizen centric service provision delivering the necessary cross sectoral benefits.

³ Innovate UK, *Building Performance Evaluation Programme: Findings from domestic projects (2016)*

3. Use the macro-economic model to assess the full benefits for digital transformation of Council services alongside benefits case for connectivity to every home and business across the island.
4. Review the opportunity to deliver digital access and digital assistance to ensure no one is left behind and everyone can access services.
5. Implement the Digital Island Stakeholder Engagement plan to drive uptake, upskilling and engagement with the digital strategy.
6. Develop a prioritised digital transformation plan for Council services, including digital planning, social care.
7. Develop the scope and benefits case for the digital integrated health and social care programme.
8. Support existing initiatives, e.g. Innovate UK funded Smart Energy Grid programme which provides a digitally connected energy community addressing energy poverty across West Wight
9. Share findings with the One Public Service programme

2. Adult Social Care – smart tech – Digital Project

YouGov found a spike in ownership of smart speakers among UK adults in the first quarter of 2018, doubling the spread of users across the country in a one-year period. These digital technologies are becoming commonplace across many users in consumerist society – utilising their functions for leisure, information, and automation.

The capability of intelligence built into these devices presents the possibility of application that moves outside of leisure purposes. Digital autonomy can effectively replace human action – allowing access to media, control over appliances, creating routines and reminders. When taken further, smart devices can act as an arm for individuals with a range of afflictions and disabilities, providing independence, comfort, and connection that was not available before.

In addition, smart technology systems also allow open source customisation of the device. For example, Amazon's AI, Alexa, has a programmable function of learning new 'skills', which allows the device to be specifically tailored to an individual's need depending on the functions and information that they wish to be allowed. Organisations can create specific skills that reflect the autonomous translation of information, reducing the gap between citizens and crucial services. 'MyCarer' is a skill that has been developed to allow care workers to communicate wirelessly and instantly to their patients. This allows the ability for care workers to place reminders for patient routines and vice versa, giving power to the user for an instantaneous contact system with their carers.

Smart technology functions at a very low cost. Unlike human intervention, there are relatively few running costs and it negates the phenomenon of 'carer burnout'. Once the infrastructure has been primed, maintenance is negligible and can be remotely controlled and updated.

PA Consulting found significant benefits of perception and wellbeing through the mass implementation of smart home technology into a user's homes with specific care needs. The main benefits of AI technology, therefore, can be summarised into the improvement of mental well-being for users and reducing the strain of service resources where automation can replace the necessity

of human engagement. As technology advances, the capabilities of the smart home system also increase in scope and usefulness. Data analytics can suggest trends in human behaviours which could reveal crucial inferences into the maintaining of welfare. While digital technology cannot (at the present time) replace physical care needs, it does introduce an invaluable preventative and wellbeing resource.

The Council has allocated funding in 2019 to pilot a programme around implementing smart technology in Adult Social care. For the long-term development of the Digital Strategy it will be critical to understand how to deliver scalability of the pilot programme. Understanding requires:

- Needs to support connectivity uptake
- Digital up-skilling and digital assistance
- Costs of deployment and long-term funding
- Valuing all associated benefits

2019 Actions

1. Deliver the implementation of the Smart Tech pilot programme – identifying individuals able to test wide application and scalability
2. Develop the business plan around scalability considering the points above

3. Technology Enhanced Care Training Centre

Part of the scalability of Smart Tech programmes, such as described in Project 1, will be dependent on the level of digital skill within the target community, as well as enabling the testing of technology applications and training carers in their deployment. There is an aspiration to develop such a centre on the island. This will be scoped during the latter part of 2019.

2019 Actions

1. Develop scope for a potential technology enhanced training centre

Sense of Place

1. Digital Island - transportation app

Overcoming the perception of disconnection from the island to the mainland and beyond is a real opportunity for the Digital Island programme. A collaboration between the major transport organisations across the island has resulted in the development of a combined transportation app – integrating real-time transport information, end-to-end journey planning and destinations for the



Centre of Excellence Technology Enhanced Care

The essence of CETEC is to develop assisted living solutions to address key health and social care issues encountered by service users and technology developers. We can work together collaboratively in partnership with private companies, public sector bodies and patients' representative associations to:

- Enhance assisted living care
- Allow patients' engagement in self management of their medical conditions
- Integrate technology in health and social care practice.

<https://www.barnetsouthgate.ac.uk/cetec>

island. The app will signpost the island as 'open for business' and make travelling to, from and around the island easier.

The Mobility app proposal is the single place to access information enabling residents and visitors to plan journeys to, on and around the island, access real-time travel information and discover relevant information on events and destinations tailored to their trip.

The project requires a collaborative data platform to be established, utilising existing API data sets and information. Much of this information may already be accessible to travellers; however, it is in different places and a variety of formats, impacting accessibility and usefulness. The collaborative data platform will have potentially wider applications for residents, businesses and visitors to access information and services.

In addition, the following benefits are envisaged:

- Improve mobility to, on and around the island for residents and visitors
- Phased implementation and value / benefits realisation through development
- Near-term value potential less than 5 years (2019 development project, piloting)
- Initial kick-off via Digital Island 'hackathon' event used to engage communities, raise awareness and develop potential solutions utilising available API data
- Longer term wider uses, benefits and applications, including mapping, environmental management, behavioural change / nudges to benefit emissions reduction, environmental impact and health
- Longer term potential use / application of platform, data and creating additional meta-data which can be used by tourism, place making and investment teams and third-party app developers

The project specifically meets all the Council's Corporate Plan objectives, including specifically 'outstanding digital and transport connectivity', 'businesses have confidence to invest', 'IoW is a leading UK visitor destination' and 'the environment and unique island characteristics are celebrated'. The project also addresses every core Digital Island challenge, including specifically 'attracting people' and 'dislocation and transport'.

The project is the baseline and starting point for multiple other projects, including 'Mobility as a Service'.



Citymapper is an engaging and accessible app for navigating urban public transport, whether using the train, tube, bus, Uber cabs or bicycles. You tell the app where you want to go and it suggests a route and transport method(s), factoring in real-time data on disruptions en route. In the UK, it works in London, Birmingham and Manchester, as well as other major cities around the world.

2019 Actions

1. Digital Island Sense of Place group to agree ownership, terms of reference for the Digital Island platform and transportation app
2. Define core functions of the project and short / medium / long term objectives and requirements
3. Identify data and information sources required to create the app
4. Survey of businesses, Islanders and visitors to input to the brief

5. Agree brief and arrange 'hackathon' to invite Island talent to co-create the app
6. Develop business case and procurement for app

2. Promoting the Digital Island and attracting inward investment to the island

Economic growth and inward investment are core parts of the island's regeneration and growth strategy. The Digital Sector is a growing economic sector and identified as a major opportunity in the UK's Digital Strategy. As businesses on the island become digital, they will require associated supporting skills which may be available on the island or through expanding island businesses – or they may be available through off-island businesses. The challenge is to attract those businesses to the island providing jobs and income for the local community. As on-island digital skills grow, this becomes an additional factor in attracting off-island companies to relocate. Attracting any businesses to the island will depend on the availability of relevant skilled labour. The Skills and Education programme will identify the skills gaps to be addressed and those available on the island.

As the Digital Island becomes established, the benefits both on and off the island will be rolled out to ensure all benefits are maximised. The delivery of the Digital Island programme, with its ability to attract new businesses to the island, will be aligned to the development of the Solent LEP's local Industrial Strategy.

2019 Actions

1. Identify the delivery timeline for promoting the Digital Island aligned to the LEP Local Industrial Strategy
2. Identify the local, UK and international market for digital skills that could be based on the island
3. Identify the unique island offerings for specialised digital industries such as cyber security
4. Identify target companies to explore the potential for locating on island
5. Identify the skills needed to service these businesses and feed these into the digital skills programme

9 | COMMUNICATIONS & ENGAGEMENT

In order for the digital strategy to be effective, the island community must understand the benefits of digital technology. Fears must be alleviated and a willingness to engage, upskill and move into a digital world (whether at home, through businesses, or recreation) must be inspired.

Each stakeholder will have different means of / preference for receiving information and will have different skill levels and varying levels of access to technology. The communications and stakeholder engagement plan must address this.

Through carrying out stakeholder engagement activities on the Digital Island Strategy, the objectives are to:

- Promote mutual trust between the Council and residents, providing information and improving awareness of the Strategy
- Widen the opportunities for local people and groups to gain an understanding of our vision, aims and objectives, as well as the benefits of the Digital Island Strategy
- Encourage residents, businesses, visitors, customers, partners and other relevant stakeholders to get involved in influencing and delivering the Strategy
- Gain information about the needs of residents to allow us to continue providing the best quality, accessible and responsive services possible.

Key stakeholders have been engaged in the genesis, development and evolution of the draft Digital Island Strategy and engagement plan via:

- Digital Island conferences in 2017 and 2018
- Digital Island steering group participation during 2018
- Trello board discussions and project identification during 2018
- Key stakeholder interviews in December 2018 / January 2019
- Key stakeholder workshop in February 2019

The communications and engagement plan details what, who, how and when to engage. A mix of channels will be essential, particularly given feedback gained from the recent stakeholder interviews which identified a need to ensure traditional methods are used to reach small business owners, particularly in tourism and hospitality – electronic communication has proved to have limited effectiveness!

There are five core engagement components at this stage of the Digital Island Strategy's development (what do we need to do):

1. Need and benefit of a Digital Island Strategy
2. Opinion and market research intelligence
3. Consultation (where required)
4. Collaboration collateral
5. Project communications and user engagement plans

Key messaging will be developed, covering the following points identified through previous stakeholder engagement (what do we need to communicate):

- Most connected island
- Digital technology overcomes barrier of the water
- Innovative and vibrant
- Unique environment, beautiful natural landscape, quality of life
- Dislocation as a challenge as well as a positive
- Employment, businesses, innovation opportunities – reasons to stay / relocate
- Aspiration and attainment / inspire and engage
- Value of digital technologies to existing businesses and sectors

2019 Actions

1. Review steering group membership and terms of reference, including special interest groups (under the four key priority areas) and specialist skills required for the Digital Island
2. Develop newsletter / e-bulletin for regular (bi-monthly?) circulation to the wide and growing group of businesses, organisations and individuals engaged
3. Develop key messaging, collaboration collateral and carry out opinion survey / market research
4. Digital Island news page and news stream
5. Commence engagement with organisations and consultation (where required)
6. Develop project communications and user engagement plans

More detail can be found in the Digital Island communications and engagement strategy.

10 | DIGITAL ISLAND 2019 ACTION PLAN

The 2019 delivery plan is focused on delivering short-term, immediate on-the-ground progress as well as initiating medium and longer-term outcomes through projects, partnerships, outreach and engagement. The 2019 plan is focused on delivering progress under the key priority areas identified in the Digital Strategy, detailed in the previous chapter.

Digital Island 2019 Action Plan		Lead	Q1	Q2	Q3	Q4
Programme Management						
1. Programme Management		IOW Council				
1.1	Internal IOW Council Digital Programme Board - liaison, reporting, meetings, workshops					
1.2	Project steering groups - liaison, meetings, workshops					
1.3	Project management - support procurement, project manage consultant/ expert support					
Connectivity						
2. Continued delivery of island digital connectivity		IOW Council & delivery partners				
2.1	Continued implementation of the Gigabit Island through Wight Fibre programme					
2.2	Secure funding for the LFFN project					
2.3	Start Procurement for LFFN May 2019					
2.4	Implementation and delivery of LFFN September - March 2021					
Education and skills						
3. Digital skills assessment / business survey (benefits assessment / strategic case developed)		IOW Council				
3.1	Commission study					
3.2	Draft the questionnaire and work with the IoW Chamber of Commerce and Visit IoW to promote the survey					
3.3	Complete and analyse the survey by May 2019					
3.4	Build the results into the Digital Island projects and programmes as well as the communications and engagement strategy					

4. 'Fit for Work' – closing the gap between school, college and employment; growing and cascading everyday digital skills to island businesses (IoW College has plan developed)		IoW College				
4.1	Digital Island Skills & Education group of businesses and IoW College to agree course content based on outcome of Project 2.					
4.2	Digital Island 'badge' to be agreed with IoW Council					
4.3	Carry out a survey of businesses to engage in digital skills and 'Fit for Work' programme (digital skills assessment)					
4.4	Commence delivery in September 2019					
5. Short term courses for those changing careers, upskilling in business		TBC - 3rd party provider				
5.1	Scope of programme to be developed and informed by Digital Skills Assessment - Project 2					
5.2	Delivery plan developed					
Economic Development						
6. Isle of Wight digital incubator and skills hub (benefits assessment/ strategic case developed)		IOW Council/ LEP				
6.1	The development of a hub needs to be informed by market research into the need for such a facility. This will include both business start-ups / potential start-ups / SMEs / incubator projects to gauge potential uptake for the space.					
6.2	Understanding of the skill requirements and training needs across the island. Research into the types of skills needed, the length of courses and the businesses this would support needs to be undertaken. This would be covered in the Digital Skills Assessment project.					
6.3	Development of innovation space type hubs are growing across the UK. There are a number of different models which should be explored along with potential delivery partners.					
6.4	Costing of fit out to create the incubator and training space.					
6.5	Develop a strategic business case identifying the different operating models and scale based on identified need from market research, as well as different					

	operating models running and delivering similar hubs.					
6.6	Test the feasibility and deliverability of the hub through market procurement exercise.					
6.7	Finalise business case and implement IoW Digital Innovation and Skills Hub.					
6.8	Procurement for implementation phase					
6.9	Implementation - construction (sept-Feb 2020)					
6.10	Operational Hub (April 2020)					
7. Digital transformation of existing businesses		IoW Council				
7.1	Ensure the skills assessment for tourism and agriculture is included in the Digital Skills Assessment					
7.2	Identify the action plan to address the skills gap with training and upskilling					
Public sector services						
8. Transformation of public sector operations (priority)		IoW Council				
8.1	Review and validate the macro-economic model					
8.2	Assess the current level of digital maturity within Council					
8.3	Use the macro-economic model to assess the full benefits for digital transformation of Council services alongside benefits case for connectivity to every home and business across the island					
8.4	Review the opportunity to deliver digital access and digital assistance to ensure no one is left behind and everyone can access services					
8.5	Implement the Digital Island Stakeholder Engagement plan to drive uptake, upskilling and engagement with the digital strategy					
8.6	Develop a prioritised digital transformation plan for Council services, including digital planning, social care					
8.7	Develop the scope and benefits case for the digital integrated health and social care programme					
8.8	Support existing initiatives, e.g. Innovate UK funded Smart Energy Grid programme providing a digitally connected energy					

	community addressing energy poverty across West Wight					
8.9	Share findings with the One Public Service programme					
9. Adult Social Care "Smart Tech" pilot project		IoW Council				
9.1	Deliver the implementation of the Smart Tech pilot programme – identifying individuals able to test wide application and scalability					
9.2	Develop the business plan around scalability taking into account points above					
10. Technology Enhanced Care Smart Hub demo room		IoW Council				
10.1	Develop scope for a potential technology enhanced care smart hub training and demo centre					
Sense of Place						
11. Digital Island - transport app		Council and partners				
11.1	Digital Island Sense of Place group to agree ownership, terms of reference for the mobility app					
11.2	Define core functions of the project and short /medium / long term objectives and requirements					
11.3	Identify data and information sources required to create the app					
11.4	Survey of businesses, Islanders and visitors to input to the brief					
11.5	Agree brief and arrange 'hackathon' to invite island talent to co-create the app					
11.6	Develop business case and procurement for app					
12. Promoting the Digital Island / Attracting inward investment to the island		IoW / LEP				
12.1	Identify the delivery timeline for promoting the Digital Island, aligning with LEP local industrial strategy					
12.2	Identify the local, UK and international market for digital skills that could be based on the island					
12.3	Identify the unique island offerings for specialised digital industries such as cyber security					
12.4	Identify target companies to explore the potential for locating on island					

12.5	Identify the skills needed to service these businesses and feed these into the digital skills programme					
Comms and engagement plan						
13. Implementing the communications and engagement plan		IoW / LEP				
13.1	Review steering group membership and terms of reference, including special interest groups (under the four key priority areas) and specialist skills required for the Digital Island					
13.2	Develop newsletter / e-bulletin for regular (bi-monthly?) circulation to the wide and growing group of businesses, organisations and individuals engaged					
13.3	Develop key messaging, collaboration collateral and carry out opinion survey / market research					
13.4	Digital Island news page and news stream					
13.5	Commence engagement with organisations and consultation (where required)					
13.6	Develop project communications and user engagement plans					

Policy and Scrutiny Committee for Neighbourhoods and Regeneration - Workplan 2022/25

DATE	AGENDA ITEMS	DESCRIPTION & BACKGROUND	LEAD OFFICER/ CABINET MEMBER
6 October 2022	Speed Limit Review	To consider the outcome of the speed limit review.	Cabinet Member for Highways PFI, Transport and Infrastructure
	E scooters	To discuss the trial use of e-scooters on the Island due to expire on 30 November 2022 to ascertain what recommendations can be made to the Department of Transport.	Cabinet Member for Highways PFI, Transport and Infrastructure
	Bus Service Improvement Plan	To monitor the delivery of the bus improvement plan and invite representatives from Southern Vectis	Cabinet Member for Highways PFI, Transport and Infrastructure
	Cross Solent services Continue to work with the Transport Infrastructure Board to improve infrastructure, public transport, and mainland connectivity	<p>The Corporate Plan indicates that it is the Council's intention to: -</p> <ul style="list-style-type: none"> • Actively pursue a Government imposed public service obligation on Cross-Solent services • Actively pursue a Government imposed public service obligation on Cross-Solent services <p>Complete dialogue with the Solent operators on the voluntary adoption of a public sector obligation by November 2022</p> <p>Consult with the community to scope out what a public service obligation might encompass by June 2022</p>	Cabinet Member for Highways PFI, Transport and Infrastructure
	Regeneration Strategy	To monitor the delivery of activities related to key regeneration sites.	Cabinet Member for Regeneration, Business Development and Tourism

	Options for appropriate charging and permits for parking	The Corporate Plan indicates that a working group was to consider and produce the full range of fully costed options for charging and permits for parking by October 2022 for implementation in April 2023	Cabinet Member for Highways PFI, Transport and Infrastructure
5 January 2023	Visit Isle of Wight	To consider the 2022 tourist season and marketing plans for 2023.	
	Develop a sustainable and accessible tourism campaign approach	The Corporate Plan indicates that it is the Council's intention to focus on regenerating our High Street and visitor economy to assist post Covid-19 recovery and growth by way of a sustainable and accessible tourism campaign to start in 2023	Cabinet Member for Regeneration, Business Development and Tourism
	Promote people-oriented place planning for town centres	By March 2023 in addition to the place plans already developed we will support the development of a place plan for the Bay area in collaboration with Lake, Sandown and Shanklin town councils and commence work on a place plan for the West Wight area	Cabinet Member for Regeneration, Business Development and Tourism
	Work towards the delivery of a new Records Office	We will plan and secure funds for the development of a new facility; construction works to start on site by April 2025, subject to the agreement to a full business case by March 2023	Cabinet Member for Environment, Heritage and Waste Management

4 May 2023	Support Island wide digital connectivity to support Island businesses and residents.	The Corporate Plan indicates that it is the Council's intention to: - • Support Wight Fibre rollout of full fibre to the premises to June 2023 • Identify options to reach non-commercial property to enable maximum possible coverage -June 2023	Community Protection, Digital Transformation, Housing Provision and Housing Needs
July 2023	Post decision scrutiny – Policy for Minimum Energy Efficiency Standards Penalties	To review the application of the policy approved by Cabinet on 16 June 2022 to ascertain the actions undertaken and any proposed amendments to the policy in the light of practical implementation.	Deputy Leader and Cabinet Member for Digital Transformation, Housing, Homelessness and Poverty. Director of Neighbourhoods
October 2023			
January 2024	Visit Isle of Wight	To consider the 2023 tourist season and marketing plans for 2024.	
May 2024			
July 2024			

October 2024			
January 2025	Visit Isle of Wight	To consider the 2024 tourist season and marketing plans for 2025.	
	Net zero waste to landfill Continue to develop successful waste management and increase recycling rates further	The Corporate Plan indicates that it is the Council's intention to develop successful waste management and increase recycling rates further so to reduce the volume of non-essential waste sent to landfill to achieve net zero by April 2025	Cabinet Member for Environment, Heritage and Waste Management
	Delivery of a new Records Office	The Corporate Plan indicates that it is the Council's intention to plan and secure funds for the development of a new Records Office so that construction works to start on site by April 2025	Cabinet Member for Environment, Heritage and Waste Management

Issues on previous workplans but no date set:

1. Transport Infrastructure Task Group – To receive an update from the Chairman of the task group on key issues.
2. Works by utility companies/Co-ordination of works
3. Proposals relating to the redevelopment of Culver Parade, Sandown.
4. Cultural and Heritage Strategies – review
5. Final draft of the Local Transport Plan