

# All the Wonder

A strategy and action plan for the transformation  
of the Isle of Wight as an *Island of Culture*

“For I have dipped into the future, far as human eye could see.  
Saw the vision of the world, and all the wonder that would be”

Lord Alfred Tennyson. Freshwater, Isle of Wight

## Vision

*By 2033, the Isle of Wight will be recognised as a place that celebrates its rich cultural heritage and the creativity that shapes everyone's individual and community prosperity.*

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## Introduction

The Isle of Wight is a magical place. It influences who we are, how we behave, think and the way we live our lives. No home is more than a few miles from the sea or a few moments' walk into areas of outstanding natural beauty. Here, 'culture' presents itself in many particular ways, from street festivals and carnivals to food, photography and performance, from music to poetry, writing, photography, and filmmaking. We have an extraordinarily rich cultural heritage of world class artists who have lived and worked here including England's most renowned romantic poet, Tennyson and the early pioneering photographer Julia Margaret Cameron. As a large island population, there is an opportunity to champion and share how our heritage and creative spirit defines this Island.

And yet the Isle of Wight faces a set of particular challenges and opportunities. 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 pockets of deprivation scattered across the Island and social and geographical mobility for some is low. The prevalence of many jobs being in health, retail and tourism needs to be addressed. There are also limited post-18 education opportunities relative to other parts of the UK, which constrain ambition around skills development.

By contrast, the significant number of micro-businesses on the Island reflects a strong entrepreneurial spirit including within the creative sector, which has a growing tradition of projects delivered on budget and on time – Hidden Heroes, Lift the Lid, Out on an Island, Supporting Young Minds and Creative Biosphere. This innovative work hints at the social impact possible through a united programme of cultural intervention for lasting social, well-being and economic impact.

This strategy sets out to encourage increased collaboration, to make more of the existing resources we collectively hold, to encourage everyone to be creative, to retain and attract talent and build an ambitious particular education plan for arts, culture, and heritage. This is 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:

- 1 Ensure that the Isle of Wight is a place nationally known for its heritage and creativity.
- 2 Nurture, retain and attract creative talent.
- 3 Encourage everyone to engage in cultural activity as participants and audiences.
- 4 Embed business resilience into our cultural and creative offer to ensure the strategy has longevity and thrives.

## How we developed the strategy and what we learnt

We worked using the Local Government Association (LGA) *Culture in a Box* framework as a guide for this process, whilst ensuring we connected with the widest possible Island community. We set out to create a document unique to the Island, that speaks to its aspirations, needs, and challenges. Our own research combined with dialogue and consultation with representatives from across a broad spectrum of stakeholders, meant we engaged with over 500 people. We understand, however, that many of 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:

- Island people are enterprising, adventurous and maverick.
- Young people can struggle to find inspiration or aspiration on the Island. They feel/ are told the only way to succeed is to leave the Island and go to university.
- There is no university on the Island, and limited access to HE qualifications.
- Much 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 isolated and diverse communities that can feel excluded from the mainstream.
- Mental health and well-being are issues across generations.
- Great culture and creativity are delivered by a strong entrepreneurial grassroots community on the Island yet there is a lack of strategic leadership, and cultural organisations 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.
- 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 often conjure up a seaside resort set in the 1950s and most certainly not the youthful or diverse community it is.
- Local residents are often excluded from engagement with cultural opportunities because of cost, limited public transport, relevance and interest to them.
- Culture is present in each part of the Island; each community on the Island has a distinct character and this plays out into its cultural scene.
- There is an appetite for 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 momentum 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 an *Island of Culture* where people want to be – whether as students, cultural tourists, or creative practices and businesses looking to flourish.

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.
- An 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.

## Why a Cultural Strategy?

Whilst there are many examples of people achieving great things locally there is a lack of Island wide 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 shared creative practice and 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, imagine and work.
- Working in tandem with Island-wide strategic initiatives and introducing the idea of sharing responsibility for audiences, collections and heritage assets.

Having a cultural strategy in place that is transformational, ambitious and realisable as well as the strategic partnerships required for its delivery dramatically increases the likelihood of securing new funding, from Arts Council of England (ACE), Heritage Lottery Fund (HLF), trusts and foundations and philanthropic giving.

“For local authorities, culture can be viewed as part of the glue that brings and keeps our communities together. A strong cultural sector and enriching cultural life can contribute to welcoming, distinctive and attractive places. Used effectively, culture and the institutions and services of culture (museums, libraries, festivals and many other elements) can contribute toward the revitalisation of communities, the development of trust, improved health and well-being, and the possibility of a more positive future.” LGA Culture in a Box report. Feb 2020

The Cultural Strategy is, above all, a way of helping the Island make those connections, to grow and enjoy its talent, and share the cultural offer far and wide in the world.

## Vision, Goals and Success

*By 2033, the Isle of Wight will be recognised as a place that celebrates its rich cultural heritage and the creativity that shapes everyone's 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 its heritage and great creativity.

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

- Local people are proud to showcase and share their cultural heritage with the world.
- Visitors come to experience and engage with this unique cultural Island destination.
- People can access and participate in quality experiences that celebrate the cultural heritage of the Island through its historic built and natural environment, museums, and archives.
- Our heritage buildings and the landscape are recognised as unique community assets that support creative and cultural initiatives, well-being and prosperity on the island.
- Grassroots creativity combines with regional, national and international partnerships for delivery.

### 2. Nurture, retain and attract creative talent.

- Pro-actively ensure young people's voices are contributing to the vision of our *Island of Culture*.
- Establish a network of welcoming, accessible cultural spaces for all and in particular young people across the Island.
- Initiate workforce development programmes in schools and the creative sector to create, support and communicate an ever-growing series of opportunities for everyone.
- Build a cultural network with the capacity, skills and support for artists and makers to thrive.
- Identify and promote potential studio, making, and presenting spaces.

### 3. Encourage everyone to engage in cultural activity as participants and audiences.

- Increase the quality and diversity of the Island offer, through regional, national, and international partnerships.
- Develop partnerships, including touring relationships for arts and heritage.
- Develop Island-wide audience data used by cultural organisations to contribute to future decision-making.
- Expand the programme of participation opportunities especially within marginalised communities.
- Develop and evaluate initiatives aimed at removing barriers to engagement for communities and visitors.
- Build an Island-wide long-term recruitment campaign to showcase the social and well-being benefits of volunteering.
- Use the opportunity of the UNESCO Biosphere designation to engage new audiences nationally and internationally.

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

- Grow organisational resilience by partnering with regional, national and international initiatives and building upon best practice.
- Share expertise and knowledge both on the Island and nationally around business development for the sector.
- Nurture a new generation of cultural leaders.
- Secure new investment from trusts and foundations that lead to new cultural opportunities.
- Ensure there is long term funding from private and public sources to sustain the programmes.

#### Securing Investment for Delivery

The Isle of Wight is a priority place for Arts Council of England (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. ACE has made an Island wide investment of £2.25m into 5 National Portfolio Organisations (NPOs) further supported by the Isle of Wight Council investment into the Island Collection. This will kickstart delivery of this cultural strategy and support current and future capital initiatives like Ryde Department.

*Note: National Portfolio Organisations are those that receive investment from Arts Council for a three year period to deliver on the national cultural strategy, Let's Create.*

Culture brings better life experience and chances for all, as well as economic prosperity and business opportunity. For-profit business has a role to play in making this strategy a reality, encouraged by Venture South acting as a catalyst. For business there are direct commercial opportunities, for example in film-making, that can be source of quality employment, as well as indirect opportunities, such as expanding the existing arrangements for discounted ferry tickets, which help generate business growth through wider economic development as well as enabling inclusivity of access and richer cultural experiences.

#### 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 evolving document with a wider group of Island stakeholders actively participating in driving its delivery. It is suggested 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 reporting back through The Island Collection.

It is proposed 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.

## Benchmark learning from elsewhere

Key insights through desktop research and stakeholder engagement were used to identify themes for benchmarking:

Key insight themes	Benchmark examples	Key learning
Island geography and economy	Hull Cultural Strategy 2016-2026	Inclusive investment in culture can transform perceptions of cities
Nurturing and inspiring young people	Prince Edward Island Cultivating Growth Strategy	Cultural strategies must play to the place-based strengths of the communities and geographies they aim to transform
Building a creative ecosystem	Jersey Cultural Strategy	Empower youth voices at the heart of strategy development and implementation
Developing local audiences	Culture and Creative Industries Recovery Strategy and Implementation Plan, Tasmania	Focus strategy on what will transform in the long-term more than improve in the short-term
Grassroots community – centred practice	Creative Future: Birmingham’s Strategy for Children, Young People and Culture	Fill your place with supported and nurtured dynamic creative people
Shifting external perceptions through culture	Tokyo Vision for Arts and Culture	Embrace digital
Environment, sustainability and culture	University of the Highlands and Islands Strategy 2020	Island challenges are shared with others across the globe
Business resilience	<b>Other documents/ benchmark examples include:</b> European Capitals of Culture and Everyday Diversity: A Comparison of Liverpool (UK) and Marseilles (France)	Higher education provides a massive catalyst to creative transformation Big brand associations help build profile



Goal	KPIs to include
<p><b>Ensure that the Isle of Wight is a place known for its cultural heritage and great creativity</b></p>	<p>In 2033 The Isle of Wight will continue to celebrate an Island wide Cultural Festival and/ or will have applied for UK City of Culture or similar</p> <p>The Island is receiving National and international media coverage for the cultural sector and its achievements.</p> <p>A measurable increase in the number of creatives based on the Island and actively supported.</p> <p>The current audiences for theatre, music and visitor numbers for key sites and organisations benchmarked by 2024 with an agreed % increase by 2033.</p> <p>5 new major partnerships of on Island/off Island will have been established.</p> <p>A measurable increase in the number of young people and adults studying creativity on Island</p> <p>An increased network of cultural organisations that are supported and supporting the cultural offer of the Island.</p> <p>A minimum of 3 cultural capital projects will have been completed including a major new capital facility in Newport harbour.</p> <p>At least 4 heritage buildings improved, re-purposed, revitalized.</p> <p>Audience impact data and insights inform improved influencing improved public transport decisions linked to Mission Zero Sustainable touring partnerships.</p>
<p><b>Nurture creative talent</b></p>	<p>Youth voices embedded in decision-making.</p> <p>Established programmes of talent development exist for new and early career artists and makers.</p> <p>A number of partnerships with regional and national training and development providers exist.</p> <p>The Isle of Wight is regarded as key part of the Solent cultural offer.</p> <p>Cross Island and cross sector communication and marketing initiatives that are well organised and financed and market tested for results.</p> <p>A cohort of new cultural leaders is established.</p> <p>A network of distributed cultural spaces that are accessible to all have been developed.</p> <p>There are clear pathways for young people to explore creative career opportunities.</p> <p>New and emerging talent has access to business support and start up awards.</p> <p>Information on available space for studio, making and creation space is readily available.</p>
<p><b>Encourage everyone to engage as participant and audiences</b></p>	<p>Clear Island wide managed volunteer network with training coordinated.</p> <p>Strong partnerships and shared ambitions between the cultural sector and Visit Isle of Wight</p> <p>Better understanding and support for the voluntary and amateur sector</p> <p>Established relationships between culture and other sectors including health, community safety, tourism, national heritage sector, etc.</p> <p>Co-ordinated, shared intelligence gathering and marketing across the Island.</p>
<p><b>Embed business resilience into the cultural and creative sector to ensure the strategy has longevity and thrives</b></p>	<p>Clear income streams, funding and sponsorship to support the culture offer and benchmarking to show growth in income, employment, volunteering opportunities etc.</p> <p>6 new trust and foundation relationships established including those that involve Island wide and national partnerships.</p>

## Action Plan

Objectives	2023	2024 -25	Results by 2033	KPIs	Lead	Key Deliverers
<b>Goal One: Ensure that the Isle of Wight is a place nationally known for its heritage and great creativity.</b>						
<b>2033 Destination:</b> Isle of Wight seen as internationally recognised, dynamic and ambitious place to develop creative practice and collaborations						
Develop the concept of an <i>Island of culture</i>	<p>Craft a suite of descriptions, Island-wide and place-based, for variety of audiences:</p> <ul style="list-style-type: none"> <li>● People who live here.</li> <li>● Creatives who might move to live/ work/ study here</li> <li>● People who might visit the Island</li> </ul>	<p>Messaging at visitor/community gateways</p> <p>The Island Collection website transformed.</p> <p>Plan for Nationally Connected <i>Island of Culture</i> Festival 2026 campaign</p> <p>UK and international touring partnerships established</p>	<p>Developed an <i>Island of Culture</i> Festival</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 <i>Island of culture</i> concept</p>	<p>Measurable increase in creatives based on the Island.</p> <p>8 cultural clusters</p> <p>Minimum 8 heritage buildings re-purposed.</p> <p>Audiences for cultural organisation is doubled from 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 organisation Creative practitioners Venture South</p> <p>Working with: Julie's Bicycle New European Bauhaus</p>
Build infrastructure re capacities and skills	Begin audit of infrastructure/ skills/ capacities requirements to develop <i>Island of Culture</i>	<p>Complete audit, and plan for development</p> <p>Distributed Centre for Island</p> <p>Embed into IoW Council place plan reviews.</p> <p>Build professional skills programme via IW Creative Network</p>	<p>Distributed Centre for Island natural and cultural heritage established with shared programmes</p> <p>Broader professional base to support Island activities and ambitions</p> <p>Island retains and attracts artists and makers.</p>	<p>Minimum 3 major capital investments</p> <p>Creation of multi-purpose Government Indemnified mini-gallery spaces.</p>	<p>The Island Collection</p> <p>Isle of Wight Council</p>	<p>IW Council Parish and Town Councils ACE NPOs. Cultural organisation Creative practitioners Mission Zero Together</p> <p>Working with: National partners –</p> <p>e.g. Natural History Museum, Royal Museums Greenwich Julie's Bicycle New European Bauhaus</p>
Identify opportunities for maximising existing resources	<p>Enable sectoral conversations with heritage, arts, cultural spaces.</p> <p>Explore underused physical assets</p>	Create publicly accessible data base of available studio, making and storage spaces.	Artists and makers are a recognised part of the islands business community.		Island collection	Isle of Wight Council

Objectives	2023	2024 -25	Results by 2033	KPIs	Lead	Key Deliverers
<b>Goal Two: Nurture emerging talent</b>						
<b>2033 Destination: Future generations of Islanders equipped with creative skills and confidence</b>						
Initiate a creative workforce development programme to support teachers	Undertake audit of current creative curriculum practice/ offer on the Island	Develop a baseline menu of creative curriculum	All CYP on the Island have first-hand engagement with professional creative experiences as a regular part of their core curriculum		The Island Collection (IW CEP)	Island schools IW Council ACE NPOs IW Museums and Schools IW Libraries Cultural organisations Creative
Develop and support bespoke creative industries programmes post 16	Establish a post-16 creative education group  Undertake an audit of current provision and ambition on the Island	Investigate business feasibility and communicate example	CYP and adult learners have suite of opportunities available for study accessible on the Island		Post 16 Creative Education Initiative	The Island Collection  IW Council, IW College, ACE NPOs, IW Museums, and creative practitioners.
Enable young people to find clear and accessible creative pathways	Prepare a creative career pathways programme  Resource with one career area and a placement model in one location	Continue development of career pathways programme resources	CYP and adult learners have suite of opportunities available for study accessibly on the Island		Post 16 Creative Education Initiative led	The Island Collection  IW Council, IW College, ACE NPOs, IW Museums, and creative practitioners.
Ensure cultural venues are relevant, accessible, welcoming, spaces for all	Key aspect of audit  Develop a cross-Island young people cultural spaces initiative.	Key aspect of audit  Secure funding	Cultural venues are considered valued spaces for being and making by young people		YP Cultural Spaces Initiative	IW Youth Trust IW Council YMCA The Island Collection (IWCEP) ACE NPO
Establish professional development programme	Audit existing professional development opportunities	Develop and make available a programme of professional development courses, training and mentoring	Creatives are able to easily access local, regional and international CPD opportunities.		Island Collection	IW Council IW College
New leadership is nurtured locally	Identify what exists and model	Action Learning set piloted			Island Collection	

Objectives	2023	2024 -25	Results by 2033	KPIs	Lead	Key Deliverers
<b>Goal Three: Developing cultural audiences</b>						
<b>2033 Destination:</b> The Island is known globally for quality grassroots cultural activity that can be discovered, accessible for all who live and visit						
Build quality and diversity of offer through regional, national and international partnerships	Showcase existing arts and culture  Audit existing and potential touring venues on Island  Support delivery of Open Studios	Develop regional, national and international touring partnerships  Build partnerships for <i>Island of Culture</i> Festival  Develop investment programme for new touring	Sustainable touring partnerships embedded into IoW cultural offer	Audiences for cultural organisation has doubled compared to 2023  5 new major national partnerships  7 nationally significant organisations	The Island Collection	ACE NPOs Island Heritage Group Cultural organisations Creative practitioners  Working with: Regional, national and international partners
Develop understanding of current and potential audience impact	Gather baseline data from cultural organisations  Set up audience data collection and analysis framework	initiate building body of evidence	Solid body of audience impact data and insights accessible to all and closely informs future planning of cultural activity and investment	Solid body of audience impact data and insights accessible to all and closely informs future planning of cultural activity and investment	The Island Collection	ACE NPOs Island Heritage Group Cultural organisations IoW Council
Better understand role of voluntary sector	Initiate dialogue with amateur and vol sector	Identify needs and explore means to address, especially around audience	Ambitious, resilient amateur and voluntary arts sector			
Extend range of communities engaged in cultural activities as audiences and makers.	Audit who is and is not engaging in cultural activity across the Island  Forge unlikely alliances with new partners	Fundraise for a programme of cultural initiatives that celebrate all,  Develop Island library network as hubs  Develop a volunteer recruitment model	No community on the Island is excluded from engaging in great creative cultural activity across arts, museums, heritage, sport, food etc.  Great cultural activity enriches lives of all who participate		The Island Collection	IW Community Action Equals IW, IW Council Libraries A CE NPOs Island Heritage Group Cultural organisations Artwork IW Youth Trust HM Prisons NHS Trust
Explore needs and opportunities for village cultural provision	Audit what currently exists	Pilot offer of professional arts delivered hyper locally.	Every part of the Island can easily access high quality arts.		IC	National Rural Touring Forum

Objectives	2023	2024 -25	Results by 2033	KPIs	Lead	Key Deliverers
<b>Goal Four: Embed business resilience</b>						
<b>2033 Destination:</b> Diverse funding base, across social impact, cultural and commercialisation opportunities; consortia working and economies of scale embedded; actively networked regionally						
Support the cultural and creative sector to build resilience through shared ventures, and commercialisation	Audit resilience of cultural sector infrastructure,  Audit status of creative industries	Devise improvement plan  Mentoring and networking  Shared operations/ venue consortia  Access to market opportunities (e.g. open studios, artisan markets) Event planning toolkits	Cultural and creative sector on the Isle of Wight is regionally, nationally and internationally connected; and strategically and financially robust		The Island Collection (including IWCN),	Cultural organisations IW Council Skills Partnership
Become an active partner in regional national and international initiatives	Build collaborative relationships with development agencies in regionally and nationally  Forge alliance with LEP  Establish relationship with Island Innovation initiatives	Active creative, financial and operational partnerships in place with regional and national orgs.			The Island Collection	Cultural organisations Solent LEP Portsmouth Creates Southampton 2025 Hampshire County Council/ Hampshire Cultural Trust Isle of Wight Council
Develop a new culture fund for the Island	Initiate dialogue with WightAID around current funds	Test the model for a cultural endowment fund.				Island Collection WightAID Isle of Wight council

## Appendix A

### Key context data:

- 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,
- Between 2011 and 2021:
  - the Island's population grew by 1.6% compared to 7.5% South East average
  - average age increased to 51 years compared to England average of 40
  - number of people aged 65 to 74 years rose by 26.7%; people aged 35 to 49 years fell by 18.8%
- The Island has a 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) male £33,700 (£41,55 England) (2021)
- 5.8% unemployed (England average 4.48%) (2021)
- Analysis of 2021 census occupation and jobs data shows that:
  - 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.
  - 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.
  - 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.

## Appendix B

### Distinctive Place Making

*Inspiration 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.

## 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:

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

The role of The Island Collection is to:

- 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
- 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?<sup>5</sup>



## Appendix D

### Key risks and mitigation

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.<sup>6</sup>

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

- 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 NPO 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, channeled through 5 cultural organisations on the Island: The Island Collection, Shademakers, New Carnival Company, Quay Arts and Ventnor Exchange. The Isle of Wight council is also providing additional funding towards The Island Collection's delivery of this work. 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 and Capital Grants (including Unlocking Collections)
- ACE/ DfE Museums, Schools and Library funds
- Historic England and NL Heritage and Community Fund
- Regional, national, and international cultural partnerships
- Private investors and philanthropists
- WightAID
- Visit Isle of Wight and Wight BID
- Chamber of Commerce
- Various small trusts and foundations
- Garfield Weston, Esmée Fairbairn, Paul Hamlyn Foundation, Clore Duffield, Foyle Foundation
- Higher Education establishments
- UK Research Council including Innovate UK

## Appendix F

### Risk and Risk Management

Key Risk	Mitigation
Leadership reduces level of ambition in the face of set-backs due to uncertain global economic context	<p>Focus on projects and initiatives that drive forward long-term transformational change for the Island (creative business, education, young people, re-training, sustainable tourism)</p> <p>Adopt an agile risk appetite framework that embraces experimentation and ‘no blame’</p>
Available skills and capacities based on the Island	<p>Prioritise initiatives that build the skills and capacities base on the Island</p> <p>Embrace partnerships/ working practices that engage skills and capacities from mainland UK and elsewhere (especially to help kickstart these initiatives on the Island)</p>
Low level of digital engagement/ infrastructure across Island limits opportunities to attract creative business and education investment	<p>Work closely with IW Council and Wightfibre to ensure all cultural clusters take a lead in developing digital infrastructure for their locations, supported by Island-wide leadership</p>
Changes in political environment, including local authority elections, Island MP proposals, Solent LEP, national government	<p>Build bodies of evidence to support the business case for culture across political perspectives</p> <p>Develop strong relationships across the political spectrum on the Island</p>
Capacities to support complex partnerships and collaborative working	<p>The Island Collection use its ACE NPO funding to adopt a leadership role of strategic facilitation, supported locally by cultural clusters</p> <p>Establish task and finish groups with action-orientated team players from across sectors motivated to help with delivery and capacity</p> <p>Ensure partners can always see the immediate benefits of working in collaboration towards a connected vision</p>
Increased pressure on external funding environment may reduce opportunities for investment at a time of cost of living crisis, high government debt etc.	<p>Diversify funding base across range of thematic and investment type opportunities, including earned income</p> <p>Build bodies of evidence to support the business case for culture across range of social, economic and cultural impact agendas</p>
Impact of uncertain global geopolitics on well-being of individuals and organisations working in the creative space	<p>Work collaboratively to reduce the impact of increased costs on organisations</p> <p>Provide professional development support to help creative workforce embrace opportunities around uncertainty and change</p>