

Isle of Wight

Growth & Prosperity Strategy 2025-2050

Prepared by:

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Produced for:

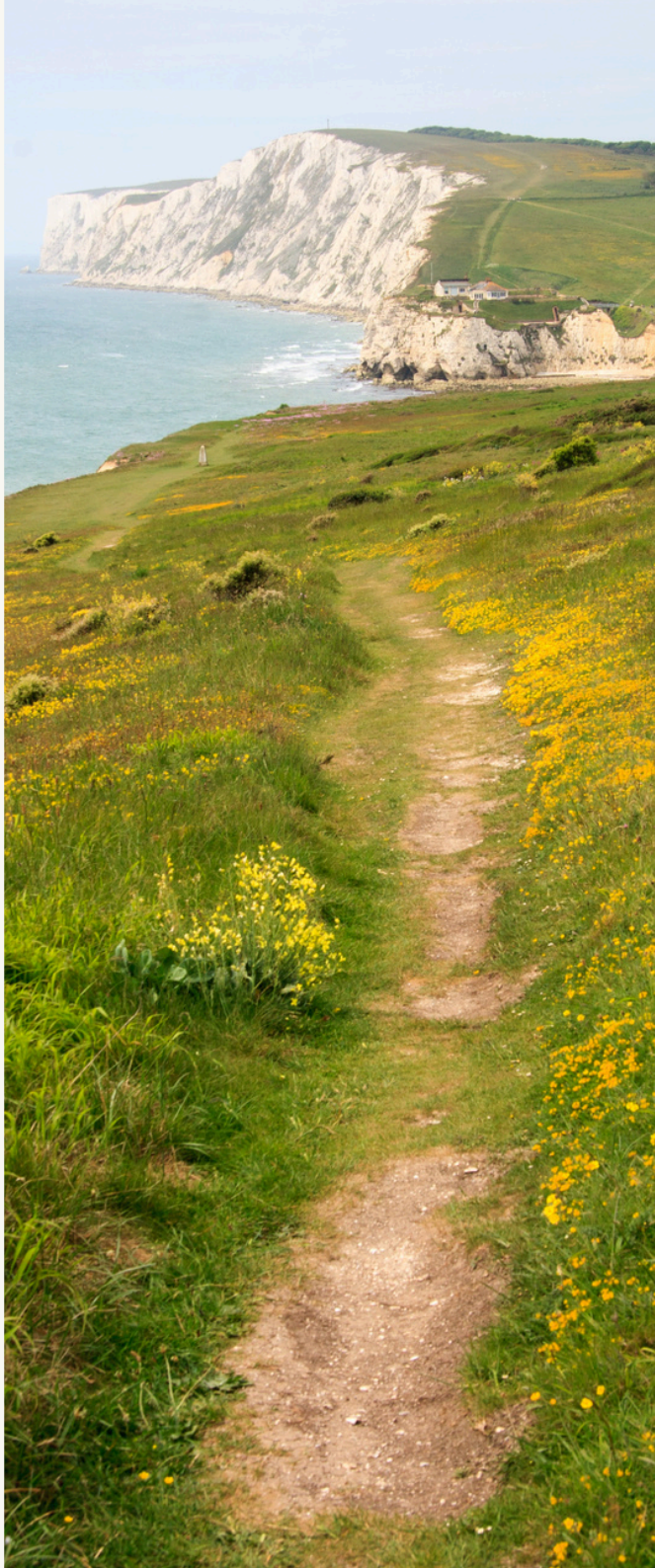
Isle of Wight Council

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Foreword

The Isle of Wight a unique place, an island community with a transformational opportunity to balance economic growth with an outstanding natural environment offering unrivalled quality of life.

Yet this quality of life is not shared by all, and challenges remain. The forecast decline in future working age population is a key challenge that must be met and addressed for our Island to meet its economic potential. This means retaining our talented young people and increasing aspiration, as well as portraying our Island as not just a beautiful place to visit, but one to live and work in too; especially for young people and families. A holistic approach is required to ensure growth is inclusive and reaches into the heart of our Island's more disadvantaged communities, so that economic activity gives rise to opportunities for current and future generations to access jobs and follow sustainable career paths.

Our local economy is diverse. The Isle of Wight is home to Tier 1 international businesses alongside a strong homegrown Small and Medium Enterprise (SME) sector which create economic resilience, ensuring wealth created on the island is retained. Whilst tourism is a major component, bringing over 2 million visitors to high profile events and festivals, we also have a manufacturing sector that contributes over £250 million per annum to our Island's £3.1 billion economy. We are home to pioneering advanced manufacturing companies, developing materials used in various high-tech industries such as aviation, motor racing and wind energy. We have a thriving creative sector with potential to grow, a strong foundational care economy, and a land-based industry in food, farming, forestry and nature conservation that manages 75% of our terrestrial environment. Inshore fisheries remain a feature of the Island's Solent coast and the eastern bays.

The Island has strong connections with Hampshire and the central south, the source of most of its annual visitors and incoming local residential migration, and the destination for most of its off-island commuting workers and emigrants

With a land area of 380 km^2 the Island lies at the heart of a UNESCO World Biosphere Reserve that extends for 1000 km2, reaching the borders of Sussex, Dorset and Hampshire as a Biosphere Reserve, our island is recognised internationally for the way its community and culture aspire to live in sustainable harmony with the natural environment. UNESCO Biosphere Reserves serve as 'learning places for sustainable development', integrating three main functions:

- **Health and wellbeing** – supporting the natural and human environment, conserving biodiversity and cultural diversity.
- **Wealth and prosperity** - through promoting socio-culturally and environmentally sustainable economic development.
- **Wise and skilled** - providing logistic support through research, monitoring, education, and training. These reserves test interdisciplinary approaches to managing social and ecological changes, offering local solutions to global challenges.



Foreword

This highlights our commitment to preserving the unique combination of natural beauty, biodiversity, and cultural heritage that defines our Island whilst harnessing new technology, research and development and skills to grow a prosperous and innovative future. This necessitates ensuring our natural landscapes and ecosystems are protected while fostering economic growth.

This balance between conservation and development is crucial, as it allows us to leverage our rich biodiversity to support eco-tourism and sustainable industries. By aligning our economic growth policies with biodiversity conservation and Net Zero goals, we can create a resilient and thriving economy that reflects national and local priorities whilst benefiting both the environment and our communities.

The forthcoming devolution agenda presents a transformative opportunity, granting us greater control over public investment and policy-making. This shift will empower us to tailor our economic strategies to the unique needs of our Island, and allow additional investment to foster innovation, enhance connectivity, and promote sustainable development. Making the most of this opportunity will require taking full advantage of the strong working relationships and partnerships that exist on the Island and across the sub-region.

This strategy builds on the extensive range of good practice being undertaken across the island currently, as well as new thinking and innovative approaches that have emerged in recent years. It is a call to action for decisive measures that will unlock the full potential of our island, transforming challenges into opportunities and setting sail on a journey towards a prosperous and sustainable future.



Executive Summary

The Isle of Wight is a unique island economy with a clear opportunity: to grow prosperity while stewarding an outstanding natural and cultural environment. That opportunity is matched by real challenges - a shrinking working-age population, low pay, uneven attainment, and transport constraints. This Plan sets a practical, balanced route to higher-value growth that is inclusive, investable and environmentally responsible.

During this next phase of growth, in opportunity, enterprise, and wellbeing, we must pursue a path of common betterment for all who live and work on the Island. The damaging polarisation that we have seen emerge in recent times, in economic activity, health equity, income and wealth distribution, demographic balance, and educational outcomes, must be reversed. Our economic strategy aims to reach into the heart of our Island life, restructuring and reinforcing the industrial foundations that will bring more and better opportunities to current and future generations.

As a UNESCO Biosphere Reserve, our Island has already been recognised for its sustainable balance between sustainable development, research and development and diverse culture and ecology. In our economic development strategy, we identify the contribution of themes and actions of the UNESCO Sustainable Development Goals (SDGs) and the IWC Net Zero Strategy to ensure sustainable growth. By assessing decisions against these frameworks, we aim to drive sustainable green economic growth on our Island and within the Biosphere Reserve embedding the Biosphere Reserve through our delivery strategies as a broad foundation rather than governing over them.

Success will be achieved by a more strategic partnership working across all sectors in the home economy of the Island, bringing public, private and social investment together in more productive and effective ways. This approach will at the same time be used to build wide-ranging research and innovation collaborations with the excellent and nearby south-coast universities with the intention of founding new ‘multiversity’ centres of excellence in our Island towns.

This strategy builds on the legacy and continuation of economic policy development here on the Island, in the Solent region, and now in the emerging devolved structure that encompasses Hampshire and the Isle of Wight. We believe that above all, it will be in the urgent and determined construction of new partnerships for a new future that the Island will succeed and flourish.

Why we need this strategy

Whilst our Island has many strengths, there are systemic weaknesses and structural challenges to overcome if we are to fulfil our potential and maximise future opportunity for all. These include a declining working-age population, issues with educational attainment and aspiration, seasonal unemployment, low wages and privatised cross-Solent connectivity with no public service obligations in place to the mainland. This strategy seeks to lay the ground for Island betterment and the growth of prosperity and wellbeing for all local residents and businesses.

How this aligns with wider public policy

This strategy is brought forward at a point where English devolution is high on the political agenda and the frameworks for local government reorganisation and new government funding are being set out across the proposed combined mayoral authority of Hampshire and Solent. This Strategy, alongside the Solent Growth and Prosperity Strategy and the skills and training plan presented in Get Solent Working (June 2025), produced by the Solent Growth Partnership, begin to build the investment priorities that will be the Island's focus within the new region (and particularly the Solent coastal sub-region). The Solent Growth Partnership area sits within the Southwest Net Zero Hub, funded by the Department for Energy Security and Net Zero as part of the government's clean growth strategy, to help the UK to reach its target of net zero emissions by 2050. SWNZH provides strategic and technical support to the public sector and communities to support projects from the earliest stages of feasibility and development, through to investment readiness and delivery.

As well as developing local and regional economic ambitions, this report is also informed by the UK Modern Industrial Strategy (November 2024), demonstrating the Island's close alignment with national priorities such as advanced manufacturing, life sciences and creative industry.

How this aligns with local public policy

This strategy aligns with key policies of the Isle of Wight Council that co-benefit and holistically lead the work of the council towards healthy, wealthy and wise communities living sustainably with the environment.

- Isle of Wight Health and Wellbeing Strategy
- All the Wonder Culture Strategy
- Isle of Wight Public Health Strategy
- Isle of Wight Poverty Reduction Strategy
- Island Planning Strategy
- Mission Zero – Climate and Environment Strategy
- Island Transport Plan
- We Can Be Active Strategy

How we developed this strategy

This document has been developed through a robust economic analysis and literature review to understand the economic baseline of the Island and its unique strengths, challenges and opportunities. Following this, an extensive business focussed stakeholder consultation process was undertaken, firstly to co-design a strong vision for growth before then focusing on sustainable development goals, sectoral themes and overarching principles, testing and refining the vision and themes whilst also focusing on key interventions to address the key challenges and harness the growth of economic opportunity.

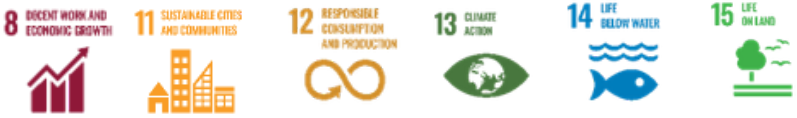
Business, Innovation, Digital and Green Technology



Environmental Enterprise and Rural Economy



Visitor Economy, Sport, Leisure and Events



Culture and Creative





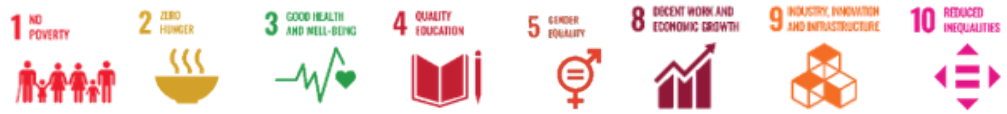
Connected Communities and Transport Infrastructure



Thriving Places and Care Economy



Skills, Education and Supported Employment



Introduction
Isle of Wight Economy
Vision for Growth
Priorities for Action
Delivering the Strategy

Introduction

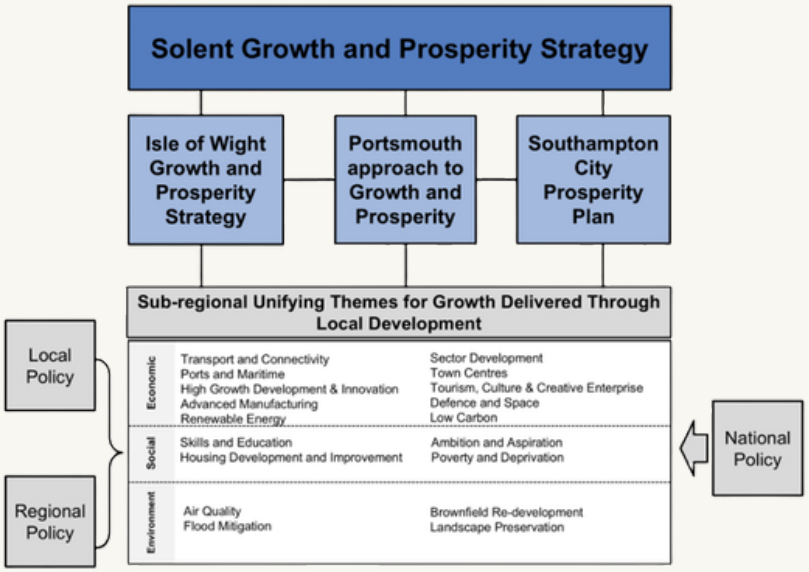
Why we need an Isle of Wight Growth and Prosperity Strategy

This Growth and Prosperity Strategy has been developed at a time of political and governance change. The closure of the Local Enterprise Partnerships in 2024 led to a requirement to refresh the economic priorities for the Solent sub-region (Isle of Wight, Portsmouth and Southampton) via production of the Solent Growth and Prosperity Strategy. This strategy nests into, and builds upon, the sub-regional Solent Strategy, with a sole focus on the Isle of Wight. It provides a set of economic priorities for the Island's future, building on its unique strengths and assets whilst addressing the challenges facing the Island. This structure allows unifying themes to be identified that resonate across the sub region and provides a strategic framework for delivering growth at the sub-regional level. The unifying themes are discussed throughout this Strategy.

Growth of economic opportunity and innovation on the Isle of Wight will be beneficial for the wider Solent sub-region, Hampshire and the Southeast, developing trade and supply chains, injecting increased dynamism into regional labour market movements, stimulating housing demand and provision, and contributing specialist competencies in rural enterprise, regenerative land and sea primary industries (farming, forestry, aggregates, fisheries, conservation), ecological engineering, the social/care economy, and the investment value of culture, place and identity.



Figure 1 – Framework for delivering sub-regional and local growth





The case for action

Substantial economic and industrial restructuring has occurred throughout the UK in recent decades resulting in strong growth in some localities and sectors while other areas have struggled with these changes. In London and the Southeast there has been widespread growth in the financial and business services sectors making these regions the prime economic drivers of the UK economy. Other regions in the Midlands, North and Southwest have not experienced the same degree of positive economic change with many sub-regions still grappling with structural economic change. Although an integral part of the Southeast region, the Solent sub-region has an economic structure like counterpart areas in the Midlands and North with a larger manufacturing sector, smaller business services & financial sectors and a strong reliance on port-related activity. Processes of deindustrialisation have affected the Solent and the strength of some of its core sectors masks underlying issues of lower productivity, business dynamism and labour market performance. Recognising these underlying issues and tackling them as part of a new approach to Growth and Prosperity is critical to reinvigorating economic growth in the Solent and the Isle of Wight.

The case for action continued

The Isle of Wight's socio economic context provides the case for action:

- Approximately 140,000 residents making the Isle of Wight the second most populated English Island after its near neighbour, Portsea.
- A population age structure that challenges future growth with a long term forecast of small annual net increase but a dramatic 20% reduction in working age population expected to result in a high 'dependency ratio'.
- A challenging picture in terms of educational performance that starts at school age with consequent impact on the qualifications and skills of the resident workforce levels of adult literacy and numeracy
- 4,680 businesses generating £3.1bn of Gross Value Added (GVA) per year. Island GVA is driven most significantly by the human health & social care sectors almost double that of the next ranking contributors in retail, accommodation and food services . All are characterised by large but low paid workforces.
- Presence of high value industries e.g. advanced manufacturing, composites, and marine sectors.
- A strong visitor economy, with approximately 2m annual visitors driven by a diverse tourism offer including nationally significant events.
- Strong levels of gigabit connectivity in many of the main settlements across our Island.

The Island's quality of life and assets are exceptional. Yet entrenched issues - demographic imbalance, low pay, uneven attainment, seasonal economy and connectivity barriers - limit potential. Left unaddressed, they will constrain growth, public services and community wellbeing. This strategy turns those pressures into a platform for investment by coupling pragmatic steps with carefully framed innovation.

The Isle of Wight is an integral part of the Solent sub-region but has distinctive qualities due to its physical separation (its 'islandness'), its internationally significant landscape and natural environment and the domestic structure of locally generated markets. There is a long-established and resilient small business community providing personal and household services, and vehicle sales and repairs, retail, construction and engineering, cultural and creative industry; food, drink and accommodation. There are smaller clusters of high turnover business in defence, renewables, and electronics and there is a largely privatised Island transport industry. The Island's visitor economy is dominated by accommodation and hospitality, with a core of well-known and well-established larger attractions. Visitor feedback consistently prioritises the Island's outstanding countryside and coast, the wildlife experiences they offer and the access to outdoor recreation and sport.

Developing this strategy

This strategy has been developed through the following steps, a method that was designed to create a locally nuanced approach to growth and prosperity on our island.

01

Data Analysis:

A wide range of socio-economic data was analysed.

02

Literature Review:

A broad range of policies, strategies and evidence base documents were reviewed.

03

Extensive stakeholder engagement

A broad range of stakeholders were engaged, including those across the public sector, businesses, further/higher education representatives, sector-based organisations, and a specific consultation with the young people that will be the future of our Island (See Appendix A for the stakeholders consulted).



Introduction
Isle of Wight Economy
Vision for Growth
Priorities for Action
Delivering the Strategy

Isle of Wight Economy

The United Kingdom (UK) has experienced a period of economic stagnation in recent years that has delivered subdued growth and productivity. However, recent economic trends suggest the UK economy is at a turning point, benefiting from the natural swings of the economic cycle as the worst of the current crisis is behind us.

Coinciding with this renewed sense of hope regarding improved future economic performance in the UK, the election of a new Labour Government in 2024 has placed economic growth at the heart of the political agenda for the next five years, which is reinforced in the recently published Industrial Strategy Green Paper. One of the new government's top priorities is to kickstart economic growth with an aspirational goal of achieving the 'highest sustained growth in the G7'.

The Isle of Wight is pivotal to the Solent sub-region, which will be critical to the South East's role in achieving the Government's growth ambitions going forward.

The Isle of Wight is unique. It is the largest island in England, and the most populated island to not have a fixed link (bridge or tunnel connection) to the mainland. Our Island is famous for its coastal scenery and outstanding natural beauty, with approximately half of our Island's area designated as National Landscape. Additionally, our Island and its surrounding in-shore waters have been designated as a UNESCO World Biosphere Reserve since 2019, in recognition of our environment, biodiversity, and aspiration to achieve a sustainable way of life. Biosphere reserves are 'learning places for sustainable development'. They are sites for testing interdisciplinary approaches to understanding and managing changes and interactions between social and ecological systems, including conflict prevention and management of biodiversity. They are places that provide local solutions to global challenges. Biosphere reserves include terrestrial, marine and coastal ecosystems. Each site promotes solutions reconciling the conservation of biodiversity with its sustainable use.

Biosphere reserves play a critical role in addressing global challenges such as biodiversity loss, climate change, and sustainable development. They do so through the realisation of three functions:

They serve as 'living laboratories' where new ideas for managing natural resources are tested and shared. These sites are vital for:

- **Conserving biodiversity:** Protecting rare and endangered species, unique ecosystems, and genetic diversity.
- **Promoting sustainable development:** Supporting local economies through eco-friendly practices, sustainable agriculture, and responsible tourism.
- **Fostering research and education:** Providing platforms for scientific research, environmental education, and community training.
- **Encouraging community involvement:** Engaging local people in decision-making and benefit-sharing, and preserving cultural heritage alongside natural resources.

01
Conserve
biological & cultural diversity

02
Develop
healthy & sustainable livelihoods

03
Learn & inspire
through research, education, monitoring & awareness-raising efforts



The primary economic partners to the Island are the cities of Portsmouth and Southampton, supported by direct ferry links to these cities as well as to the New Forest. This is the primary method of transport off our Island, which is operated by two ferry companies, Red Funnel and Wightlink and a hovercraft service from Ryde to Southsea. Separation by sea means that the Island has one of the highest self-containment rates in England, with a high proportion of residents living and working locally.

Our Island economy has a rich history of maritime trade, an industrial tradition of boat manufacturing and proud agrarian roots. During the Victorian era, our Island became a popular holiday destination, which has persisted since. The Island's history still shapes our economy today. The tradition of primary production on land and sea still underpins patterns of land ownership and development control. The Island boasts the presence of an advanced manufacturing sector primarily in marine engineering, defence and electronics. The Island's land-based industries have succeeded in diversifying high quality produce and a growing premium food and drink sector, alongside an inshore fishery that supplies high quality and high value produce to the Island and beyond. The Island's traditional tourist offer has remained resilient and continues to explore experiential diversification into long-season special interests such as wildlife, arts and culture, both recreational and 'adrenaline' sports, and increasingly the global education tourism market.

These areas of new tourism growth will be significantly supported by the UNESCO Biosphere designation and particularly the life science, conservation management and ecological design strengths emerging with regional partners, and the priority status of the Island for Arts Council investment, including 5 National Portfolio Organisations (NPOs), and substantial funding for venues and museums (The Island has one the highest per capita museum provisions in the country). The new national focus on biological sciences and the creative sector via the UK Modern Industrial Strategy is an invaluable boost to the **Island's new ambitions to grow opportunity, prosperity and productivity.**



Local strengths

- **A high-quality environment:** Our Island is set within one of just 3 World Biosphere Reserves in England. 20% of its land surface and 100% of its coast have special protections for their wildlife and habitat, and half of the Island is classed as a National Landscape. 15,000 species of plant and animals have been recorded here (a fifth of all those known in the UK) and another 4000 prehistoric species known from the fossil record. The Island is over 75% rural and its towns and villages include over 100 public parks, greens and gardens.

- **A future-facing economy:** The Island's strength in depth, in capacity, knowledge, delivery and networks, lies with its primary producers, its nature-based and environmental science sectors, its cultural and sporting offer, its dominant care economy, and its creative and design industries. These have all become national and international priorities for investment and innovation.

- **A connected island:** Our Island boasts strong active travel connectivity, with 1000 km of walking and cycling routes connecting every town, village and hamlet. Rail links to London mean that the capital is less than 3 hours door to door. Digital connectivity continues to grow with the roll out of high-speed broadband.

- **A thriving culture:** The Island is known for its year-round programme of international festivals, with a full programme of major events each year including the Isle of Wight Music Festival, Walking Festival, Ventnor and Cowes Fringe festivals, Isle of Wight Proms, Literary Festival, Garlic Festival, Biosphere Festival, Cowes Week, Round The Island Race, and many more. At a more local level, the Island's 33 parishes all have their own shows, carnivals, regattas and fairs with over 100 taking place each year.

- **Visitor economy:** The visitor economy of the Isle of Wight is nationally significant, generating 1.3 million overnight visits in 2023 and an estimated economic impact of £365m. The summer months see peak visitor numbers to the Island's seaside towns, events and the Island's attractive natural landscapes.

- **Natural capital:** National Landscapes (AONB) and the designated UNESCO Biosphere demonstrates uniqueness of the Island's natural assets. Biosphere status is supported by a set of nine principals that seek to embed 'Biosphere Thinking' into all aspects of island life.

Local challenges

- **Demography:** We face an unprecedented demographic challenge. Forecasts point to a drastic decline in the future working age population that runs counter to regional and national trends. The causes and solutions to the Island's demographic challenges are complex and multifaceted. However, the potential impacts are profound. Left unaddressed, this could lead to severe challenges to every aspect of island life and its economy.

- **Attainment and aspiration:** The educational attainment of the island's population is amongst the lowest in the UK. It challenges aspirations and future economic prosperity of the Island. If left unaddressed, this will lead to an escalation in the growth of low wage and precarious employment and the continuing rise of an embedded economically inactive population.

- **Deprivation:** Whilst large areas of the Island lead comfortable lives, with some parts known for their concentrations of 'high net worth', there remains severe pockets of neighbourhood deprivation, in both urban and rural areas. Rising inequalities in income, health, education and access to opportunity will inevitably challenge efforts to secure a more prosperous future for all. At a systemic level, the Island faces more chronic symptoms of disadvantage and decline with East Wight ranked the second most left-behind of all the English constituencies in the interim report of the Independent Commission on Neighbourhoods (ICON).

- **A low value economy:** Our Island's economy suffers from low productivity compared to national averages, both in terms of its size relative to the workforce and productivity growth terms. This is driven by multiple factors such as the limited presence of high value and technical businesses whilst key employment sectors (e.g. visitor economy and foundational sectors) typically offer low wages and seasonal employment. Island average monthly wages are consistently in the lowest 2% of the 179 NUTS 3 areas of the UK (approximately county scale).

- **Cross Solent transport:** The cost and journey reliability of the current cross Solent transport infrastructure is a major inhibitor of economic prosperity and island life. It can act to deter residents from pursuing opportunities and accessing services on the mainland and can discourage skilled mainland workers from bolstering the Island's workforce. The cost of cross Solent transport is particularly challenging within the context of the Island's low wage economy.

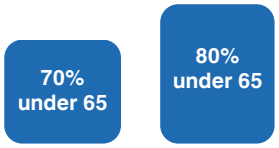
- **Visitor economy:** Whilst thriving during the summer period and an integral part of the Island's economy, the visitor economy offer has the potential to develop and diversify further to tackle the difficult lull-periods for business and the effects this has on business viability. Marketing must attract more visits from beyond the Southeast and overseas visitors to increase overnight visits and to do so into the shoulder and off-season months.

Population

142,000 people

23% of Solent Sub-Region population

Low under 65 population



Wages

Resident wages exceed workplace wages by 7%

Gross disposable household is 12% below England average

Labour Market

71% Employed
76% England

4.2% Unemployed
3.8% England

26% Economically inactive
21% England

Reasons for economic inactivity

- 33% Long term sick
- 27% Retired
- 15% Student
- 14% Looking after family

Education

Resident qualifications

27% up to level 4+
34% England

18% up to level 3
17% England

15% up to level 2
13% England

18% No qualifications
18% England

2024/25 Results

GCSE Attainment

57.9% Grade 4+
67.1% England

40.9% Grade 5+
51.9% England

Apprenticeship Attainment

52.9% Intermediate
63.3% England

48.6% Advanced
60% England

53.6% Higher
49% England

A-level Attainment

40.3% Grade B and above
55% England

17.6% Grade A and above
28.2% England

Productivity

Gross Value Added (GVA)

£3.1 billion

GVA per job filled

£49,494 pa

£62,751 England

GVA per hour worked

£34.40

£39.70 UK Average

Business

4,680 Businesses

Size (employment)

88% Micro (0-9)
16% construction, 13% retail

16% Small (10-49)
28% accommodation & food

14% Medium (50-249)

12% Large (250+)

Turnover

66% £0-£250k
14% construction,
14% technical

16% £250k-£500k
17% construction, 17% retail

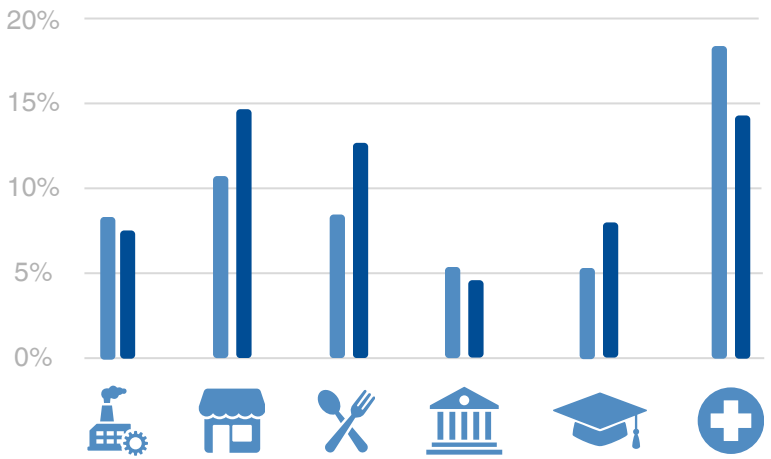
9% £500k-£1m

9% £1m+

GVA Contributions

- £607m Human health
- £261m Manufacturing
- £340m Retail
- £175m Education
- £340m Food & Accommodation
- £170m Public Administration

GVA EMPLOYMENT



Population

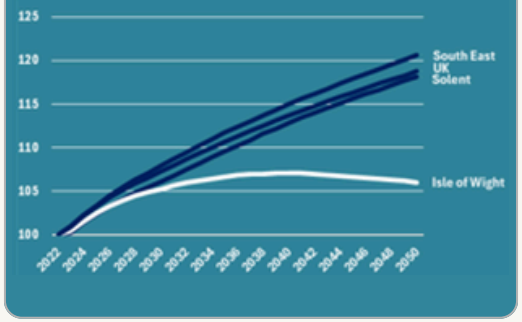
Population forecast to decline between 2022 and 2050 by

-1%

Compared to

6% in the South-East and **8%** in the UK

Working Population Growth Index 2022-2050



Housing

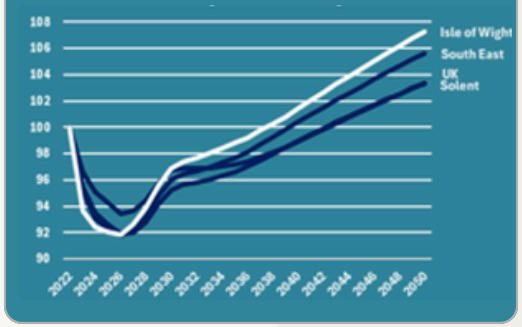
Median house price forecast to grow between 2022 and 2050 by

142%

Compared to

141% in the South-East and **52%** in the UK

Housing Affordability Index (2022=100)



Population

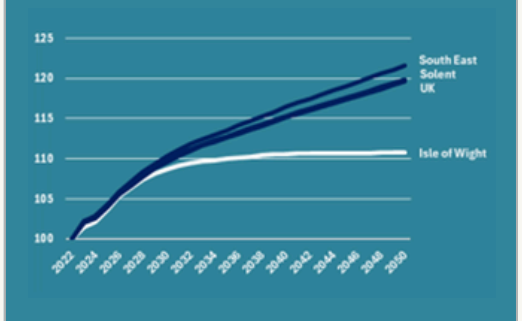
Employment forecast to grow between 2022 and 2050 by

11%

Compared to

22% in the South-East and **20%** in the UK

Employment Growth Index 2022-2050



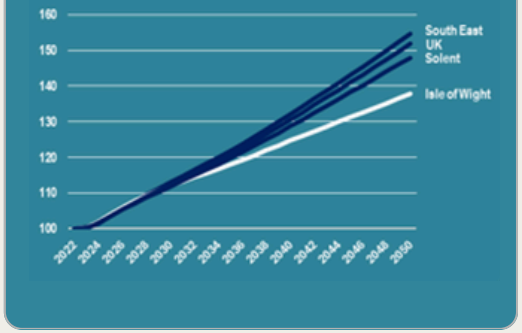
GVA forecast to grow between 2022 and 2050 by

38%

Compared to

22% in the South-East and **20%** in the UK

GVA Growth Index 2022-2050



Growth forecasts

Looking to the future, our Island is expected to undergo significant change particularly in terms of demography. Oxford Economics' 'policy off' forecasts predict the following socio-economic tends for the Isle of Wight if current trends continue. Without intervention, the Island's population, employment and output growth will increase at a slower rate that the UK average.

Growth Forecasts 2023-2050

Population Growth
Isle of Wight = -2.6%
UK = 11.6%

0-15 population
Isle of Wight = -18.8%
UK = 1.5%

16-64 population
Isle of Wight = -16.3%
UK = 7.1%

65+ population
Isle of Wight = 30.7%
UK = 36.8%

Employment growth
Isle of Wight = 11.6%
UK = 17.9%

Output (GVA) growth
Isle of Wight = 50.9%
UK = 57.5%



Policy statement

It is crucial to align our future plans and aspirations with the Government's priorities in order to secure funding and policy support for addressing our economic challenges and opportunities.

The Labour government has set out clear priorities, within its newly published Industrial Strategy that identifies economic growth being its primary 'mission'. This strategy will enable us to present and advocate for the key projects that will generate growth and prosperity locally, positioning our Island to benefit from the investment the government may be looking to provide to support long-term economic development. The Government's commitment to devolving powers and funding from the centre to strategic authorities (made up of local authorities), is also clear. This shift will enable us to make more localised decisions that directly address our unique challenges and opportunities and have greater control over our own destiny.

The opportunities presented by devolution mean that joint working with neighbouring authorities is essential. Our involvement in the Solent Growth Partnership (the Isle of Wight as well as Portsmouth City Council and Southampton City Council) to develop a sub-regional Growth and Prosperity Plan provides the basis for joint working. As a Council this means focusing on working in partnership and aligning our plans with sub-regional objectives, such as a focus on Business (increasing opportunities for local business), People (building the skills of our residents for the economy of the future), and Place (building good quality infrastructure to future proof our Island for its growth potential).



Vision for Growth

Setting a vision statement is critical for the development of our Growth and Prosperity Strategy so that all the stakeholders involved in its delivery are provided with direction, guiding principles and actions towards achieving a common goal.

Because of this a 'vision statement' was developed within a workshop of key stakeholders, and then further consulted upon with further stakeholders to ensure it reflected the desires and ambitions of those who will be entrusted with achieving it.

Vision Statement

A unique place, the Isle of Wight is an island of innovators with strengths in advanced manufacturing, maritime, creative industries and visitor economy alongside a strong foundational economy. The Island is distinctive with a rich heritage, culture, outstanding natural environment and UNESCO Biosphere Reserve status.

By 2050, the Island will be thriving with an economy that works in harmony with the land and sea. It will provide high quality and inclusive employment and skills opportunities, services that meet the needs of its residents, especially its young people, and excellent quality of life whilst also being an attractive place to live, work, visit and invest.

Overarching principles

Our Island is a truly unique place. It has a rich history, a stunning natural landscape, internationally renowned cultural events, together with industrial prestige. We recognise young people as critical to our future, involving them and ensuring their voice shapes our policies. We adopt a collaborative and co-ordinated approach, working in partnership with local business, public sector bodies and the community sector to address challenges and leverage opportunities. We aim to be inclusive and diverse to strive for equality, supporting residents including those in underrepresented groups to make the most of the opportunities on our Island and in our region. We also will be promotional and positive to ensure we sell our Island as an excellent place to live, work, invest and visit, highlighting its unique assets to visitors and investors whilst instilling pride in residents.



Sectoral strengths

Our Island has many sectoral strengths which we are looking to build upon:

- The manufacturing sector contributes over £250Mpa of GVA to our Island, and we are home to pioneering advanced manufacturing organisations (such as GKN Aerospace, Vestas and BAE), developing materials used in various high-tech industries such as aviation, motor racing and wind energy. This aligns with the UK Government's 'Invest 2035' Industrial Strategy which lists this sector as one of the eight 'growth-driving sectors' to be prioritised.



- Our rich maritime heritage has led to us being a hub for modern shipbuilding and marine organisations such as Aluminium Marine Consultants, Wight Shipyard Company and Cheetah Marine.

- We boast a vibrant creative sector, fostered by platforms such as Creative Island, Venture South, Isle of Wight Creative Network and Brave Island which provides training, mentoring and funding for young creatives. The Island's growing reputation for film and television is evidenced by the creation of Film Wight and the development of the new Medina Studios. Again, this is one of the 'growth-driving' sectors prioritised in the UK Government's Industrial Strategy.

- Land-based industries, farming, forestry, aggregates and conservation management, control 75% of the Island's geography. Together they exert significant influence on the supply of land for development, the Island's tourism offer (including access to nature), renewable energy (for example photovoltaic arrays and anaerobic digestion), nature-led funding and investment, Island food branding and marketing, and Island infrastructure and construction work.

Sectoral strengths

- **The visitor economy** and events are an important asset of the Island's economy. Approximately 2 million visitors travel to our Island each year to enjoy our diverse tourism offer that includes our unique natural environment, historic and heritage assets; opportunities for walking, horse riding, cycling and adventure sports; and our extensive programme of events including Cowes Week, the Isle of Wight Festival and the Isle of Wight Walking Festival.

- Essential sectors such as health, care, retail and education make up the **foundational economy**, with these sectors contributing over £1bn of our island's GVA (a third of our Island's total). Supporting these sectors is important to ensure essential services and infrastructure remain robust, promoting wider opportunities and quality of life across our Island. It is essential that we recognise and work with the scale of the Island's care economy (health and education). It represents 27% of total GVA and 30% of total employment but as well as being economically dominant, it is a social purpose sector that underpins Island life for all ages, and determines the quality of all future scenarios.

- A key strength of our Island, and a reason as to why so many people are attracted to live here, is its stunning **natural environment** which is a source of economic opportunity, enterprise potential, and investment appeal. We must work to maintain this key asset, whilst not undermining the ability for people to live and work here and for businesses to invest here. This means building the right housing, business space and transport infrastructure needed to connect different areas of our island, whilst maintaining and enhancing the natural environment.

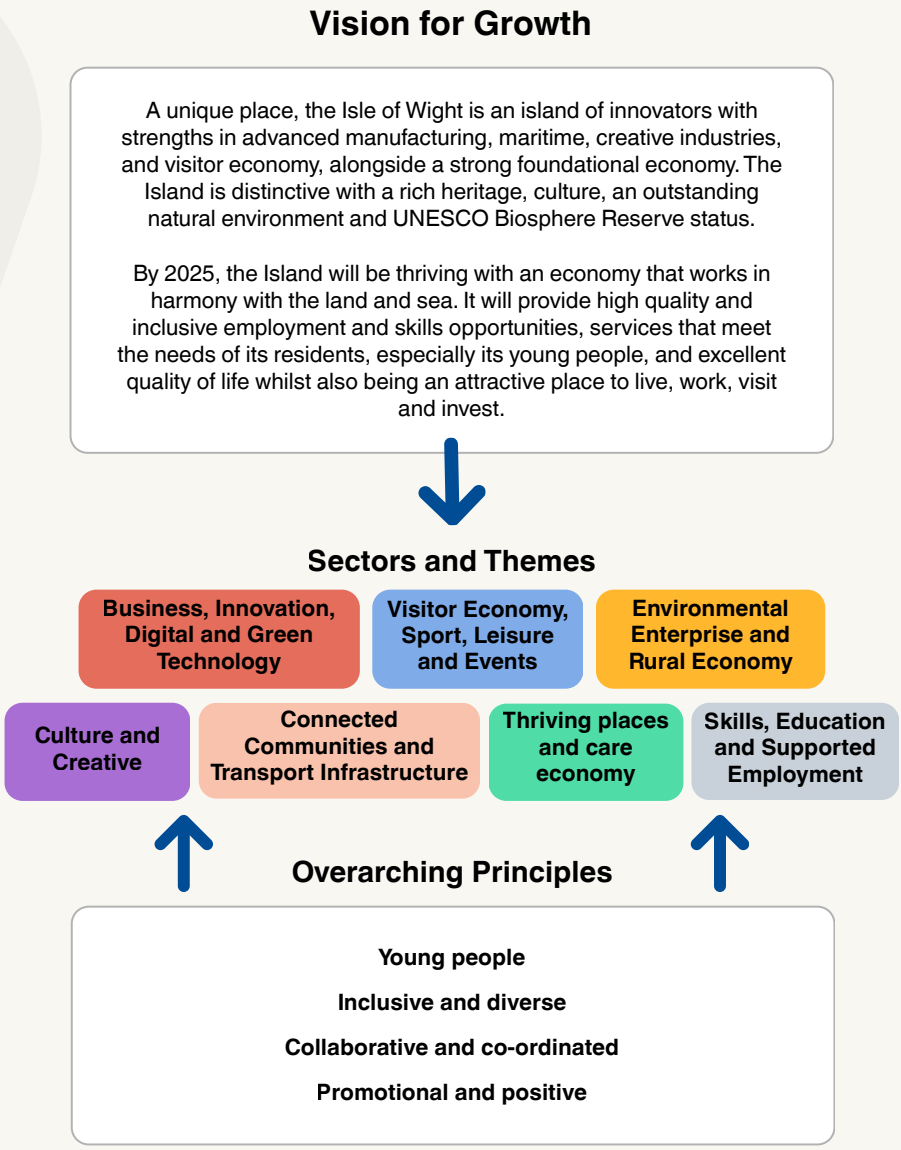
- **A thriving economy** is one that attracts investment to create well paid jobs in a diverse range of industries, innovating to embrace the concepts of a circular economy (i.e. reusing and regenerating materials to grow the economy in a sustainable way), harnessing creativity not just in the creative arts but in all forms of business.

- A place that offers an **excellent quality of life** – including a strong sense of community, belonging and pride in our Island; an outstanding natural environment, excellent digital connectivity, and social and economic structures that deliver opportunity, excitement and encouragement to young people, care and support to those in need, and lifelong learning to all.

Sectoral strengths

- An overarching theme that runs throughout the strategy is young people. As the future of our Island, action is needed to reverse current demographic trends, by both creating aspiration to retain current young people and attracting new young people, as well as young couples looking to start families. Economic planning and the rapid growth of opportunity, enterprise and productivity, must urgently address the loss of confidence, aspiration and positive expectation across Millennial, Gen Z and Gen Alpha cohorts when considering the possibilities of an Island livelihood.

- Another cross-cutting theme is collaboration. Close partnership working between the public, private and third sector as well as between the Isle of Wight and its devolution partners, will be critical to ensuring the delivery of this strategy is realised.



Priorities for action

The priorities for action have been developed by extensive consultation with a wide range of stakeholders, including local businesses and relevant industrial organisations. Consultation and engagement was undertaken during autumn 2024.

Business, Innovation, Digital and Green Technology

Our Island benefits from a diverse economy. We are home to innovative companies in many sectors including advanced manufacturing (which the UK Government has referenced in its Industrial Strategy), and modern shipbuilding and marine organisations.

We have declared a climate emergency, committed to achieve net zero emissions across our Island by 2030 and published 'Mission Zero' our Climate and Environment Strategy to take firm action across several policy areas, such as energy, transport, waste management and land use. This gives us the opportunity to harness our natural assets such as wind and tidal power.



How our Island's businesses create further employment opportunities for local residents, using innovative practices and responding to the climate crisis is of critical importance for future growth. For instance, the Island is well-placed to harness the potential of tidal marine energy.

It is well known that there are significant economic benefits to stimulating innovative activity. It is seen as a pre-requisite to long term economic development and underpins a large proportion of productivity growth. Our Island already has a focus on increasing the innovation of its businesses, with the 'Innovation Wight' programme based within Northwood-based 'Building 41' a modern, sustainable building which offers shared workspaces and flexible office suites, as well as acting as a focus for a range of business support activities.

There are several actions our Island can take to further embrace and drive business, innovation and green technology growth, including building closer relationships between the public and private sector and embracing the academic assets our Island has in order to increase knowledge transfer and technology development.

By 2050, we will be a leading hub for business, innovation, digital, and green technology. By leveraging our unique island assets we will foster innovative economic growth aligned with the Biosphere to increase the prosperity of our communities.

This vision will be achieved through prioritising the following:

- **Renewable Energy Projects:** Invest in solar, wind, and tidal energy projects to reduce reliance on fossil fuels and increase.
- **Energy Efficiency Programmes:** Implement initiatives to improve energy efficiency in homes, businesses, and public buildings.
- **Carbon Offset Programmes:** Develop local carbon offset projects, such as reforestation and soil carbon sequestration.
- **Heat Network Projects:** Develop local heat networks to support civic and business infrastructure.
- **Economic Attractiveness:** Position our Island as a prime destination for business and investment seeking out high environmental performance economy.
- **Innovation and Sustainability:** Utilise our Island as a test bed for innovative practices, digital connectivity, and green technologies.
- **Local Business Ecosystem:** Encourage local businesses to engage in procurement opportunities with anchor institutions and by providing comprehensive support to SMEs and aspiring entrepreneurs to drive economic growth.
- **Grid Modernisation:** Upgrade the local energy grid to enhance reliability and integrate renewable energy sources.
- **Energy Storage Solutions:** Invest in battery storage and other technologies to store excess renewable energy.
- **Local Energy Production:** Encourage local energy production to reduce dependency on external sources.

Visitor Economy, Sport, Leisure and Events

The visitor economy is a hugely significant element of our Island's economy, attracting around 2 million visitors spending around £280 million each year, with tourism accounting for about 30% of our economic output. We are the only Local Visitor Economy Partnership (LVEP) in the area andn are being used to develop the LVEPs across the region.

We host a variety of events including sports events and cultural festivals which are enjoyed by residents and visitors alike. The stunning natural environment of our Island can be enjoyed through a variety of outdoor activities, ranging from scenic walking and cycling routes. The Island benefits from several cultural and heritage sites including former royal residences, castles and museums.

Modern leisure centres in Newport, Sandown, and Ryde provide residents and visitors with plentiful opportunities for sports and leisure activities including gyms, pools, sports and a health suite.

Given its significance to our economy, we want to support the highly respected work of Visit Isle of Wight and encourage growth to the visitor and leisure economy. We want to see more people choose to visit, and when they come we want them to spend more time on our Island supporting more of our independent local businesses, retaining more wealth on our Island and enabling more residents to enjoy the leisure activities available to them here.

By 2050, we will transform our Island into a premier tourism destination, attracting more visitor spend throughout the year to immerse themselves in our Island's assets, boosting our local economy and retaining wealth within our Island.

This vision will be achieved through prioritising the following:

- **Expanding and diversifying our tourism offer** to create a year-round visitor economy by promoting and maximising the potential of visitor economy sub-sectors such as:
  - Business and conference tourism
  - Food and drink tourism
  - Sport and adventure events
  - Culture and arts
  - Wildlife and landscape
  - Educational tourism



Culture and Creative

We are an island of innovators, creators and makers who support a vibrant creative and cultural sector that contributes to our Island's distinctiveness and economic success. Creative Island, our Cultural Development Agency, aims to ensure all our residents can engage with the cultural sector. Its strategy focuses on nurturing new talent, encouraging widespread cultural participation and fostering a resilient sector. We also benefit from several excellent creative initiatives and networks such as The Isle of Wight Cultural Education Partnership (IWCEP) which works with local schools to integrate a creative curriculum, and The Isle of Wight Creative Network (IWCN) which fosters collaboration between its members.

We host a series of internationally renowned cultural events and festivals, drawing visitors both nationally and internationally, providing entertainment whilst also stimulating the local economy, with most businesses in the sector being small and employing local residents. The Island benefits from several prominent cultural sites and buildings as well as local artists selling their arts and crafts in galleries and stores around our island.

Significant opportunities for growth in the cultural sector exist. We want to build on our existing creative networks and the Arts Council National Portfolio Organisation status whilst also diversifying the sector.

There are plans for a state-of-the-art studio complex which aims to leverage our scenic locations and advanced digital infrastructure (such as digital connectivity) to become a major TV and film production hub, providing up to 400 high-quality jobs in its operation. This is complemented by our Island's official film office that plays a critical role in promoting our Island as a prime location for filming, helping to attract productions and boost the local economy.

By 2050, we will be a nationally recognised hub for creativity and culture, where our vibrant arts sector drives economic success and enriches the lives of all our residents.

This vision will be achieved through prioritising the following:

- **Support creative businesses to grow** via better coordination and more investment in future cultural leadership.
- **Transform underutilised buildings** into vibrant creative spaces to foster a thriving artistic community.
- **Build a resilient and entrepreneurial cultural sector** through strategic alliances with other sectors.

Environmental Enterprise and Rural Economy

The natural environment is one of our Island's greatest strengths, from being one of only three UNESCO Biospheres in England, to our excellent coastal walks. Our stunning landscapes attract thousands of visitors, and for some it makes them move to and settle on our Island. As well as sustainable development which reduces our carbon footprint, we must also look to enhance our natural ecosystems which draw so many visitors to our Island in the first place and which, ultimately underpin the quality of human health and wellbeing.

This is a priority not just because safeguarding our natural environment for future generations is the right thing to do. It is because in the pursuit of building a robust green economy, many opportunities will be created for jobs and innovative business creation.

By 2050, we will be a pioneering island community that leads in sustainability and environmental stewardship, achieving net zero emissions and preserving our Biosphere for future generations.

This vision will be achieved through prioritising the following:

- **Restore and protect Island ecosystems** to preserve the ecological health of the island via nature based and climate based solutions and investments.
- **Conservation and nature recovery programs** to protect and restore natural habitats and biodiversity through conservation initiatives. The Isle of Wight Local Nature Recovery Strategy (LNRS) published in May 2025, provides the statutory spatial plan to guide this investment and the proposed Isle of Wight Local Nature Partnership (LNP) will bring together key stakeholders, regulators, funders and practitioners.
- **Sustainable agriculture** to promote farming methods that reduce ecological impact, enhance soil health, protect the water environment.
- **Regenerative farming and Island food production** increasing self-sufficiency, improving food security, protecting and investing in Island farms and their workforce.
- **Natural capital and nature-based enterprise**, working with the Environmental Farmers Group, the Hampshire and Isle of Wight Wildlife Trust, IW National Landscape and others to design and promote opportunities that will attract investment from Biodiversity Net Gain (BNG), Environmental, Social, Governance obligations (ESG), government and lottery funding, fiduciary and reparation finance, and green philanthropy.
- **Share Biosphere knowledge** to foster a sense of community and shared responsibility for the environment. There is growing interest in the development of specialist centres of research and learning on the Island that can act as 'multiversity' campuses (expanding on existing academic partnerships with Portsmouth, Southampton, Bournemouth, Chichester and others), and become 'centres of excellence' accredited by UNESCO. Plans for such a facility in Sandown are already being set out by the Wildheart Trust and there are other locations where similar initiatives are proposed (for example Calbourne).

Connected Communities and Transport Infrastructure

Transport and its infrastructure are both critical elements of a connected island life, and foundations for our economic prosperity. Our transport network includes road, rail and ferry services alongside extensive public rights of way and cycle routes serving both residents and tourists.

Our Island has 803km of rural and urban roads, 767km of footways, 12,068 street lights, 209 bridges and structures, cycle ways, public car parks, signage, CCTV and street furniture. Upgrading and maintaining this infrastructure will be important to ensure journeys for residents and visitors alike are efficient and secure.

Public transport on our Island consists of our bus network, a railway which runs from Ryde to Shanklin and ferries which transport people and goods between our island and the mainland.

Investments in transport and infrastructure are vital for the future of our Island. By improving public transport, maintaining road networks to improve safety and delivering reliable and affordable ferry services we will not just boost the economic prospects of our Island; we will boost tourism, support local businesses and ensure residents are able to travel more efficiently to the places they live, work and play.



By 2040 we will have a world class, sustainable transport and infrastructure network that ensures seamless and affordable connectivity, supports economic growth in line with Biosphere principles and enhances the quality of life for all residents and visitors.

We will achieve this by adopting the 'Avoid, Shift, Approve' approach as highlighted in our Local Transport Plan, and delivering change against 6 key policies to improve and futureproof our transport network:

- **Policy 1, Accessibility and Safety:** The accessibility and safety policy area addresses the changes required to enable everyone to have access to the Island's transport networks in a safe and more sustainable manner.

- **Policy 2, Behaviour Change:** The behaviour change policy area covers measures which will influence the travel habits of our residents and visitors.

- **Policy 3, Infrastructure:** The infrastructure policy area addresses the physical infrastructure measures needed to make it more attractive to walk, cycle and take public transport, and make motor vehicle use more sustainable, while protecting the natural environment of the Island and increasing the resilience of our transport networks to the impacts of climate change.

- **Policy 4, Land Use Planning:** The land use planning policy area includes the changes in land use planning policy which will enable people to take fewer trips and prioritise travel for new and existing developments.

- **Policy 5, Sustainable Tourism:** The sustainable tourism policy area covers measures which will make sustainable leisure and tourist trips as attractive as possible.

- **Policy 6, Technology:** Finally, the technology policy area contains measures which will reduce the need to travel and increase connectivity between people and services using technology. It also covers how improved data can support a smarter transport network.

This vision will be achieved through prioritising the following:

- **Improve grid capacity to exploit new renewable energy generation opportunities** related to the electrification of Island transport Investment should be sought to deliver upon The Isle of Wight Network Study, which details the strategic network reinforcement needed to support our Island's net-zero ambitions by 2040.

- **Lobby to establish regulatory oversight and a public service obligation to oversee ferry services.** Reliability and perceived affordability of cross Solent transport links are a constraint to the economy and Island life. Greater regulatory control over services and minimum guarantees of service should be sought via devolution.

Thriving Places and Care Economy

Island life is inextricably linked to its geography, culture, heritage and landscape. We want to make all areas of our Island great places to visit, invest, work and live. This involves revitalising town centres, addressing housing need and making sure the economy works for all residents, particularly those living in areas of deprivation. Recognising the Islands care sector not only for its contribution to GVA but also the health and wellbeing of communities, and opportunities for social enterprise and community action.

Employment on the Island is dominated by care. Health, social and youth services, including education, account for 20,000 jobs, 30% of all Island employment. We must add to this the Island's significantly above-average dependency on long hours of unpaid, informal and voluntary care (including reliance on young carers) which have to compensate for often critically impoverished frontline services (often exacerbated by high-cost/low-pay outsourced care provision). We need an economic strategy that puts care front and centre, as a quality of Island life, not a burden, as a route to future possibilities, not a constant burden. In taking this approach and seeking out the possibilities for enhanced community prosperity, we must focus on more than 'hands-on' care, or the work people do when directly looking after the physical and emotional needs of others – critical and urgent as this remains.

'Care' is also a social capacity and activity involving the nurturing of all that is necessary for the welfare and flourishing of life (human and non-human). Above all, to put care centre stage means recognising and embracing our interdependencies, repairing social cohesion within and between our communities, and between our society and the natural world. This framing is precisely that which will unlock new routes to sustainable and purpose-driven investment in Island life.

We need our town centres and high streets to be a hub of economic and social activity. Whilst some thrive, others have struggled to remain vibrant, a challenge shared across the country. Yet with the right investment, we can foster the conditions to promote economic growth by creating new retail and leisure opportunities combined with public service hubs, anchor civic organisations and a creative approach to mixed use planning and development.



Recent examples of positive change in this challenging area are the High Street Heritage Action Zones programme in Ryde and Newport, which won over £2 million in direct investment to restore and revitalise the built environment of their town centres, work which has continued to unlock other sources of funding such as development contribution (Section 106). Each town had a programme of projects covering a range of activities including developing new uses for old buildings, restoring historic shopfronts and engaging the local community in the heritage of their town.

Addressing housing need, particularly the need for affordable housing, is both a key challenge and a top priority for our Island. The Council's planning policy sets out guidance on the types of affordable housing required, and the Council has supported innovative community-led housing developments such as the conversion of a high street building into a mix of studio and one-bedroom flats, available at affordable rents.

Creating thriving places also means ensuring the economy works for all residents. Social value is a powerful tool in making this happen, ensuring that economic activity (such as the spending power of public sector organisations on our Island, like the Council) translates into tangible benefits for local residents in need of support and generates a flow of income to community organisations. In doing so, we will equip residents with skills, foster new businesses, and support a virtuous circle of a thriving place.

By 2050, we will have transformed all areas of our Island into thriving, vibrant communities where Islanders enjoy a high quality of life, receive a high quality of care, and benefit from economic prosperity, community wealth building and a sense of security, rootedness and identity in their own neighbourhoods.

This vision will be achieved through prioritising the following:

- **Promoting housing sustainability and affordability** to support the needs of all residents.
- **Revitalising our town centres** which require support to maximise their potential.
- **Integrating social value into economic development** and supporting social enterprise to ensure the benefits of growth are shared more broadly.
- **Empowering community led development** to address local needs and priorities such as expanding Place Plans across the Island to enhance economic development and prosperity.
- **Working with the Island's 33 Town, Parish and Community Councils** to build a strong local economy and community.
- **Working with the Island's non-profit and charity sector** to develop their productivity.
- **Improve energy efficiency and reduce emissions by retrofitting publicly owned properties**, creating local business and employment opportunities whilst reducing emissions and consumer costs.

Skills, Education and Supported Employment

We are committed to developing an education and skills ecosystem on our Island that nurtures both current residents and the next generation of workers. We will do this by creating opportunities for young people and adults, attracting and retaining talent, and providing high quality education and training through our schools and colleges.

Critical to solving the challenge of a projected decline in working-age population is attracting and retaining more young people, whilst equipping them with the skills and training they need to succeed in the industries of our Island's future, such as tourism, healthcare and digital.

Our further education institutions provide a wide range of lifelong learning opportunities to our Island, from vocational courses to higher education. Their strong links with businesses ensure courses are designed to meet the needs of employers, with students gaining valuable skills and experience to train them for the employment opportunities on our Island and support being offered to people of any age in need of help with foundation skills.

Our University Centre allows students to gain university-level qualifications aligned to key sectors without having to leave our Island, encouraging the retention of young people.

The future success of our Island relies on our ability to attract and retain the workforce that will make our economy thrive in the future.

As such, education, skills, and employment are a critical priority for our future growth and prosperity, with the following investments chosen to ensure we equip our residents with the skills for the future:

By 2050, we will have a world-class education and skills ecosystem that nurtures talent, drives economic growth, and ensures all residents can thrive in a dynamic and sustainable economy.

This vision will be achieved through prioritising the following:

- **Expanding the Island's higher education** and research offer linked to the key employment sectors.
- **Create a comprehensive and inclusive skills education framework** to ensure the education and skills system aligns with local economic need.
- **Promote Career Pathways** and Lifelong Learning to increase awareness of local employment and training opportunities whilst equipping residents with the skills needed for a changing economy.
- **Establish a physical in-person all ages careers hub** across the Island enabling young people and adults to make informed choices through high-quality information, advice and guidance (IAG) and careers education.
- **Develop an Island mentoring scheme** to support young people and adults to maximise their potential and develop links to Island employers.
- **Provide the necessary support and guidance** to retain and increase the number young people and adults in learning and work.

Delivering the Strategy

To achieve the ambitious goals, set out in this document, a wide range of partners across our Island will need to work together. This includes a range of public bodies, the diverse base of local businesses, and the voluntary and community sector. By adopting a collaborative and coordinated approach, stakeholders will work in partnership to address the challenges we face and leverage our opportunities.

Success will be achieved by strategic partnership working across our key sectors that produce projects to deliver growth more quickly but also work to encourage innovation in our businesses supported by expertise in the Solent's universities. Ensuring the local economy is structured towards growth and future opportunities is a central tenet of this Strategy and is essential to ensuring growth can be sustained.

This collaboration is important to grow any local economy, but particularly so given our Island location. Our separation from the mainland presents us with a unique set of challenges – whether that be in terms of accessibility of labour markets or supply chains, but it also presents us with an opportunity to develop our strengths and aim for a higher degree of economic self-sufficiency. To achieve this, we must continue strengthening existing partnerships and develop new relationships. In doing so, we can develop our Island's economy but also achieve positive social, economic and environmental outcomes for our residents.



This will involve working in partnership to:



- Collaborate with public sector anchor institutions
- Support local businesses
- Support the local voluntary, community, and social enterprise sector
- Grow and support the working age population
- Work towards energy self-sufficiency

Governance

The economic strategy delivery will be overseen by the Island's Economic Growth Board. The Growth Board will be responsible for the delivery of the economic strategy, monitoring its progress and developing partnerships.

The Growth Board has a public private membership including local business, education, cultural, skills and transport leads. The economic strategy will be responsible for joining up other local strategies to focus on economic growth on the Island and will support the continued development and partnership opportunities across the wider geographical regions of Hampshire and the Solent.

As initiatives and priorities are developed, the Growth Board will ensure integration and alignment with local and regional economic growth and prosperity strategies.

Delivering the strategy's priorities

Delivering the strategy's priorities to help shape and influence everything we do will be guided by a number of key principles, that ensures the Island reaches its full potential. These include:

- **Exploration and utilisation:** the full potential that devolution may offer, including developing the case for future devolution to provide us with the powers and resources to address the challenges set out in the strategy.
- **Collaboration:** we will deliver through constructive and effective partnerships, both across the Island, and with external stakeholders. Importantly, we will always seek to embrace opportunities to collaborate with near Hampshire and Solent neighbours, national government, and internationally, where places can work together to achieve common aims and overcome shared challenges.
- **Community empowerment:** the opportunities that may arise from devolution will be extended to all communities across the Island as much as possible, engaging with, and empowering them to shape, influence, and deliver on strategic aims in a way that will be most effective and most significant.
- **Pragmatism:** to maximise the return on investment for public money, small, quick wins are considered, pursued, and valued as much as large-scale transformational interventions.
- **Accountability:** openness and transparency with partners, stakeholders, and people from across the Island, will continue to evolve across everything that we do, driven by a culture of strong governance and continuous improvement. We will work collectively to deliver a prosperous and productive economy that is effective and inclusive for all people and places.

Appendix A Stakeholder dialogue

Isle of Wight Council Consultees:

Name	Role
Lee Matthews	Strategic Manager, Community and Culture
Alex Minns	Service Director Community, Regeneration and Economy
Chris Brammall	Economic Development Manager – Business & Growth
Ella Clapham	Economic Development Manager – Skills & Employment
Colin Rowland	Strategic Director, Community Services
Amelie Rose Owen	Community Wealth and Special Projects Officer
Corina Westwood	Libraries and Heritage Service Manager
Ian Lloyd	Strategic Manager – Partnerships, Support Services, Adult Social Care
James Brewer	Planning Policy Manager, Planning Services
Julie Lambert	Post 16 Lead, Education, Inclusion & Access
Katy Hurd	Climate Change and Biosphere Co-ordinator
Michelle Love	Service Director, Highways and Community Protection
Natasha Dix	Service Director Waste, Environment and Planning
Robert Brindley	Adult Community Learning Service Manager
Sarah Teague	Strategic Manager, People and Organisational Development and Learning and Development
Stewart Chandler	Transport Strategy Manager, Highways and Transportation
Cllr Julie Jones Evans	Cabinet Member - Economy, Regeneration, Culture, Leisure and Elected Member for Newport Central
Cllr Phil Jordan	Executive Leader - Group Leader and Elected Member for Ryde North West

Partner organisations

- Arc Consulting
- BAE Systems
- Community Action Isle of Wight
- Connected Wight
- Cowes Harbour
- Creative Island
- English Heritage
- Environmental Project Support
- Hovertravel
- Isle of Wight Association of Town and Parish Councils
- Isle of Wight Chamber
- Isle of Wight College
- Isle of Wight Creative Network
- Isle of Wight Film Sector
- Isle of Wight Garlic Farm
- Isle of Wight Grain
- Isle of Wight Sports
- Isle of Wight Sports Foundation
- Isle of Wight Volunteer Centre
- Johnson Electric
- Medina Studios
- Mission Oriented Innovation Network
- Mission Zero
- National Trust
- Natural Enterprise
- New Carnival Company
- Parish, Town and Community Councils
- PC Consultants
- Film Wight
- Quay Arts
- Red Funnel
- Southern Vectis
- Students aged 16-18 at the Isle of Wight College
- Tapnell Farm Group
- The Federation of Small Businesses
- UCL Institute for Innovation and Public Purpose
- Vestas
- Venture South Cultural Investment Company
- Vikoma
- Visit Isle of Wight
- Waterside Pool
- Wightlink Ferries
- Yokogawa Marex

Stantec

Stantec is a global leader in sustainable architecture, engineering, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.

