

A strategy and action plan for the transformation of the Isle of Wight, 2023-2033 as an Island of Culture

Vision

That by 2033, the Isle of Wight will be recognised as a place that celebrates its rich culture and creativity in shaping individual and community prosperity.

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FOREWORD

The Isle of Wight is a magical place. No home is more than a few miles from the sea or a few moments' walk into areas of outstanding natural beauty. As a large Island population with world-beating nature on our doorstep, we have an opportunity to acknowledge and share how culture and creativity helps us to work, live and play.

And yet the Isle of Wight is not economically sustainable as a community in our present form. Our population of 140,000 is getting older as more people move to the Island in later life and more young people leave. There are significant pockets of deprivation scattered across the Island and social and geographical mobility is low.

By contrast, the Isle of Wight cultural sector has a strong tradition of projects delivered on budget and on time – including Hidden Heroes, Lifting the Lid, Out on an Island, Supporting Young Minds and Creative Biosphere. This innovative work hints at the social impact possible with a united programme of cultural intervention for lasting economic impact.

Our strategy will increase collaboration and build an ambitious education plan to support arts, culture, and heritage. It seeks to work together with IW Community Action (including Equals IW), IW Youth Trust, IW Council, and other key Isle of Wight-focused public health and social impact providers to ensure success.

EXECUTIVE SUMMARY

On the Isle of Wight culture manifests itself in many, particular ways, from street festival and carnival to food, photography and performance. From music to poetry, writing, photography and filmmaking. We are creative in science and technology strong in sport, nature heritage (we are a UNESCO biosphere) and so much more.

However, the Isle of Wight must diversify its economy if it is to thrive. Most jobs are currently seasonal, in tourism, or in public sector organisations. It offers limited post-18 education opportunities relative to other parts of the UK, which constrains ambition around skills development unless employers already exist on the Island to support targeted initiatives.

The significant number of micro-businesses on the Island reflects an entrepreneurial spirit that embraces creative practice, but we can and must do more.

Over the next 3 years, Arts Council England is investing at least £2.25 million into the Isle of Wight cultural sector, to increase existing economic impact and support creative industries to develop skills and create jobs. This investment has the potential to kick-start new futures, but only if we become activists, practitioners, and influencers to lead social change across communities and business sectors.

This cultural strategy is therefore a call to action for placing culture and creativity at the heart of the Island's individual and collective prosperity based on the delivery on four transformational goals:

Ensure that the Isle of Wight is a place known for great creativity.

Nurturing creative talent.

Develop cultural audiences for prosperity and wellbeing.

Embed business resilience into our cultural and creative offer to ensure the strategy has longevity and thrives.

To be expanded to describe the process and leadership proposition

How we developed our strategy and what we learnt

We worked using the Local Government Association *Culture in a Box*¹ framework as a guide for this journey, whilst ensuring we connected with the widest possible Island community needs. We aspired to create a document unique to the Island, that speaks to the Island's aspirations, needs, and challenges. Desktop research combined with dialogue and consultation with representatives from across a broad spectrum of stakeholders, meant we engaged with over 500 people on this journey. Despite this, we understand these conversations have just begun, and it will be essential for the strategy to be regularly reviewed and updated as dialogue continues, and new insights emerge.

What we learnt and understand now has informed the development of our strategy with key insights including:

- Vibrant grassroots and enterprising culture is present in every part of the Island, with each town and village offering a distinct character that plays into the cultural offer.
- The Island has internationally important heritage covering eons of history.
- The island was recently made a UNESCO Biosphere, and there are strong ambitions for a sustainable net zero island.
- The Island is radically ageing demographically.
- Young people in particular struggle to find inspiration and aspiration on the Island. They are often vulnerable and focus on the basics with no support to dream.
- Mental health and wellbeing are significant issues across generations.
- Over 2.5 million people visit our Island every year to see family or come on holiday, for day and longer trips.

Why a Cultural Strategy?

There is a lack of cultural leadership, with an often fragmented and fragile ecology, both within places and cross-Island combined with a lack of opportunity and support for developing creative practice/ business.

By contrast, there is a real community appetite and momentum for culture and creativity to be a major catalyst for change on the Island, especially if it focuses on:

- Transforming the Island for new generations.
- Regenerating tired places and unique built heritage assets.
- Building a reputation for the Isle of Wight as a place where creative people want to study, visit and work.
- Working in tandem with Island-wide strategic initiatives and introducing the idea of sharing responsibility for audiences, collections and heritage assets.

Vision, Goals and Success

Our vision is that by 2033:

The Isle of Wight will be recognised as a place that celebrates its rich culture and creativity in shaping individual and community prosperity.

To achieve this, we will need to deliver on four transformational goals:

1. Ensure that the Isle of Wight is a place known for great creativity

This will involve:

A cultural offer rooted in the distinct place and heritage of our Island, whilst reaching out and connecting nationally and internationally:

- Culture providing opportunities for community spaces, personal wellbeing and prosperity on the Island.
- Grassroots creativity combined with regional, national and international partnerships for delivery.
- Local people are proud to showcase and share their cultural heritage with the world.
- Visitors come to experience and engage with this unique Island cultural destination.

Building a cultural network with the capacity, skills and support to thrive:

- People can experience and participate in quality experiences that celebrate and explore the deep natural and cultural heritage of our Island through its historic built environment, museums and archive collections as well as via the natural environment best expressed through the biosphere work.
- People can choose to develop their own practice with confidence in any cultural or creative area.
- Heritage buildings and other assets at risk are re-purposed as unique environments to support public and private business sector creative and cultural initiatives.

2. Nurture creative talent.

This will involve:

3. Placing youth voices at the heart of our *Island of Culture* experience.
4. Creating safe cultural spaces for young people.
5. Initiating workforce development programmes in schools and industry to create, support and communicate an ever-growing series of opportunities for young people.

3. Develop cultural audiences for prosperity and wellbeing.

This will involve:

- Increasing the quality and diversity of the Island offer, through regional, national, and international partnerships.
- Development of partnerships, including touring relationships for arts and heritage, supported by an Island network of Government Indemnified 'mini- galleries' including re-purposed heritage spaces.
- Island-wide audience data and insights framework developed and actively used by cultural organisations to contribute and analyse impact for decision-making.
- Confident programme of projects devised, developed, and delivered by currently hidden creative communities.
- Develop community library spaces as safe social hotspots for isolated adults and young families within communities.
- Develop and evaluate initiatives aimed at removing barriers to access for communities and visitors, including supporting campaigns to improve transport and mobility for local residents around the Island: e.g. discounted bus and ferry fares, extended timetables, becoming a 30mph electric vehicle (cars, scooters, bikes, mobility) Island.
- Build an Island-wide long-term recruitment campaign to showcase social and wellbeing benefits of volunteering in support of cultural activities at all ages.
- Use the opportunity of the Biosphere designation to engage new audiences nationally and internationally spreading the meaning of culture.

4. Embed business resilience into our cultural and creative offer to ensure the strategy has longevity and thrives.

This will involve:

- Build organisational resilience by partnering with regional, national and international initiatives and mimicking best practice
- Ensure there is long term funding from private and public sources to sustain the programmes for at least a decade.

Goal	KPIs to include
<p>Ensure that the Isle of Wight is a place known for great creativity by 2033</p>	<p>By 2033 The Isle of Wight will have celebrated Island of Culture Festivals and/or will have applied for UK City of Culture or similar</p> <p>National and international media coverage for the festival and any achievement</p> <p>A legacy programme to include:</p> <ul style="list-style-type: none"> Island of Culture narrative embedded into Visit IoW/ Wight BID/ Connected Island 500 new creatives based on the Island 8 vibrant cultural clusters with long term community cultural initiatives Benchmark current audiences for theatre, music and visitor numbers for key sites and organisations and look to double them by 2033 5 new major partnerships 7 nationally significant cultural organisations on Island Every year Island-based 100 additional YP and 50 adults study on Island Every year 50 YP and adult learners come to Island for study Significant reduction in NEETs on Island 90% of people engaging with cultural activities know about the Island's biosphere status Have a network of Cultural organisations supported and supporting the cultural offer of the Island With a minimum 3 completed major capital projects Min 8 heritage buildings re-purposed Solid body of audience impact data and insight Improved public transport linked to Mission Zero Sustainable touring partnerships Thriving biosphere with regional, national and international events and activities
<p>Nurture creative talent</p>	<ul style="list-style-type: none"> Link up comms and marketing so that small individual budgets can work better across a sector Isle of Wight regarded as major Solent cultural player Cross Island and cross sector communication and marketing initiatives that are well organised and financed and market tested for results Youth voices embedded in decision-making Safe YP cultural spaces are making real change Reputation for strong Youth offer Clear pathways for YP to explore creative career opportunities All CYP on Island experience XX cultural opportunities

<p>Develop cultural audiences for prosperity and wellbeing</p> <p>Embed business resilience into our cultural and creative offer to ensure the strategy has longevity and thrives.</p>	<p>Cultural organisations have free reserves equivalent to 6 months costs Clear Island wide managed volunteer network with DBS and training coordinated to share cost etc. Clear evidence of increased long term employment in cultural roles XX Island based sponsors XX National or international sponsors Clear income streams, funding and sponsorship to support the culture offer And benchmarking to show growth in income, employment, volunteering opportunities etc</p> <p>To follow</p>
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Securing Investment for Delivery

The Isle of Wight is a priority place for ACE and a range of government departments, which gives the Island a unique opportunity to leverage major investment from a variety of public, third sector and private sources. Arts Council England NPO investment of £2.25m will be supported by Isle of Wight Council match-funding. This will kickstart delivery of this cultural strategy and should support capital initiatives like Ryde Department, Newport Cultural Centre and East Cowes Marine Esplanade. Development of an Investment Group is recommended to support delivery of the strategy, led jointly by The Island Collection and Venture South.

Strategy Leadership and Governance

The cultural strategy will be approved by Isle of Wight Council and The Island Collection with the understanding that it is a living and breathing document with a developing wider group of Island stakeholders actively participating in driving its delivery. It is proposed that a cross-sector 'Island of Culture Compact' (oversight partnership) is worth exploring and for each sector to have goals and methods of measuring their impact and they should report back to the TiC

It is proposed that The Island Collection in its position as ACE NPO funded cultural development agency for the Island takes on the role of facilitating delivery of the cultural strategy as part of its ACE and Isle of Wight Council funded role, during the period 2023-2026.

Early Wins Supporting all 4 Goals

Initially the strategy requires a plan for delivery with plans for the 2023-25 period to begin to support goals.

Initial wins might include:

- An initiative in Late Summer/ Early Autumn 2023 to map existing cultural offer with contact info for activities and events on a rolling 5 year programme (with opportunities for sponsorship highlighted and promoted where possible). Organisations might pay a small fee to advertise on the central portal/database.
- Invite local communities to help plan and participate in an Island of Culture 2028³ campaign throughout that year that links existing community grassroots initiatives and has flagship events programme by ACE NPO organisations (Quay Arts, Shademakers, Ventnor Exchange, New Carnival Company) and cultural clusters .
- Support Island centre of natural and cultural heritage group to submit and ACE/HLF Historic England application for funding to enable their full engagement in this campaign.

What is *culture* on the Isle of Wight?

“Culture is everything.”
(Sandown Bay Youth Forum)

“Culture is who we are. It is our heritage and future. It is how we live our lives and express our identities. It is what defines us and how we are changing.”
(LGA, *Cultural Strategy in a Box*)

Isle of Wight culture is grassroots and ambitious, emanating from the rich tapestry of places and communities on the Island. The communities can be defined in different ways, but perhaps the simplest is to go by the 33 parishes. Things are happening all the time and though some people are well connected, others struggle to find community and connections, so may need help finding links and ways of joining in. The Cultural Strategy is, above all, a way of helping the Island make those connections, to grow and enjoy its talent, sharing the cultural offer far and wide in the world.

Island culture is national and international, punching above its weight on a world stage in areas that include music, festival, heritage and gaming. This cultural strategy is therefore looking to build on this and place culture and creativity at the heart of the Island’s individual and collective prosperity.

Key context data (see appendix A):

- 23 core cultural organisations on the Island engaging with at least 4 people each year
- More than 300 types of cultural experience across heritage, museums, arts for wellbeing, visual arts, music, theatre, reading, markets, gaming, storytelling, carnival, festival, gardens, walking, film, photography, writing, running, dance, comedy, cycling, food and drink, sailing, surfing, nature...
- DCMS Participation Survey 2021-22 found 88% of adults surveyed engaged with arts (broad definition including cinema and video games), 20% with libraries, 63% with heritage sites, 24% with museums, and 18% with live sporting events in person.

WHAT WE DID AND WHAT WE LEARNT

Methodology

In broad terms we followed the methodology as laid down in the LGA Culture in a Box framework, which recommends the following phases:

- Why a cultural strategy?
- Partnership approach
- Brief development
- Baseline mapping and literature review
- Consultation and engagement
- Benchmarking
- Prioritization, mission and vision
- Action plan and evaluation framework

The purpose and brief development for the cultural strategy was determined through discussion between The Island Collection and Isle of Wight Council, which were sense-checked with a wider cultural sector through networking events. We have engaged with over 500 people in preparing our strategy, supported by a cross-sector Advisory Group.

In addition we undertook:

- A desktop literature review of key historical documents and current policies/ initiatives, plus an initial mapping exercise and benchmarking review.
- A detailed cultural mapping exercise was undertaken in Autumn 2022 via 8 workshops held across the Island at Ventnor, Sandown, Central Wight, Cowes and East Cowes, West Wight, Ryde and Newport, including one with members of the IW Creative Network.
- Used analysis of feedback/ insights to develop a vision and priorities for goals and objectives to support delivery of vision
- A public review of the first draft of this document was shared for feedback online for comment and via 4 drop-in workshops held in Ryde, Sandown, Newport and West Wight.
- In the prioritization stage, the needs of children and young people on the Island were quickly recognised as central to development of the cultural strategy. 5 youth voices conversations were undertaken, working with existing youth forums/ panels active on the Island.
- A draft action plan and evaluation framework is now being shared with The Island Collection board, Isle of Wight Council and Arts Council England, before being issued into the public domain
- The final version of the cultural strategy is due to be approved by The Island Collection in May 2023, to be presented to IW Council for approval on 8th June 2023.
- The strategy will be launched and rolled out with a cultural conference in Summer/ early Autumn 2023.

Key Insights include:

- The Island is a beautiful part of the world and a UNESCO Biosphere, yet it is dying demographically.
- Island people are enterprising, adventurous and maverick – inspired by their surroundings.

- Young people struggle to find inspiration or aspiration on the Island. They feel/ are told the only way is to leave the Island and go to university.
- There is no university on the Island, and limited access to HE qualifications.
- Employment is seasonal and low wage.
- Vulnerable young people are concerned with the very basics of life – roof, food, job – they cannot even start to dream about what they want from life.
- An active older population is looking for things to give purpose beyond family and friends.
- There are hidden communities of diversity and isolation that miss social connection.
- Mental health and wellbeing is an issue across generations.
- A great vibrancy of culture and creativity is delivered by a strong entrepreneurial grassroots community on the Island yet there is a lack of strategic leadership, and larger cultural organisations (also mostly community grassroots and enterprising) are fragmented and fragile.
- It has an internationally important cultural and natural heritage to share with local residents and visitors, yet with the exception of fossils and dinosaurs, it is quite hidden/ disconnected. Audiences would welcome a joined up story-telling experience.
- Biosphere thinking and status is an important opportunity and USP.
- Over 2.5 million tourists visit the Island each year.
- External perceptions of the Island conjure up a seaside resort fossilized in the 1950s and most certainly not for a youthful or diverse generation (with notable exception of the Isle of Wight Festival).
- Local residents are excluded from engagement with cultural offer because of cost, limited public transport, relevance and interest to them.
- Quality cultural opportunities must be embedded into local communities, even if they are strategically delivered.
- Each place on the Island has a distinct character and this plays out into its cultural scene. Culture is present in each part of the Island.
- A strong emphasis on sustainability and climate action driven by Mission Zero Together.
- There is lack of opportunity and support for developing creative practice (across the creative industries) on the Island.

There is a real community appetite and moment in time for culture and creativity (in a broad sense) to be a catalyst for change, especially if it focuses on:

- Transforming the Island for new generations.
- Regenerating tired places.
- Building a reputation for the Isle of Wight as a cultural island where people want to be – whether as students, cultural tourists, or creative practices and businesses looking to flourish.

ACTION PLAN

Objective	2023	2024 – 2025	Costs	Key Results By 2033	KPIs 2033	Lead	Key Delivery
Goal One: Craft and Build our 'Island of Culture'							
2040 Destination: Isle of Wight seen as internationally recognised, dynamic and ambitious place to develop Biosphere-inspired creative practice and collaborations							
1a. Describe our Island of Culture	<p>Set up an Island of Culture Task and Finish Group</p> <p>Commission branding expertise</p> <p>Craft suite of descriptions, Island-wide and place-based, for variety of audiences:</p> <ul style="list-style-type: none"> • People who live here • Creatives who might move to live/ work/ study here • People who might visit here 	<p>Champion descriptions:</p> <ul style="list-style-type: none"> • Messaging at visitor/ community gateways • The Island Collection website transformed • Content pipeline for Naturally Connected • Island of Culture Festival 2025 campaign • UK/ international touring partnerships e.g. NHM Wildlife Photographer of the Year; RMG Astronomy Photograph of the Year 	<p><i>See section on investment below</i></p>	<p>Potentially develop Island of Culture Festival into biennial?</p> <p>Applied for UK city of culture, Island Games or similar benchmark</p> <p>Work with an organisation like Island Innovation on an international island of culture concept</p>	<p>500 new creatives based on the Island</p> <p>8 vibrant cultural clusters</p> <p>Minimum 8 heritage buildings re-purposed in place</p> <p>Audiences for cultural organisations doubled compared to 2023</p> <p>Cultural sector zero carbon footprint</p>	The Island Collection,	<p>Isle of Wight Council Connected Island Mission Zero Together Wight BID Visit Wight ACE NPOs Cultural organisations Creative practitioners Venture South</p> <p>Working with: Julie's Bicycle New European Bauhaus</p>

1b. Build infrastructure, capacities and skills	Begin audit of infrastructure/ skills/ capacities requirements to develop <i>Island of Culture</i> clusters	<p>Complete audit, finalise framework and roadmap for development of cultural clusters and distributed centre for Island natural and cultural heritage. Embed into IoW Council place plan reviews.</p> <p>Develop place- based cultural cluster identities. Develop distributed centre for Island natural and cultural heritage identity.</p> <p>Build professional skills programme via IW Creative Network (see Goal 4)</p>	<i>See section on investment below</i>	<p>Cultural clusters well-established within local communities</p> <p>Distributed centre for Island natural and cultural heritage established and building shared programmes of work</p> <p>Broader professional base to support Island activities and ambitions</p> <p>Cultural sector achieved zero carbon footprint, including off- setting</p> <p>Minimum 3 major capital investment</p>		The Island Collection and Isle of Wight Council,	<p>IW Council Parish and Town Councils ACE NPOs Cultural organisations Creative practitioners Mission Zero Together</p> <p>Working with: National partners – e.g. Natural History Museum, Royal Museums Greenwich Julie’s Bicycle New European Bauhaus</p>
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Objective	2023	2024 – 2025	<i>Costs and</i>	Key Results By 2033	KPIs By 2033	Lead	Key
Goal Two: Nurture emerging talent							
2040 Destination: Future generations of Islanders equipped with creative skills and confident							

2a. Place youth voices at the centre of ambitions	<ul style="list-style-type: none"> Set up Youth Voices Advisory Group with members connected into wider 'youth voices' networks 	<ul style="list-style-type: none"> Develop effective channels of active communication into 	See section on investment below	<ul style="list-style-type: none"> Youth voice embedded in all decision-making for Island of Culture 	Every year 100 additional young people on the Island pursue a creative career post-16, and 50 adults embark on creative lifelong learning	The Island Collection (IW CEP), supported	IW Youth Trust IW Community Action IW Youth Council ACE NPOs IW Museums and Schools Artwork
2b. Make cultural venues relevant, accessible, welcoming, and safe spaces for	<ul style="list-style-type: none"> Key aspect of audit in 1b. Develop a cross-Island young people safe cultural spaces initiative and 	<ul style="list-style-type: none"> Key aspect of audit in 1b. Secure funding 	See section on investment below	<ul style="list-style-type: none"> Cultural venues are considered safe and valued spaces for being and making by young people 		Safe YP Cultural Spaces Initiative	IW Youth Trust IW Council YMCA The Island Collection (IWCEP) ACE NPO

2c. Initiating a workforce development programme for educators to upskill teachers	<ul style="list-style-type: none"> Undertake audit of current creative curriculum practice/ offer on the Island, including supporting CYP wellbeing Review 	<ul style="list-style-type: none"> Develop a baseline menu of creative curriculum 	See section on investment below	<ul style="list-style-type: none"> All CYP on the Island have first-hand engagement with professional creative experiences as a regular part of their core 		The Island Collection (IW CEP), supported	Island schools IW Council ACE NPOs IW Museums and Schools IW Libraries Cultural organisations Creative
2d. Enabling young people to find clear and accessible creative pathways	<ul style="list-style-type: none"> Prepare an outline creative career pathways programme Pilot resource for one career area Pilot placement programme for 	<ul style="list-style-type: none"> Continue development of career pathways programme resources 	See section on investment below	<ul style="list-style-type: none"> All CYP and education providers on the Island identify creative careers as a key opportunity and have good knowledge of pathways available 		The Island Collection (IW CEP), supported by Goal 2	Island schools IW Council ACE NPOs IW Museums and Schools Cultural organisations Creative practitioners Artwork IW Youth Trust IW

	one geographic area						
2e. Develop and support bespoke and innovative Creative Industries education programmes at Post 16	<ul style="list-style-type: none"> Establish a post-16 creative education group Undertake audit of current provision and ambition on the Island Prepare 	<ul style="list-style-type: none"> Investigate business feasibility and comm encemple 	<i>See section on investment below</i>	<ul style="list-style-type: none"> CYP and adult learners have suite of opportunities available for study accessibly on the Island 		Post-16 Creative Education Initiative Group led by	The Island Collection IW Council IW College ACE NPOs IW Museums and Schools Cultural organisations Creative practitioners

Objective	2023	2024 – 2025	Costs and Funding	Key Results By 2033	KPIs By 2033	Lead Advocate	Key Delivery
Goal Three: Developing cultural audiences							
2040 Destination: The Island is known globally as a place where quality grassroots and partnership cultural activity can be discovered, accessible for all who live and visit							

<p>3a. Continue to build quality and diversity of offer through regional, national and international partnerships</p>	<ul style="list-style-type: none"> • Showcase existing quality offer as part of developing and presenting the Island of Culture • Audit existing and potential touring venues on Island • Support delivery of Open Studios 	<ul style="list-style-type: none"> • Develop new touring partnerships with regional, national and international arts and museum organisations • Catalyse these partnerships via the Island of Culture Festival 2025 • Open Island Autumn offer (see 1a) • Develop investment programme for new touring venues – e.g. 	<p><i>See section on investment below</i></p>	<p>Sustainable touring partnerships embedded into IoW cultural offer</p>	<p>Audiences for cultural organisations doubled compared to 2023</p> <p>5 new major national/international partnerships</p> <p>7 nationally significant organisations on Isle of Wight</p> <p>Every</p>	<p>The Island Collection, facilitating Goal 3 Task and Finish Group</p>	<p>ACE NPOs Island Heritage Group Cultural organisations Creative practitioners</p> <p>Working with: Regional, national and international partners</p>
<p>3b. Develop understanding of current and potential audience impact</p>	<ul style="list-style-type: none"> • Gather baseline data from cultural organisations and practitioners on the Island • Set up audience data collection and analysis framework aligned with 	<ul style="list-style-type: none"> • Start building body of evidence 	<p><i>See section on investment below</i></p>	<ul style="list-style-type: none"> • Solid body of audience impact data and insights accessible to all and closely informs future planning of cultural activity and investment 		<p>The Island Collection, facilitating Goal 3 Task and Finish Group</p>	<p>ACE NPOs Island Heritage Group Cultural organisations IoW Council Working with: ACE</p>

<p>3c. Engage currently hidden Island communities in cultural practice, supporting wellbeing</p>	<ul style="list-style-type: none"> • Audit hidden Island communities, and supporting gateway organisations 	<ul style="list-style-type: none"> • Fundraise and enable a programme of cultural initiatives shaped by hidden communities, including opportunities as part of the Island of Culture Festival 2025 • Develop Island library network as community hubs that support this activity, as part of wider place-based cultural clusters • Fundraise for and develop a volunteer recruitment 	<p>See section on investment below</p>	<p>No community on the Island is excluded from engaging in great creative cultural activity across arts, museums, heritage, sport, food etc.</p> <p>Great cultural activity enriches lives of all who participate</p>		<p>The Island Collection, facilitating Goal 3 Task and Finish Group</p>	<p>IW Community Action Equals IW IW Council including public health Libraries ACE NPOs Island Heritage Group Cultural organisations Artswork</p> <p>Working with: IW Youth Trust Energise Me HM Prisons NHS Trust</p>
<p>3d. Remove barriers to access for visitors and communities</p>	<ul style="list-style-type: none"> • Include in audience data and insights framework to build evidence base 	<ul style="list-style-type: none"> • Pilot projects: Introduce free 'try it out' days for cultural organisations targeted at local audiences • Experiment with 'pay what you can' approaches • Make the case to bus and ferry companies for subsidised fares and improved timetables for Island of Culture 2025 Festival events, temporary location of key bus stops outside 	<p>See section on investment below</p>	<p>Island of Culture narrative embedded into Visit Isle of Wight/ Wight Bid/ Naturally Connected campaigns</p> <p>Improved public transport connections, linked to Mission Zero Together, to support participation in culture</p> <p>Free 'try it out' experiences part of an annual calendar</p>		<p>The Island Collection, facilitating Goal 3 Task and Finish Group</p>	<p>ACE NPOs Island Heritage Group Cultural organisations</p> <p>Working with: IW Local Authority Government Bus companies Ferry companies Mission Zero Together</p>

3e. Leverage Biosphere designation to engage new audiences nationally and internationally	<ul style="list-style-type: none"> • Create a framework for integrating biosphere thinking into all engagement activity and evaluating impact 	<ul style="list-style-type: none"> • Build up evidence base for how engagement activity is building new audiences for biosphere thinking via project 	<i>Framework developed during Goal 1 audit. Evaluation costs included in activity funding</i>	Island cultural activities are known for their emphasis on biosphere thinking, with local and visiting audiences	90% of people engaging with cultural activities know about the Island's biosphere status	Goal 3 Task and Finish Group	Biosphere Steering Group Mission Zero Together IW Council ACE NPOs Cultural sector
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Objective	2023	2024 – 2025	Costs and Funding	By 2033	KPIs 2033	Lead Advocate	Key Delivery
Goal Four: Embed business resilience							
2040 Destination: Diverse funding base, across social impact, cultural and commercialisation opportunities; consortia working and economies of scale embedded; actively networked regionally							

<p>4a. Support the cultural and creative sector to build resilience through innovation, working inclusively, developing shared ventures, and commercialisation</p>	<ul style="list-style-type: none"> • Audit resilience of cultural sector infrastructure, capacities, skills and barriers • Audit status of creative industries 	<ul style="list-style-type: none"> • Devise improvement plan <i>Mentoring and networking Shared operations/ venue consortia</i> • <i>Commercialisation ventures</i> • <i>Access to market opportunities (e.g. open studios, artisan markets)</i> • <i>Event planning toolkits</i> 	<p>See <i>section on investment below</i></p>	<p>Cultural and creative sector on the Isle of Wight is regionally, nationally and internationally connected; and strategically and financially robust</p>	<p>500 new creatives based on the Island</p> <p>Creatives receiving a decent living wage</p> <p>Cultural organisations have free reserves equivalent to 6 months operating costs</p>	<p>The Island Collection (including IWCN), supported by Goal 4 Task and Finish Group</p> <p>Venture South</p>	<p>Cultural organisations IW Council Skills Partnerships</p>
<p>4b. Become an active partner in regional Solent and national/ international Island initiatives</p>	<ul style="list-style-type: none"> • Engage with cultural development agencies in Portsmouth/ Southampton/ Bournemouth/ Hampshire • Engage with Solent LIP cultural investment board • Engage with Island Games and Island Innovation initiatives 	<p>See <i>section on investment below</i></p>			<p>The Island Collection (including IWCN), supported by Goal 4 Task and Finish Group</p>	<p>Cultural organisations Solent LEP Portsmouth Creates Southampton 2025 Hampshire County Council/ Hampshire Cultural Trust Isle of Wight Council Bournemouth</p>	

APPENDICES

Key context data (Appendix A):

- 50% of the Island area is designated of Outstanding Natural Beauty (191 sq km), compared to 18% average in England
- 1 of only 7 UNESCO Biosphere Reserves in the UK, 1 of only 3 in England, 1 of only 2 in the UK with population density greater than 1 person per hectare
- 1 of 63 Island-based Biosphere Reserves in the World; 10 of only 6 with population density greater than 1 person per hectare
- Between 2011 and 2021
 - o the Island's population grew by 1.6% compared to 7.5% South East average
 - o average age increased to 51 years compared to England average of 40
 - o number of people aged 65 to 74 years rose by 26.7%; people aged 35 to 49 years fell by 18.8%
- The Island lacks ethnic diversity with only 3% of population from ethnically diverse backgrounds.
- 21 ward divisions on the Island are in top 30% areas of multiple deprivation in England, with 3 in the top 10%. Key deprivation challenges are income, employment, education, access to services and living environment.
- Over 30% of year 6 age group on the Island are overweight.
- 938 children identified as 'in need' on the Island, March 2022, with 266 looked after fulltime and 152 on protection plans.
- In 2019, most Isle of Wight wards (with exception of Ryde) scored the lowest on perceived access to community and leisure facilities
- In education, the Isle of Wight recorded the worst examination results of any English county in both GCSE and A levels: 65.8% achieved Grade 4 and above in all GCSE examinations taken, over 10% below the national average; 71.2% of A level students aged 18 achieved a grade of C and above compared with 82.7% England average.
- Island average Attainment 8 score is 47% compared to 48.9% England and 51.8% Hampshire averages.
- 1.9% of 16-17 year-olds on the Island are not in education, employment or training.
- 2.6 million people visit the Island from the UK mainland and overseas each year.
- The Isle of Wight's total carbon emissions fell from 776,000 tonnes to 484,900 tonnes from 2005 to 2018.
- 1,464 homes on the Island are at medium or high risk of flooding.
- GDP per capita £22,383 (53rd of 59 unitaries in England) (2021)
- Average female salary £26,100 (£33,200 England) (2021)
- Average male salary £33,700 (£41,55 England) (2021)
- 5.8% unemployed (England average 4.48%) (2021)
- Analysis of 2021 census occupation and jobs data shows that:
 - o 4.8% of the Island adult population is employed in creative, arts and entertainment, libraries, archives, museums and other cultural, advertising and market research, publishing, motion picture, video and tv production, sound recording and music publishing, programming and broadcasting activities, architecture, computing.
 - o 15.4% if the definition of cultural and creative industries is extended to include sports and amusement and recreation, travel agency, tour operator, scientific research and development, architectural and engineering activities, computer programming and consultancy, accommodation, food and beverage services.
 - o Manufacturing represents 7.2%, retail 11.4%, education 8.5%, human health 10.2% and residential care/ social work 8.9%.
- 4.8% compares to 7% total employees in UK in creative industries (excluding creative occupations outside creative industries) (Deloitte 2021). Particularly below average in Architecture, Design, product, graphic and fashion design, media, IT and software, and publishing.

- In 2013, Nesta identified Isle of Wight as in the bottom 6 of 32 local authority areas in south England in terms of concentration of creative and high tech economies.
- XX of 2.5m tourists and 140,000 local residents visit xxx cultural organisations each year on the island, with an estimated economic impact of xxxx GDP
- Number cultural organisation employees – to follow

Appendix B

Distinctive Place Making

Inspire Island, the Isle of Wight Regeneration Strategy, groups the Island under 6 areas:

- West Medina (including elements of Newport and Carisbrooke)
- East Medina (including elements of Newport)
- Ryde (including surrounding area)
- The Bay (Sandown, Shanklin and Ventnor, including surrounding areas)
- West Wight
- Newport

These areas were used as a starting point for our cultural mapping workshops. It quickly became clear that from a cultural community identities perspective at least there is some need for modification when thinking about distinctive place-making opportunities.

Cultural mapping has helped develop the concept of a '**cultural clusters**' approach working in slightly different ways across the following places with suggested participants:

- Ryde town centre – linking Monkton Arts, Bus and Coach Museum, Ryde Library, Department, Ryde Town Hall, St Thomas (Network Ryde), Aspire and Museum of Ryde
- Newport – linking Quay Arts, the Guildhall, Apollo Theatre, Newport Minster, Independent Arts, market place, Lord Louis Library, Records Office, HTP, and eventually the new Newport Harbour Cultural Centre
- Cowes and East Cowes – linking across the water from Osborne House, East Cowes Heritage Centre, Classic Boat Museum, Medina Publishing, Cowes Library, Cowes Heritage Group. Building 41
- Ventnor – Ventnor Exchange, Peer Street Gallery, Ventnor Arts Club, Ventnor Heritage, Ventnor Library, Ventnor Arts Collective
- Sandown Bay – Dinosaur Isle, Artecology, Wildheart Sanctuary, Boojum & Snark, Shanklin Theatre, Sandown Library, Brading Roman Villa
- West Wight – Yarmouth CHOYT, Imaginarium and Fort Victoria, Yarmouth Castle, The Earth Museum, Freshwater West Wight Sports and Community Centre, Dimbola Museum and Gallery, Farringford House, West Wight Arts Association, Calbourne Watermill, West Wight villages, Freshwater Library
- Central Wight – centred on IW Steam Railway at Haven Street, museums/ creatives at Arreton Barns, IW Biosphere Visitor Centre, boutique food and farming, IW Libraries.

'Cultural clusters' will both develop their own identity and support Island-wide cultural strategy initiatives as defined in this document.

It is also proposed that an Island-wide 'centre of natural and cultural heritage' concept is developed which involves museums, heritage centres, the records office, Historic England, English Heritage, National Trust, and other heritage organisations coming together in a group that champions:

- A joint interpretation strategy for audiences telling stories about the Island's inter-woven natural and cultural history;
- Joint promotion of these stories;
- Shared heritage buildings and collections management; f
- Future development of museums/ heritage buildings/ archaeology infrastructure, capacities and skills, connecting in with wider cultural sector initiatives.

Appendix C

STRATEGY LEADERSHIP AND GOVERNANCE

This cultural strategy has been developed through the facilitation of The Island Collection and adoption by Isle of Wight Council. However, it is primarily a living and breathing vision and road map for ambition that can only be delivered if a much wider Island stakeholder community actively participates in driving its delivery.

It is proposed that The Island Collection in its position as ACE NPO funded cultural development agency for the Island takes on the role of facilitating delivery of the cultural strategy as part of its ACE and Isle of Wight Council funded role, during the period 2023-2026. Specifically, this means that:

The role of the Isle of Wight Council is to:

- o Champion, oversee and monitor delivery of the strategy through the Island of Culture Compact, and through regular reporting on progress to Council
- o Cabinet members for regeneration and heritage & environment to be members of body overseeing progress and work with TiC to regularly review the strategy
- o Provide funding for The Island Collection as per its ACE NPO match-funding commitments (2023-2026)
- o Support/ lead on practical delivery of elements of IW Cultural Strategy under its remit, as relevant
- o Actively seek and support opportunities for securing additional investment into delivery of IW Cultural Strategy
- o

The role of The Island Collection is to:

- o Facilitate delivery of the IW Cultural Strategy during at least the period (2023-26), subject to ACE NPO and IoW Council agreed match-funding: especially supporting administration of the leadership governance groups as described above, including the facilitation roles of IWCEP and IWCN
 - o Provide leadership and agreed ACE NPO/ IoW Council investment into delivery on aspects of IW Cultural Strategy described in Funding section above.
- Ensure the strategy achieves goals through partnership and yearly/twice yearly review of key areas of activity?⁵
-

Appendix D

KEY RISKS AND MITIGATION

Key Risks

Key risks have been summarised as changing funding environment, complex partnerships working, changes in political context, uncertainties of global geopolitics, and fragility of capacities and skills on Island. Mitigation strategies will inform the final cultural strategy.⁶

Funding environment – cost of living; government debt etc. – reduces investment

- Arts Council England
- Local Government
- National Government
- Earned Income

Complex partnerships and collaborative working

- Cross-sector support for and engagement with Compact and Task & Finish Groups
- Support for Cultural Clusters

Changes in political context

- Local authority
- New Island MP arrangements
- Changes to Solent LEP
- National government

Global geopolitics

- Increased costs
- Reduced investment
- Organisational and community uncertainty

Relevant capacities and skills on Island

- Progress restricted by issues with recruitment
- Need for skills development within existing workforces

Appendix E Securing investment for Delivery

Arts Council England has identified the Isle of Wight as a priority place for strategic and funding support during the 2023-2026 investment period. In recognition of this status, ACE has already committed to investing £2.25 million in total over the next 3 years, channelled through 5 cultural organisations on the Island: The Island Collection, Shademakers, New Carnival Company, Quay Arts and Ventnor Exchange. The Isle of Wight is also providing an additional £xxx match-funding towards this investment. These once-in-a-generation investments will enable the Island community to kickstart culturally- driven transformation as outlined in this strategy. It is also an important opportunity to ensure leverage of significant additional investment from a variety of wider funding sources.

This requires a fundraising strategy which:

- Adopts a strategic cross-Island thematic approach, focused less on project-by-project schemes
- Targets larger-scale strategic applications for multi-year intervention programmes
- Ensures that business resilience and legacy are built in beyond the duration of funded programmes

It is recommended that the Island cultural sector collectively invests in commissioning strategic (major) fundraising expertise, overseen by an Investment Group facilitated jointly by The Island Collection and Venture South.

Summary minimum estimate investment target, 2023-26:

- £2-3 million including allowance for young people safe spaces pathfinder and library improvements (excluding major capital infrastructure development projects e.g. post-16 education provision and business resilience improvement projects requiring separate business cases for investment).
- Of which, at least £275,000 is secured via current ACE NPO/ IWC commitments (plus costs covered for The Island Collection ED, IWCEP Manager, and IWCN Manager).

Other key investment opportunities include:

- UK Shared Prosperity Fund
- Island connected sponsorship and support in kind
- Solent Local Enterprise Partnership
- Local Skills Investment Partnership
- DCMS/ DCLG and other government initiatives (including Justice)
- ACE Project Grants (including Unlocking Collections)
- ACE Capital Grants
- ACE Library Improvement Fund
- ACE/ DfE Museums and Schools
- Historic England
- NL Heritage Fund
- NL Community Fund
- Sport England

- NESTA
- Arts and Culture Impact Fund
- WightAid
- Visit Isle of Wight and Wight BID
- Chamber of Commerce
- Various small trusts and foundations
- Garfield Weston
- Esmee Fairbairn
- Paul Hamlyn Foundation
- Core Duffield
- Foyle Foundation
- Higher Education establishments
- UK Research Council including Innovate UK
- Regional, national, and international cultural partnerships
- Green environmental schemes
- Private investors and philanthropists