

The background of the page is a photograph of a coastal landscape. In the foreground, there is a deep blue sea. In the middle ground, a white, chalky cliff extends from the left side towards the center. The sky is a clear, bright blue with several white, fluffy clouds scattered across it. The overall scene is bright and serene.

All the Wonder

The Isle of Wight Cultural Strategy 2023–2033

The role of the cultural strategy is not to provide all the ideas... it is to describe a culture in which *everyone* can have ideas, be recognised and feel valued



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

Alfred, Lord Tennyson : Freshwater, Isle of Wight

The Island is both one place and many places...
it's a set of communities in which each town and parish
has its own distinct character united by geography



Why a *cultural* strategy?

Whilst there are many examples of people achieving great things locally, there is a lack of an Island-wide vision and expression of the particular identity and challenges we face, with an often fragmented and fragile ecology.

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

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

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

The cultural strategy is, above all, a way of helping the Island make those connections, to grow and enjoy its talent, and share the cultural offer far and wide in the world. It has been developed by Creative Island (formerly The Island Collection) through a process involving over 500 people and organisations and has been adopted by the Isle of Wight Council.

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

LGA *Culture in a Box* report, February 2020



How we developed the strategy and what we learnt

We set out to create a strategy unique to the Island, that speaks to its aspirations, needs, and challenges. We used the Local Government Association (LGA) *Culture in a Box* framework as a guide, whilst ensuring we connected with the widest possible Island community. Our research, combined with dialogue and consultation with representatives from a broad spectrum of stakeholders, led us to engage with over 500 people.

Many of these conversations have just begun, and the strategy will need to be regularly reviewed and updated as dialogue continues, and new insights emerge.

What we have learnt so far has informed the development of the strategy, with key insights including:

- Island people are enterprising, adventurous and maverick
- Young people can struggle to find inspiration or aspiration on the Island: they feel/are told the only way to succeed is to leave the Island and go to university
- There is no university on the Island, and limited access to HE qualifications
- Much employment is seasonal and low wage
- Vulnerable young people are concerned with the very basics of life – roof, food, job – they cannot even start to dream about what they want from life
- An active older population is looking for purpose beyond family and friends
- There are isolated and diverse communities that can feel excluded from the mainstream
- Mental health and well-being are issues across generations
- Great culture and creativity is delivered by a strong entrepreneurial grassroots community on the Island yet there is a lack of strategic leadership, and cultural organisations are fragmented and fragile
- The Island has an internationally important cultural and natural heritage to share with local residents and visitors, yet with the exception of fossils and dinosaurs, it is quite hidden/disconnected
- Biosphere thinking and status is an important opportunity and USP
- Over 2.5 million tourists visit the Island each year
- External perceptions of the Island often conjure up a seaside resort set in the 1950s and most certainly not the youthful or diverse community it is
- Local residents are often excluded from engagement with cultural opportunities because of cost, limited public transport, relevance and interest to them
- Culture is present in each part of the Island; each community on the Island has a distinct character and this plays out into its cultural scene
- There is an appetite for a strong emphasis on sustainability and climate action driven by Mission Zero Together
- There is lack of opportunity and support for developing creative practice (across the creative industries) on the Island.



Our culture is shaped through all the ways we express who we are: through the stories we tell each other, the food we eat, the language we use, how we play and learn, the songs we sing and the way we greet each other



A cultural strategy for the Isle of Wight

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

And yet the Isle of Wight faces a set of particular challenges. Our population of 140,000 is getting older as more people move here in later life, and more young people leave. There are pockets of deprivation scattered across the Island and social and geographical mobility for some is low. Many jobs are seasonal, in tourism, or in public sector organisations. There are also limited post-18 education opportunities relative to other parts of the UK, which constrain ambition around skills development.

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

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

Vision

By 2033, the Isle of Wight will be nationally recognised as a distinctive set of communities with a rich cultural heritage and vibrant creative spirit.

Goals

- 1 Become known for our heritage and creativity
- 2 Nurture, retain and attract creative talent
- 3 Encourage everyone to engage in cultural activity
- 4 Foster a resilient, environmentally sustainable cultural & creative sector



We will work at ensuring that our young people are equipped with the creative skills and confidence to shape their world



Goal 1 Become known for our heritage and creativity

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

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

Objectives	2023	2024–25	Results by 2033	KPIs	Lead	Key deliverers
Develop the concept of an 'Island of Culture'	Develop a set of descriptions for the Island and more locally for different audiences: <ul style="list-style-type: none"> • People who live here • Creatives who might move to live/work/study here • People who might visit the Island 	Distribute descriptions at visitor/community gateways Transform Creative Island website to express the concept Initiate development of an Island of Culture Festival 2026 campaign Establish UK and international touring partnerships	Will have developed a model of an Island of Culture Festival Applied for UK city of culture, Island Games or similar Work with an organisation like Island Innovation on an international Island of Culture concept	Measurable increase in creatives based on the Island 5 cultural clusters formed Minimum of 8 heritage buildings re-purposed Audiences for cultural organisation is doubled from 2023 Cultural sector has adopted a zero carbon footprint strategy	Creative Island	IW Council, Together for Mission Zero, Wight BID, Visit Wight, ACE National Portfolio Organisations, cultural organisations, creative practitioners, Venture South, Julie's Bicycle
Build infrastructure to increase capacities and skills	Begin audit of infrastructure/skills/capacities Enable sectoral conversations with heritage, arts, cultural spaces	Complete audit, and plan for development Distributed model for cultural development on the Island Embed into IW Council place plan reviews Build professional skills programme via IW Creative Network	Distributed model for Island natural and cultural heritage established with shared programmes A broader professional base to support Island activities and ambitions exists Island retains and attracts artists and makers	Minimum of 3 major capital investments Creation of multi-purpose Government Indemnified mini-gallery spaces	Creative Island IW Council	IW Council Parish and Town Councils, ACE National Portfolio Organisations, cultural organisations, creative practitioners, Mission Zero Together Working with: national partners eg. Natural History Museum, Royal Museums, Julie's Bicycle
Identify opportunities for maximising existing resources	Explore underused physical assets	Create publicly accessible database of available studio, making and storage spaces	Artists and makers are a recognised part of the islands business community	An Island-wide network for the cultural and heritage sector supported by 5 more local Island hubs	Creative Island	IW Council



Our ambition is for the island to be known globally as a place with a vibrant, accessible, evolving grassroots culture



We are committed to developing a more collaborative, generous and ambitious culture that attracts new investment in social and commercial activity

Goal 2 Nurture, retain and attract creative talent

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

Objectives	2023	2024–25	Results by 2033	KPIs	Lead	Key deliverers
Initiate a creative workforce development programme to support teachers	Undertake audit of current creative curriculum practice/ offer on the Island	Develop a baseline menu of creative curriculum	All CYP on the Island have first-hand engagement with professional creative experiences as a regular part of their core curriculum	A measurable increase in number of GCE creative subjects Trackable measure of young people going on to further and higher education in creative subjects	Creative Island (IWCEP)	Island schools, IW Council, ACE National Portfolio Organisations, IW museums and schools, IW libraries, cultural organisations
Develop and support bespoke creative industries programmes post 16	Establish a post-16 creative education group Undertake an audit of current provision and ambition on the Island	Investigate regional and national support models and share examples of what might be possible	CYP as well as adult learners have opportunities available for creative study accessible on the Island	3 off-Island FE and HE relationships established	Post 16 Creative Education Initiative	Creative Island, IW Council, IW College, ACE National Portfolio Organisations, IW museums, creative practitioners
Ensure cultural venues are relevant, accessible, welcoming, spaces for all	Key aspect of audit Develop a cross-Island young people cultural spaces audit	Analysis and establish plan that responds to audit Develop a funding to address audit finding	Cultural venues are considered valued spaces for being and making by young people	Every young person has access to bespoke cultural provision within 5 miles of home	YP Cultural Spaces Initiative	IW Youth Trust, IW Council, YMCA, Creative Island (IWCEP), ACE National Portfolio Organisations
Establish professional development programme	Audit existing professional development opportunities	Develop and make available a programme of professional development courses, training and mentoring	Creatives are able to easily access local, regional and international CPD opportunities	Measurable and increasing number of Islanders accessing CPD opportunities	Creative Island	IW Council, IW College
New Leadership is nurtured locally	Identify what exists and model	Action Learning set piloted	The Island has the networks and capabilities to nurture new leadership	An established leadership programme exists 3 connections to national and international development programmes exist	Creative Island	

Goal 3 Encourage everyone to engage in cultural activity

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

Objectives	2023	2024–25	Results by 2033	KPIs	Lead	Key deliverers
Build quality and diversity of offer through regional, national and international partnerships	Showcase existing arts and culture Audit existing and potential touring venues on Island Support delivery of Open Studios	Develop regional, national and international touring partnerships Build partnerships for an Island of Culture Festival Develop investment programme for new touring	Sustainable touring partnerships embedded into IW cultural offer	Audiences for cultural organisation has doubled compared to 2023 5 new major national partnerships 7 nationally significant organisations	Creative Island	ACE National Portfolio Organisations, Island Heritage Group, cultural organisations, creative practitioners Working with: regional, national and international partners
Develop understanding of current and potential audience impact	Gather baseline data from cultural organisations Set up audience data collection and analysis framework	Initiate building a body of evidence	Solid body of audience impact data and insights accessible to all, closely informing future planning of cultural activity and investment	Solid body of audience impact data and insights accessible to all, closely informing future planning of cultural activity and investment	Creative Island	ACE National Portfolio Organisations, Island Heritage Group, cultural organisations, IW Council
Better understand role of voluntary sector	Initiate dialogue with amateur and voluntary sector	Identify needs and explore means to address, especially around audience	Ambitious, resilient amateur and voluntary arts sector	Established partnerships and MOU with community action		IW Community Action, Equals, IW Council, libraries, ACE National Portfolio Organisations, Island Heritage Group, cultural organisations, Artwork, IW Youth Trust, HM Prisons, NHS Trust
Extend range of communities engaged in cultural activities as audiences and makers	Audit who is and is not engaging in cultural activity across the Island Forge unlikely alliances with new partners	Fundraise for a programme of cultural initiatives that celebrate all Develop Island library network as hubs Develop a volunteer recruitment model	No community on the Island is excluded from engaging in great creative cultural activity across arts, museums, heritage, sport, food etc. Great cultural activity enriches lives of all who participate	3 partnerships with non creative sectors established	Creative Island	National Rural Touring Forum
Explore needs and opportunities for village cultural provision	Audit what currently exists	Pilot offer of professional arts delivered hyper locally	Every part of the Island can easily access high quality arts	Every person has access to cultural provision within 7 miles of home An Island-wide network of 5 creative hubs exists	Creative Island	

The Island's culture resides in the heart and soul of *all* its people



We are clear that successful delivery of this strategy is inextricably connected to protecting and improving our natural environment



Goal 4 Foster a resilient, environmentally sustainable cultural & creative sector

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

Objectives	2023	2024–25	Results by 2033	KPIs	Lead	Key deliverers
Support the cultural and creative sector to be resilient through shared ventures, and commercialisation	Audit resilience of cultural sector infrastructure Audit status of creative industries	Devise improvement plan Mentoring and networking Shared operations/venue consortia Access to market opportunities (eg. open studios, artisan markets) Event planning toolkits	Cultural and creative sector on the Isle of Wight is regionally, nationally and internationally connected; and strategically and financially robust	Established relationships with commercial and off-Island in	Creative Island (including IWCN)	Cultural organisations, IW Council, Skills Partnership
Become an active partner in regional national and international initiatives	Build collaborative relationships with development agencies in regionally and nationally Forge alliance with regional and national government Establish relationship with Island Innovation initiatives	Active creative, financial and operational partnerships in place with regional and national organisations	Isle of Wight cultural organisations are regular partners in regional and national projects	5 national or international partnerships are on-going	Creative Island	Cultural organisations, Solent LEP, Portsmouth Creates, Southampton 2025, Hampshire County Council/ Hampshire Cultural Trust, IW Council
Develop a new culture fund for the Island	Initiate dialogue with WightAID or Community Foundation around current funds	Test the model for a cultural endowment fund	The creative and cultural sector has access to a variety of local and national investments	Established new cultural fund		Creative Island, WightAID, IW Council

Background notes

Leadership and governance

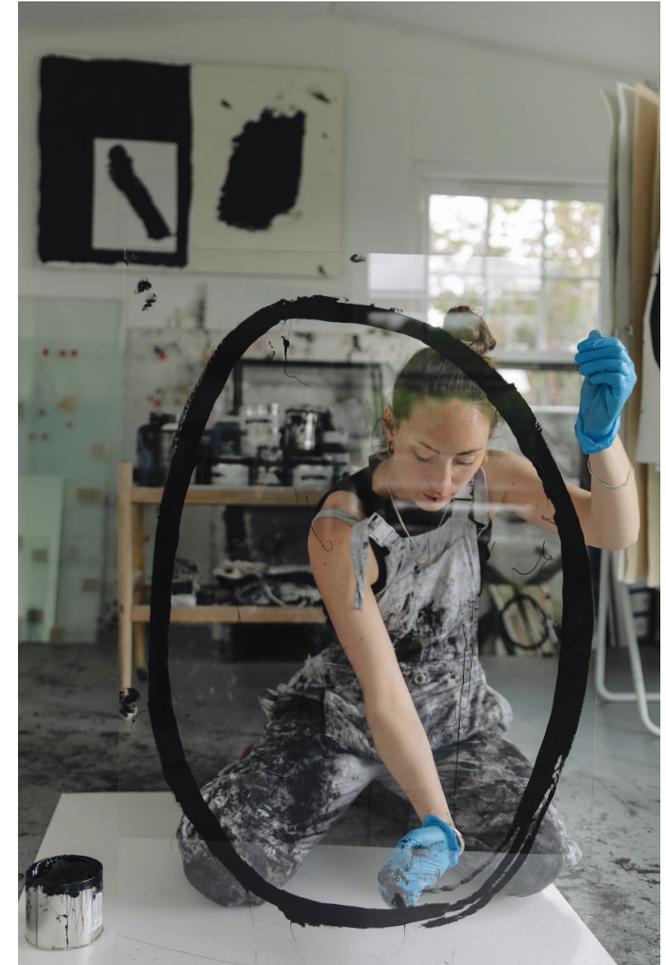
Creative Island (formerly The Island Collection) will take on the role of delivering the cultural strategy as part of its ACE and Isle of Wight Council funded role, 2023–2026.

The role of the Isle of Wight Council is to:

- champion, oversee and monitor delivery of the strategy through the Island of Culture Compact, and through regular reporting on progress to Council
- contribute, through cabinet members for regeneration and culture, to Creative Island board meetings as the lead body for progress and review
- provide funding for Creative Island as per its ACE NPO match-funding commitments (2023–2026)
- support/lead on practical delivery of elements of the strategy under its remit, as relevant
- actively seek and support opportunities for securing additional investment into delivery of the strategy.

The role of Creative Island is to:

- facilitate delivery of the strategy during at least the period 2023–26, subject to ACE NPO and IW Council agreed match-funding: especially supporting the administration of the leadership governance groups as described above, including the facilitation roles of IWCEP and IWCN
- provide leadership and agreed ACE NPO/IW Council investment into delivery on aspects of the strategy
- ensure the strategy achieves goals through partnership and yearly/twice yearly reviews of key areas of activity.



Background notes

Securing investment for delivery

Arts Council England (ACE) has identified the Isle of Wight as a priority place for strategic and funding support and has committed to investing £2.25 million via five cultural organisations designated as National Portfolio Organisations (NPOs). NPOs receive investment from the Arts Council for a three year period to deliver on the national cultural strategy, *Let's Create*. On the Isle of Wight, the NPOs are:

- Creative Island (formerly The Island Collection)
- Shademakers
- New Carnival Company
- Quay Arts
- Ventnor Exchange

The Isle of Wight Council is providing additional funding to support Creative Island's delivery of this work. These once-in-a-generation investments will enable the Island to kickstart a culturally-driven transformation as outlined in this strategy. It also presents a unique opportunity to leverage major investment from a variety of other funding sources.

This requires a fundraising strategy which:

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

It is recommended that the Island's cultural sector collectively invests in commissioning strategic (major) fundraising expertise.

Summary minimum estimate investment target 2023–26:

£2–3 million including specific investment for young people and library improvements.

Of which at least £275,000 is secured via current ACE NPO/IWC commitments.

Other key investment opportunities include:

- UK Shared Prosperity Fund
- Island connected sponsorship and support in kind
- Solent Local Enterprise Partnership
- Local Skills Investment Partnership
- DCMS/ DCLG and other government initiatives (including Justice)
- ACE Project and Capital Grants (including Unlocking Collections)
- ACE/DfE Museums, Schools and Library funds
- Historic England and NL Heritage and Community Fund
- Regional, national, and international cultural partnerships
- Private investors and philanthropists
- WightAID
- Visit Isle of Wight and Wight BID
- Chamber of Commerce
- Various small trusts and foundations
- Garfield Weston, Esmée Fairbairn, Paul Hamlyn Foundation, Clore Duffield, Foyle Foundation
- Higher Education establishments
- UK Research Council including Innovate UK



Background notes

Key context data

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



Background notes

Distinctive place-making

Inspiration Island, the Isle of Wight Regeneration Strategy, groups the Island into 6 areas:

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

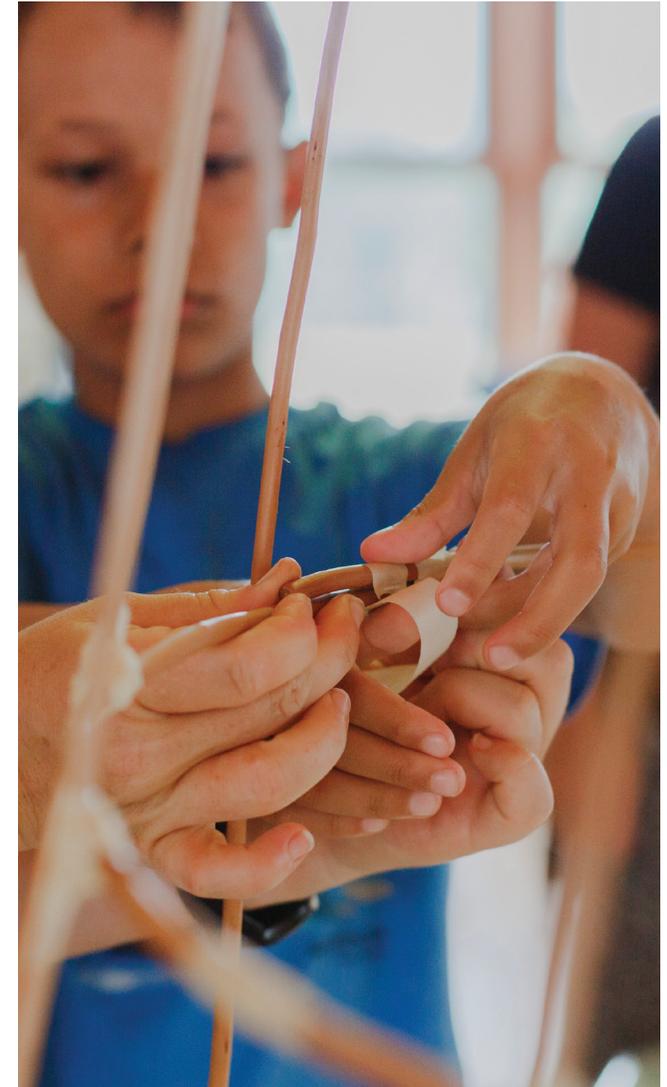
These areas were used as a starting point for our cultural mapping workshops. It quickly became clear that from a cultural community identities perspective at least there is some need for modification when thinking about distinctive place-making opportunities.

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

- Ryde town centre – linking Monkton Arts, Bus and Coach Museum, Ryde Library, Department, Ryde Town Hall, St Thomas (Network Ryde), Aspire and Museum of Ryde
- Newport – linking Quay Arts, the Guildhall, Carisbrooke Castle Museum Apollo Theatre, Newport Minster, Independent Arts, market place, Lord Louis Library, Records Office, HTP, and eventually the new Newport Harbour Cultural Centre

- Cowes and East Cowes – linking across the water from Osborne House, East Cowes Heritage Centre, Classic Boat Museum, Medina Publishing, Cowes Library, Cowes Heritage Group, Building 41
- Ventnor – Ventnor Exchange, Peer Street Gallery, Ventnor Arts Club, Ventnor Heritage, Ventnor Library, Ventnor Arts Collective
- Sandown Bay – Dinosaur Isle, Artecology, Wildheart Sanctuary, Boojum & Snark, Shanklin Theatre, Sandown Library, Brading Roman Villa
- West Wight – Yarmouth CHOYD, Imaginarium and Fort Victoria, Yarmouth Castle, The Earth Museum, Freshwater West Wight Sports and Community Centre, Dimbola Museum and Gallery, Farringford House, West Wight Arts Association, Calbourne Watermill, West Wight villages, Freshwater Library
- Central Wight – centred on IW Steam Railway at Haven Street, museums/creatives at Arreton Barns, IW Biosphere Visitor Centre, boutique food and farming, IW Libraries.

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



Benchmarking

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

In addition, we undertook:

- a review of key historical documents and current policies/initiatives, plus an initial mapping exercise and benchmarking review
- a detailed cultural mapping exercise via workshops held in Ventnor, Sandown, Central Wight, Cowes and East Cowes, West Wight, Ryde and Newport
- an analysis of feedback/insights to develop a vision and to set priorities for goals to support its delivery
- a public review of the first draft of this strategy was shared for feedback online and via four drop-in workshops held in Ryde, Sandown, Newport and West Wight
- five youth voices conversations, in collaboration with youth forums/panels active on the Island

Research

Janet Owen

Photography

@islescape: cover & pages 2, 12 & 23
 Julian Winslow: pages 4, 5, 6, 7, 15 & 20
 Maria Bell: pages 8 & 18
 Independent Arts: page 9
 Sienna Eve Photography: page 11
 Tracy Curtis: pages 16 & 19 (top)
 Paul Coueslant: page 19 (bottom)
 Chris Jones: page 21

Design

emspace.co.uk

'If we are to preserve culture
we must continue to create it'

JOHAN HUIZINGA





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