Digital Island

Isle of Wight Digital Island Strategy

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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."

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- 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

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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	• Continuation of Gigabit Island programme • Implementation of LFFN programme
Education and skills	• 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	• Isle of Wight digital incubator and skills hub • Digital transformation of existing businesses •
Public sector services	• Transformation of public sector operations • Adult Social Care – smart tech – Digital Project • Technology Enhanced Care Training Centre •
Sense of Place	• Digital Island - transportation app • Promoting the Digital Island and attracting inward investment to the island
Communications and engagement	• Implementation of the stakeholder communications and engagement plan

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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.

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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.

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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.

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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.

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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.

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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.

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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.
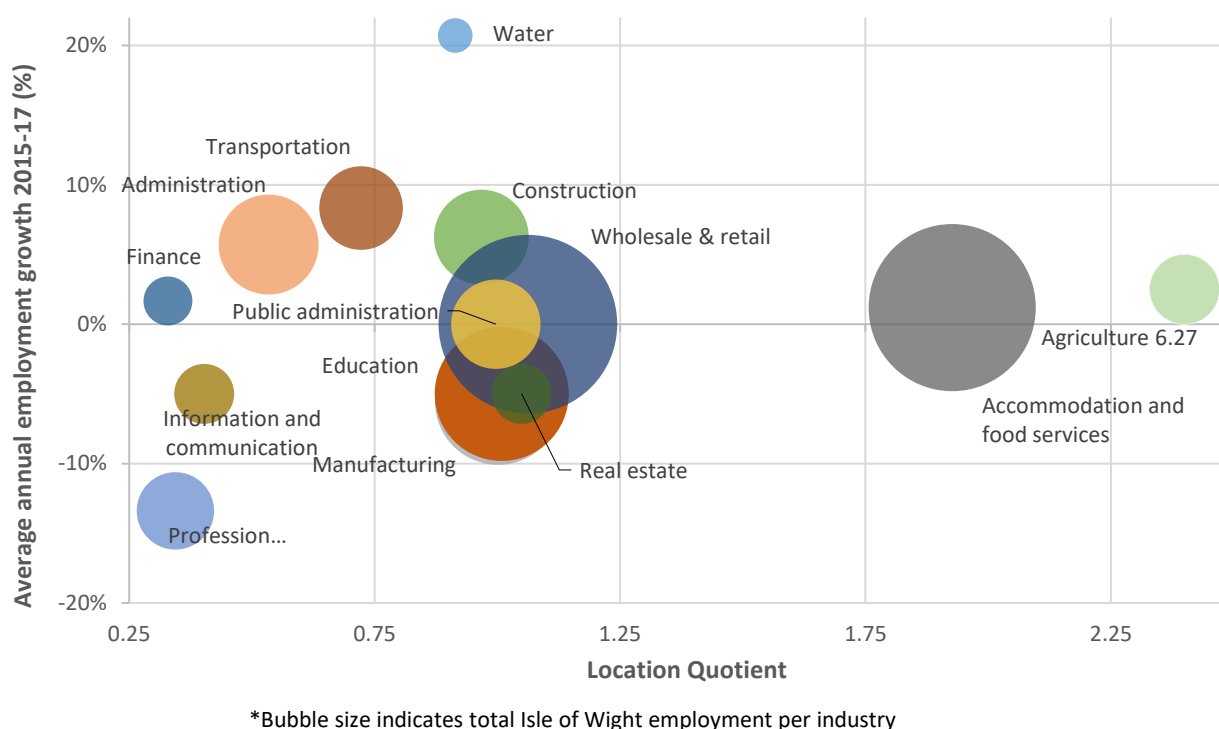

*Bubble size indicates total Isle of Wight employment per industry

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 efficieincy. The opportunity for automation across sectors will differ; the regional importance of a sector should to be taken into consideration when prioitising 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

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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 relient 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.

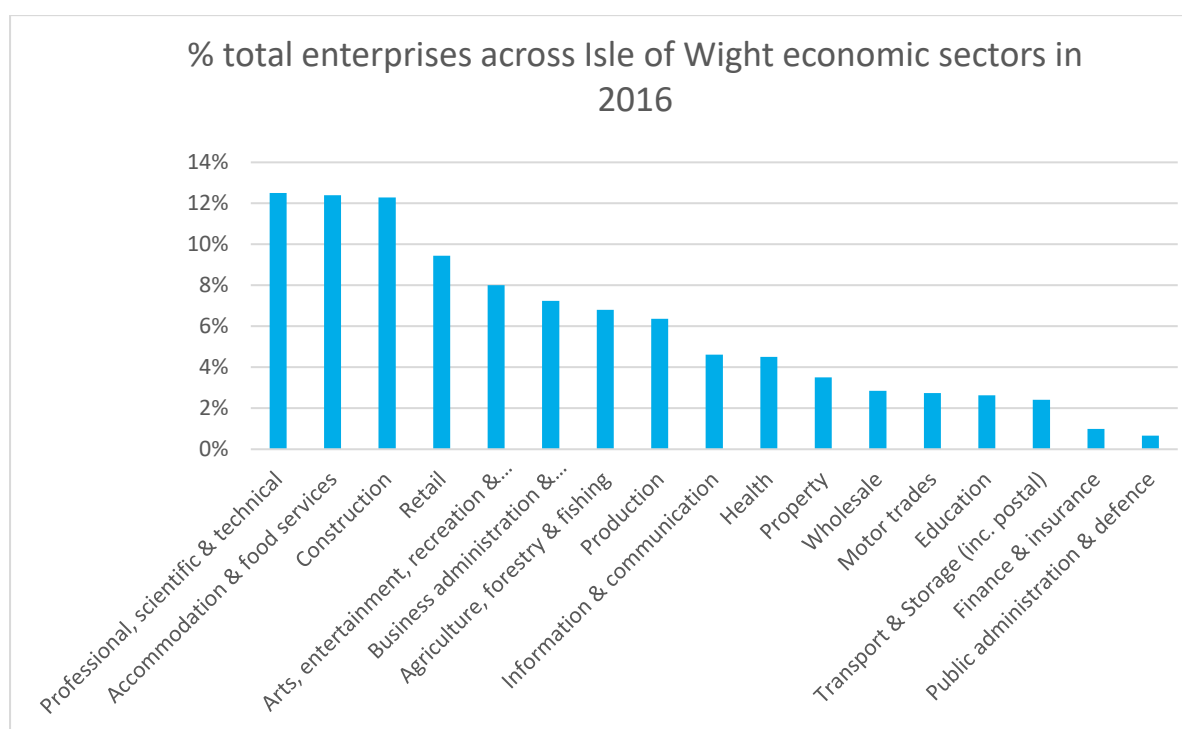The diversity of the economic sectors can be seen in Figure 2 (below).

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.

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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

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Digital Island   *Infinitely smarter futures*

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:

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- 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.

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Delivery Roadmap
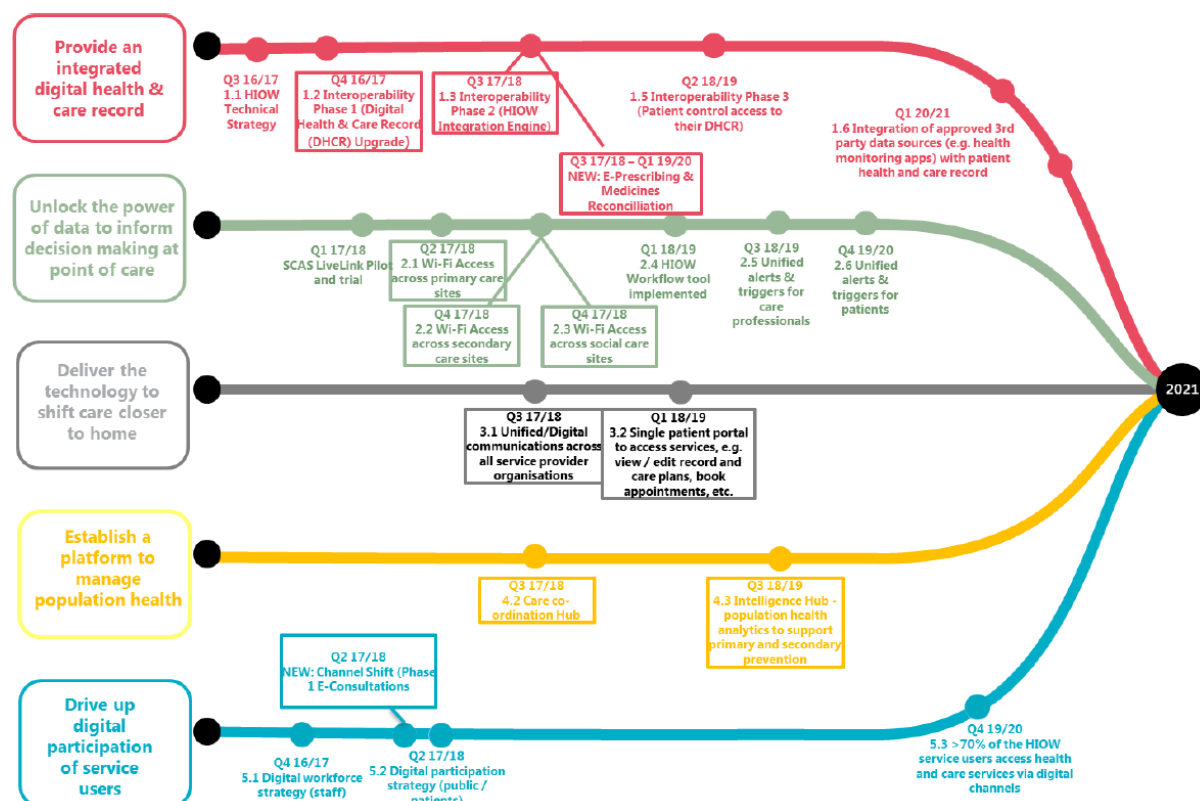
8 critical projects have been identified within the roadmap:

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.

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- Improvements to the road network
  - o 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.
  - o 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
  - o As a result of the Island Plan Core Strategy, it is envisaged that cross-Solent travel will increase.
  - o In 2004, a total of 9.3 million passengers and 1.7 million vehicles crossed the Solent.
  - o 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:

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WHAT PEOPLE LIKE ABOUT THE ISLAND

HOW PEOPLE WOULD LIKE THE FUTURE TO LOOK

Digital infrastructure

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%. However, long line lengths mean that there are still premises with slow speeds and a lot of the island remains without any access. At the commencement of the Rural Broadband Project in 2013, some 70% of the island had

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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 White 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.

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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.
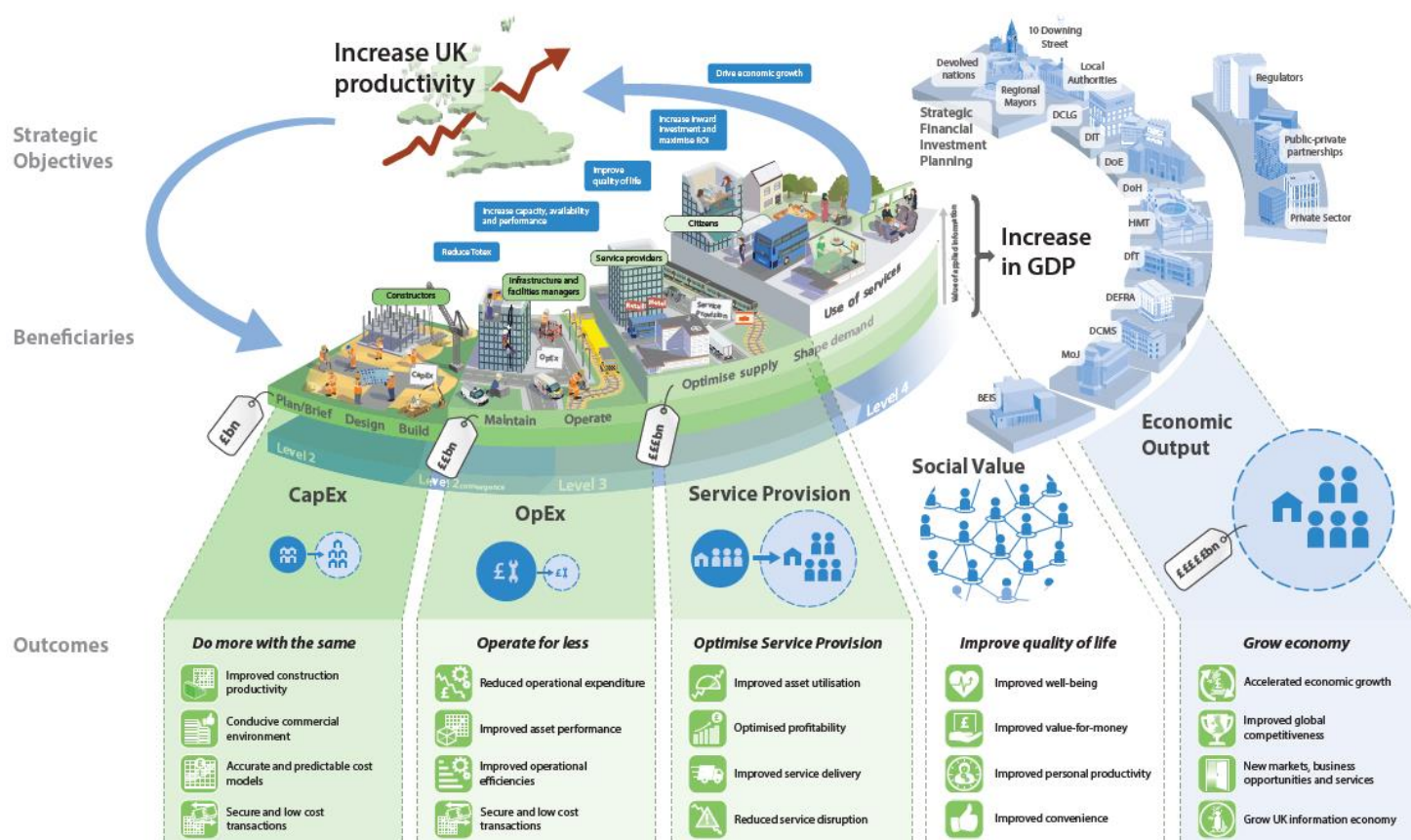

Figure 3 – Economic opportunity from a Digital Built Britain

Source: EY – Digital Built Britain

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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.
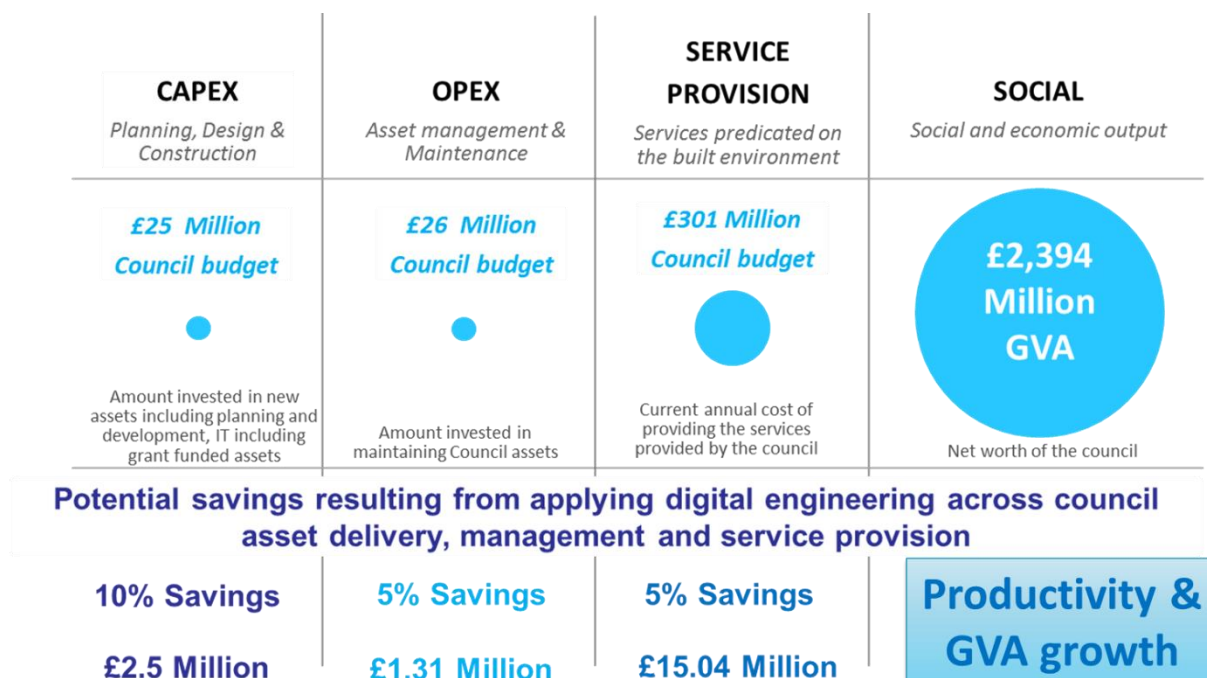

Figure 4 - Top-line economic analysis of Council service spend and potential economic benefit from Digital Island programme

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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.

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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.
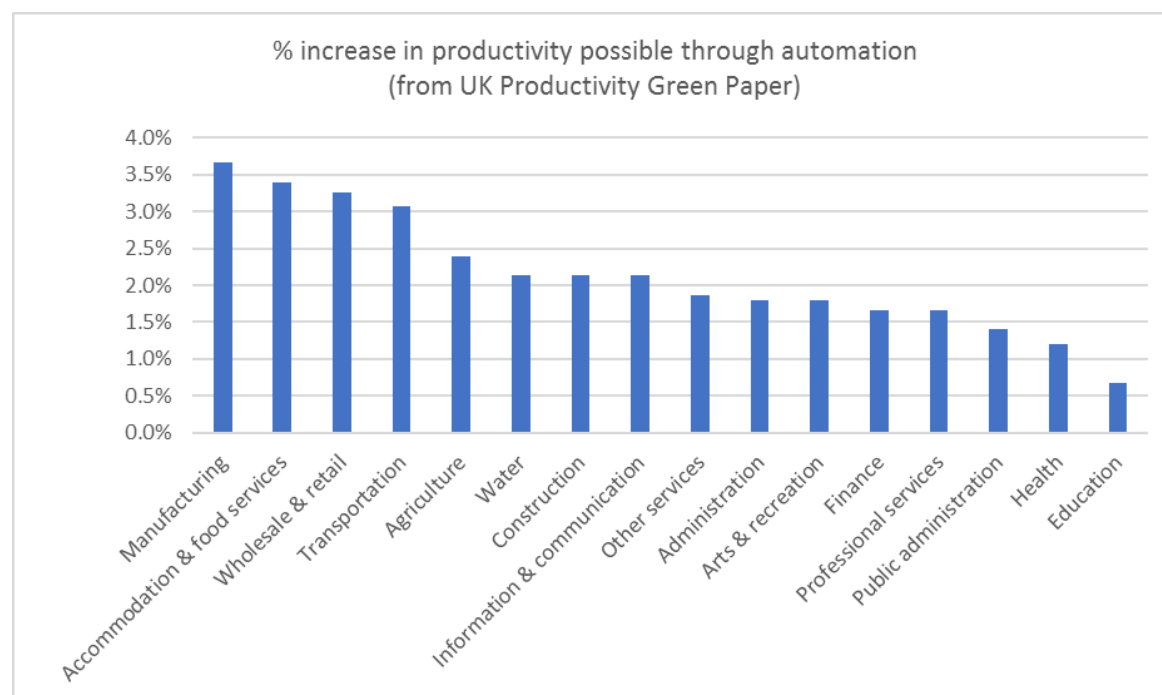

Figure 5 - Bar graph showing potential increase in productivity possible through automation

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 2. Accommodation and food services 3. Construction 4. Retail 5. Arts, entertainment and recreation	1. Accommodation and food 2. Wholesale and Retail 3. Manufacturing 4. Education 5. Administration	1. Agriculture 2. Accommodation and food services 3. Wholesale and retail 4. Real estate 5. Public administration	1. Manufacturing 2. Accommodation and food 3. Wholesale and Retail 4. Transportation 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

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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.
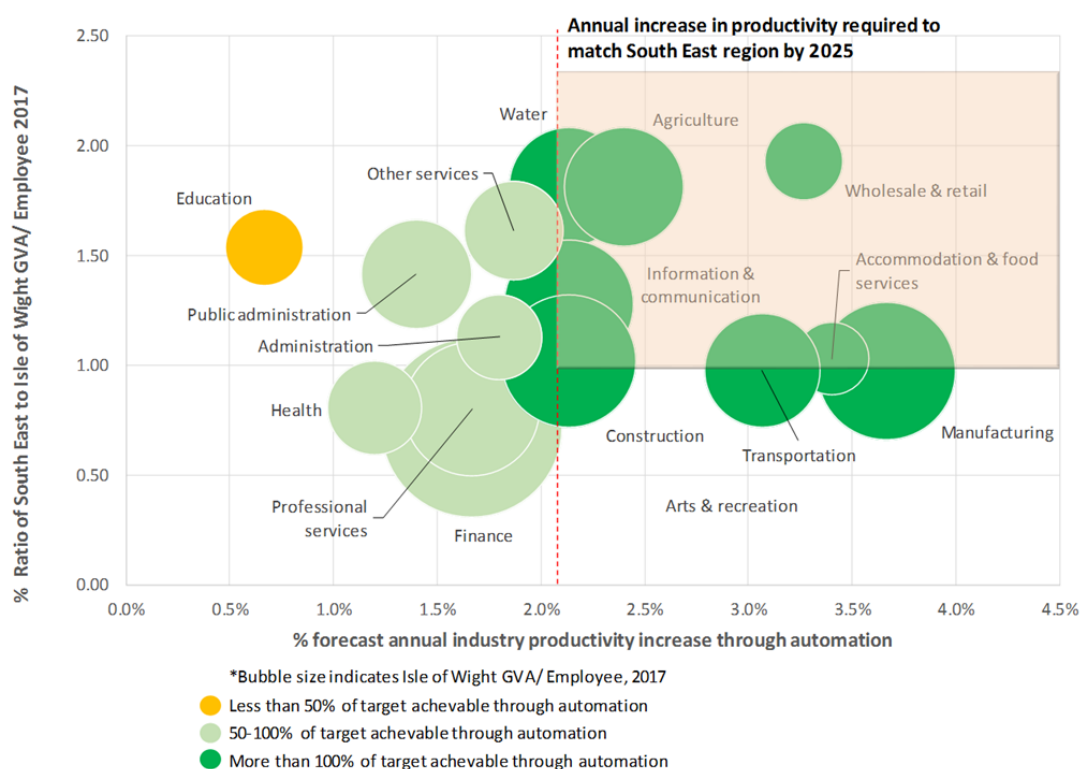

Figure 6 – Chart showing the 2017 GVA per employee in each industry, compared to the regional GVA / employee 2017 for the South East and the potential increase in productivity due to automation

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.

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The Future of Jobs Report[1] (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

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[1] *World Economic Forum (2018)*

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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.
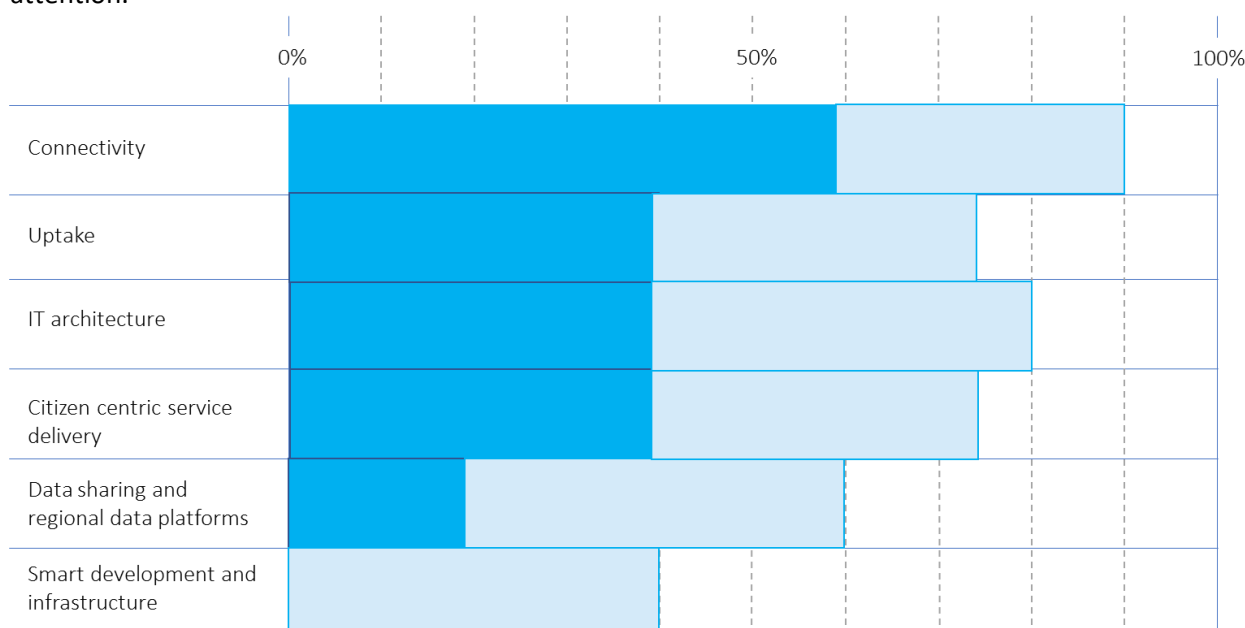

Figure 7 - Digital maturity across the key aspects of a smart community. Lighter shading indicates the range of answers given in the interviews.

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.

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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):

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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.

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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

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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.

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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.
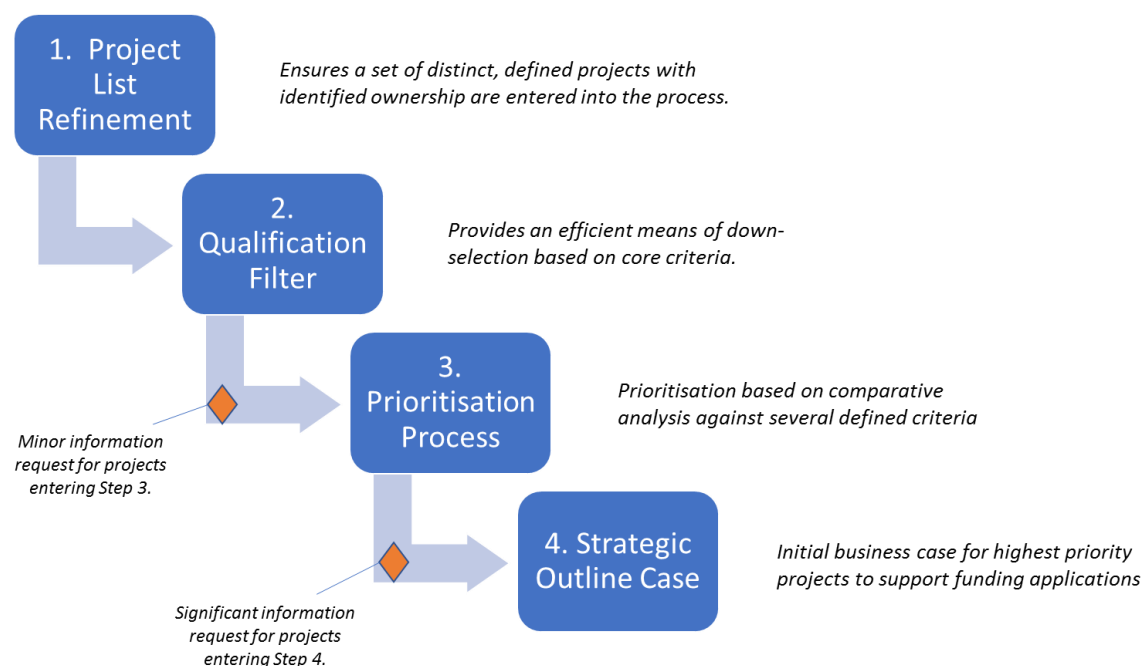

Figure 8 - Stage process designed to minimise effort for project owners early on

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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.
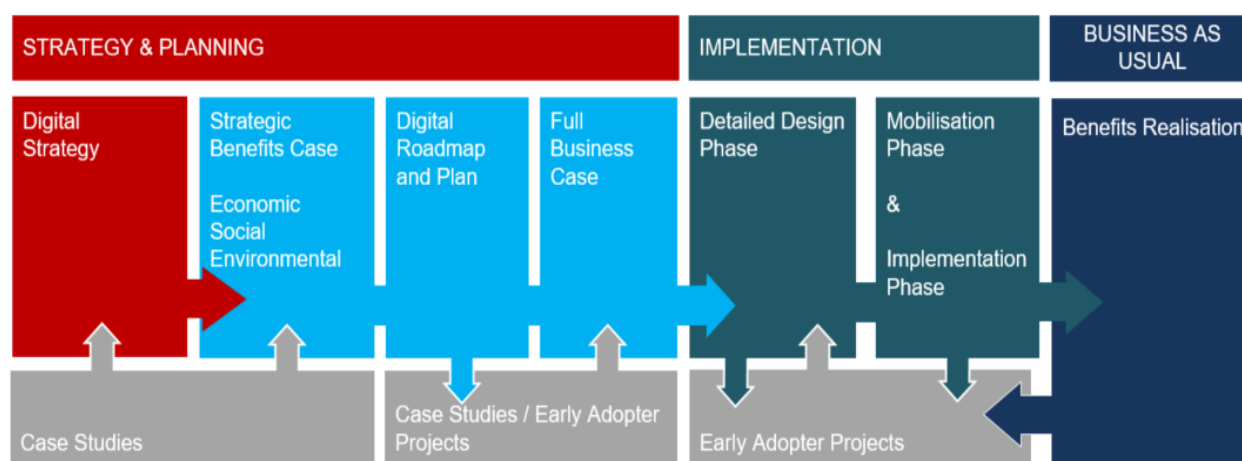

Figure 9 - Development phases of the digital strategy from planning through to implementation

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.

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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 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.

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:

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- 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

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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

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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.

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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.

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'.

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.

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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 chain[2]. At the housing level, delivering more affordable homes, at a quicker rate, has an immediate benefit to those individuals being able

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[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*

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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, CO_2 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 to[3]. 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.

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

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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 still 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 autonomation can replace the necessity

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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

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

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

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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'.

> 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.

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

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

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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

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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

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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.

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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					

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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 wold 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					

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No.	Description	Owner					
	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			🟩	🟩	🟩	🟩

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	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					

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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					

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