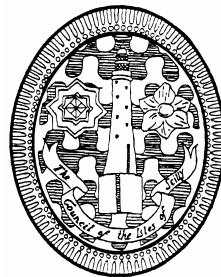


Council of the Isles of Scilly

Community Strategy

2005-2020

21 Sept 2005



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INTRODUCTION FROM THE COUNCIL CHAIRMAN

The Local Government Act 2000 sets out a statutory duty for all Authorities to produce a Community Strategy. This strategy sits at the heart of the Authority's corporate and service planning framework and the priorities set out in this strategy will guide the work of the Authority for the next decade and beyond. These priorities gathered from the community are based on extensive primary and secondary consultation with all elements of the community. Information was gained from each Island community, from school children and from a broad range of sources and interest groups.

This plan is different to all other documents and plans as the priorities are not set by the Authority or the government, but by the community of the Isles of Scilly itself acting in partnership. This is our plan for a strong, vibrant and sustainable community which at the same time protects the special nature of the Isles of Scilly and the outstanding natural environment of the Island. The progress of the plan will be monitored by the Local Strategic Partnership, a small group representing the main community and stakeholder interests. The plan will be reviewed annually and amendments reported to Full Council.

The success of the delivery of the plan is dependent not only on the Council, but also on the contribution of the key partners identified in the document. It is planned that through close partnership working these community driven objectives can be achieved.

Councillor Christine Savill
Chairman of Council

2. LOCAL CONTEXT



2. Local Context

Constitutionally, geographically and in terms of the tiny, scattered population it represents the Council of the Isles of Scilly has no equivalent in terms of local government anywhere in the United Kingdom. And yet over the past 100 years the Council has provided a range of services that bears comparison with any large, mainland unitary authority.

Constitutional:

The special nature of Scilly is reflected in its unique constitutional position. It has its own 'Isles of Scilly Clause', the aim of which is to try and ensure that all laws applied to the Islands are appropriate to the Isles size and scope.

The Authority has always been non-political. It is currently made up of 21 independent members: 8 from the 4 off-islands and 13 from St Mary's. It has 11 committees with delegated powers: Children and Young People, General Purposes (which has responsibility for the Airport), Health Scrutiny, Community Services, Licensing, Planning and Economic Development, Policy and Resources, Sea-Fisheries, Standards, the Tourist Board and Transport Strategy.

Democracy is very much alive and vibrant on Scilly. High turn-out is traditional. At the 2005 General and Local Elections 70% of people voted. Because of the size of the Islands and the fact that there are only some 1,600 registered voters, the electorate and its 21 chosen Councillors inevitably co-exist in close proximity to each other.

Due to this tightly-knit make up the Authority is well-placed to offer 'joined up' service provision for its residents. The reception desk in the Town Hall on St Mary's is a 'one-stop-shop' for information on the bulk of the Council's activities.

Apart from freehold land in the built up areas of St Mary's, the Islands are entirely owned by the Duchy of Cornwall. Untenanted land and the uninhabited islands are let by the Duchy to the Isles of Scilly Wildlife Trust; the whole of Tresco separately to Tresco Estate. Enclosed land elsewhere is rented out to farm tenants; residential properties either let privately or again by the Duchy.

Geography:

The Isles of Scilly consists of more than 200 low-lying granite islands and rocks, five of which are inhabited. It is located on the edge of the Atlantic, some 28 miles south West of Land's End. The Islands are most popularly reached by ship from Penzance (2.5 hours), helicopter from Penzance (20 minutes) or plane from Lands End (15 minutes). Distances and more particularly the high cost of travel mean that the population is required to be self-sufficient in terms of all day-to-day services. The role of the Council as a Unitary Authority is of central importance in service provision to the community.

Safeguarding the Isles precious environment is an ever-present consideration in the Council's deliberations. All told there are 27 Sites of Special Scientific Interest and 236 Scheduled Ancient Monuments (incorporating 909 separate items) on the Islands. In addition to this there are 128 listed buildings (4 Grade 1 and 8 Grade 2*), a remarkable concentration to be found within a 10 square mile area. The waters around the Islands, down to a 50m contour, have been established as a non-statutory Marine Park. The whole of Scilly has been designated as an Area of Outstanding Natural Beauty and there is a management plan that sets out a vision for the management of this special environment. The Islands in their entirety are also designated as a Conservation Area; the coastline as Heritage Coast. Scilly contains both a Special Area of Conservation (EU Habitats Directive) and a Special Protection Area (EU Birds Directive). Taken together this means the Islands constitute an EU Natura 2000 site.

These are all extremely positive attributes in terms of providing an outstanding natural local environment for residents and visitors alike to enjoy. But their sympathetic stewardship places many and varied constraints on the work on the Council.

Population:

The 2001 Census gives the usually resident population on Scilly as 2,153. This compares with 2,048 in 1991. Settlement is centred on St Mary's, which has a population of 1,607. But there are small though significant communities on 4 of the off-islands: 83 residents on St Agnes, 78 on Bryher, 167 on Tresco and 113 on St Martin's.

Overall, these population figures appear relatively stable. They have only changed a little over the past 100 years. During the last two decades, however, the Islands have experienced notable demographic change, with an increase in retired and elderly people and a decline in young people with families. Between 1981 and 1996 the number of retired people increased by 7%, while the number of under 16's dropped by 6%. The Five Islands School has been experiencing a consequential fall in pupil numbers. As most funding for Education is linked to these numbers, a drop of even a few pupils can have a huge impact, even with enhanced financial allocation from Government.

As a direct result of this demographic shift it is often difficult to recruit staff in a variety of service areas.

Visitors in the tourist season swell the population considerably. The season itself lasts more than 7 months and stretches well into the 'shoulder periods'. In 2004 visitor numbers topped 125,000. Such a large influx of holidaymakers, particularly in peak season, has a significant impact on most local services provided by the Council. Annually this equates to 58 visitors per resident.

The Authority has a commitment to promoting equality and cultural diversity. To date there are no refugee groups or travellers on the Islands.

Economy:

Tourism is far and away the main source of employment on the Islands. It accounts for more than 85% of the local economy. In the past, a frost-free climate gave flower farming on Scilly an important edge over the mainland industry. Today, competition particularly from international growers, whose transport costs across the globe seem no greater than those over to Land's End, is bearing down heavily on remaining Island farmers. Sea fishing nowadays provides a full-time income for only some 10 people. Most fishing is confined to the spring and summer period. It is on a small scale; principally potting for shellfish or with netters using a single trawl. Fish have to be landed at Newlyn Market, which creates logistical problems and adds considerably to costs.

The cost of living on the Islands is high with property and transport prices way in excess of what is experienced across most of the rest of the United Kingdom. Recent estimates put the price of foodstuffs on Scilly at more than 20% above that on the mainland whilst building costs are some 40% to 50% higher. Over the past few years the cost of travel to and from the Islands has continued to increase. The standard, adult return helicopter fare is now £130 per person.

At the same time, incomes on Scilly are significantly lower than the national and regional average. Much employment is low-paid, often part-time or seasonal. There is also considerable under-employment. Residents can be overqualified for job vacancies. There are few real career opportunities on the Islands. All these factors contribute to the outward flow of young people from Scilly and the inward migration of largely elderly, retired people. To try and combat this trend the Council has created popular training and employment opportunities through its Lifelong Learning Programme.

Scilly is designated an Objective 1 area. The Council together with local businesses has formed a Local Strategic Partnership. This commissioned consultants to prepare a sub-regional Economic Development Plan called "On the Edge". It was linked to accessing Objective 1 funding for the Island projects and match funding from other public bodies. A key element of this

programme has been the appointment of an Integrated Area Plan Facilitator who has coordinated the implementation of the first Integrated Area Plan (IAP) 2001-2004. A second IAP for the latter half of the Objective 1 programme is now in place.

The IAP has so far provided a framework for securing funding for a variety of projects from lifelong learning, to the upgrade of the Islands' incinerator. It facilitated the employment of a Tourism Champion to co-ordinate the industry locally and develop an improved marketing strategy and it enabled Tresco Gardens to open a new Visitor Centre. Substantial funding has also been received by Mainland Marketing to support farming related projects on the Isles. IAP2 will see a continuation of such work.

A key ingredient of the sub-regional Development Plan is the creation of an enhanced transport infrastructure. This will involve both transport to and from the Islands as well as inter-island services. The present infrastructure provides a limited service only, especially in winter. It is also costly.

With the aid of a grant from the Countryside Agency, the Council prepared an Isles of Scilly Transport Strategy. This made the case for seeking financial support for transport from Government and Objective 1 sources for a step change in the 'lifeline' sea link to West Cornwall. This bid is now being progressed through a Route Partnership involving businesses on the islands plus Penwith District and Cornwall County Councils. The Partnership has secured funding for feasibility investigations into upgrading of harbours at St. Mary's and Penzance and a combined freight/passenger vessel for the journey between them. This essential preliminary work will be completed in 2005. Bids to the Department of Transport and Objective 1 for the substantive funding of the project are also due to be submitted before the end of the year.

Housing and Local Planning:

Protecting Scilly's unique and precious environment whilst addressing ongoing local housing needs, demands for development from the tourism industry and the requirement to try and diversify the Islands' economy has been a continual challenge for the Authority.

A whole series of constraints conflict with Council attempts to build, long-term, a sustainable community on Scilly. These constraints include:

- An acutely finite supply of land – just 4000 acres
- Commuting from cheaper areas of housing on mainland not an option
- The need to safeguard the outstanding environment which forms basis of Islands' economy
- The limited capacity of the Islands' infrastructure

- A shortage of private rented properties and a lack of other options available to those on mainland
- High rents on private sector properties
- High property values
- Low average earnings
- High costs of building
- A lack of sufficient and regular funding for social housing
- Application of national and regional formulae that make new social housing expensive and potentially nonviable.

The Local Plan seeks to provide a strategic and sustainable solution to meeting housing problems experienced on Scilly. It aims to provide sufficient new housing to meet the long-term needs of the Islands. This involves helping among others key workers by allocating specific areas of land for new housing on St Mary's, permitting limited housing opportunities through the conversion or change of use of buildings, the redevelopment of previously developed land and utilising small sites within or well related to existing settlement patterns.

In tandem with producing its new Local Plan the Council is preparing a Local Development Framework. The Local Development Scheme sets out the Council's three- year programme for the preparing the Local Development Framework. As part of this framework the Council has also prepared a Statement of Community Involvement to encourage and provide active, meaningful and continued engagement with the planning process for everyone with an interest in the future of the Islands.

Crime and Disorder:

There is very little crime on the Isles of Scilly. It is a safe and secure place to live. Vandalism or graffiti is minimal. A strong sense of community further enhances local safety. The Authority works closely with Devon and Cornwall Constabulary to help maintain this high level of community safety.

An Outline of the Council as a Unitary Authority and a Provider of Public Utilities:

The Council has responsibility on Scilly among other things for education, housing, waste management, fire services, highways, environmental health, planning, social services, registration of births, marriages and deaths, tourism, coastal-defences, sea fisheries, promotion of economic development, Health and Safety and emergency planning. A complete catalogue of services would bring this list of responsibilities almost up to the 100 mark.

The Council is the only remaining public water and sewerage authority left in England and Wales. It runs essential systems on St Mary's and Bryher. The Council also operates St Mary's Airport, central to the local economy and the 10th busiest regional airport in the United Kingdom. Yet at the same time this huge range of services has to be delivered to what is a basically a tiny population on a strictly limited budget.

As with every Island authority, the Council is a major employer. It has a total of 205 staff, of which 136 are full-time and 69 work part-time, which means 30 hours or less. Central Services in the Town Hall account for 18 staff, of which 14 are full-time and 4 are part time. The rest are employed within the Local Education Authority (both teaching and non-teaching staff), the fire service, water and sewerage, the direct labour force, as airport staff, in social services, tourist information and the library.

Many Council Officers and other employees have multiple roles to try and ensure the lowest possible unit cost on staffing. In comparison to other Council's, the Audit Commission reported that staff and associated costs on Scilly were 'very lean.'

Financial Information:

The Council's budget requirement for 2005/06 is £4,119,350. The Council Tax base for 2005/06 is 1,140 households. It is a simple benchmark for Councillors that any new committed expenditure of £1140 on the Islands will add £1 to Band D Council Tax.

It is the 'banding pattern' of properties, however, that is distinctive to the point of being wholly exceptional on Scilly. Approximately 80% of properties are in Band E or higher: this despite low average incomes and much purely seasonal employment.

3. CONSULTATION PROCESS AND CONSULTATION CONSTRAINTS

Secondary Consultation:

Over the past three years the Authority has undertaken a substantial amount of local consultation, both to inform corporate aims, direct important services and to inform best value reviews.

- **Tourism Strategy Consultation 2004-5.** Consultation on the development of tourism strategy on the Islands by the Tourism Strategy.
- **Harbour Development Consultation 2004-5.** Consultation on the new harbour development by consultants Scott Wilson.
- **Area of Outstanding Natural Beauty Consultation 2000-4.** In order to draw up a management plan for the AONB extensive consultation has been undertaken, including a workshop and surgery on each of the five inhabited Islands, as well as extensive work with key local agencies and partners.
- **Objective One Consultation 2001-4.** In order to extend opportunities to the community to benefit from Objective One funding, workshops have been held on each Off-Island, as well as a two day road show on St Mary's.
- **Replacement Isles of Scilly Local Plan consultation 2003-5** ongoing public consultation on a variety of issues including housing and economic development.
- **Consultation with all Council tenants** regarding stock condition survey work to evaluate and programme work necessary to comply with the Government decent home standards and investment requirements.
- **Modernising Local Government Consultation 2002.** This was circulated to the whole community and responses were received from over 40% of households. Several key questions were posed regarding the Authority; the results of the survey were collated externally to the Authority to ensure impartiality. Overall the survey was very positive.

Service Planning Consultation 2004-5, such as Early Years Audit, Fire Brigade consultation, Implementing Electronic Government Consultation. As part of this framework the Council has also prepared a Statement of Community involvement.

Primary Consultation

In April 2005 there was substantial additional consultation specific to the Community Strategy that involved a consultation event on each of the five Islands. There was an evening event on each Off-Island and a Saturday consultation on St Mary's. These consultations took the form of "planning for real exercises" and the community were asked to comment on what they felt council priorities should be against the Office of the Deputy Prime Minister headings:

- **Providing excellent services for children, young people and families**
- **Promoting healthy and inclusive communities, including working towards meeting the housing needs of our community**
- **Promoting economic vitality**
- **Protecting our outstanding natural environment**
- **Meeting the local transport and local infrastructure needs of our community**

Over a hundred people attended the consultation events with representation from every Island, their views and opinions were typed up and grouped, to form the basis of the objectives set out in this document. Many of these objectives strongly reflected existing consultation results, indicating that priorities in 2005 were very similar to those in earlier consultation. In addition a consultation event was held in May 2005 at the Five Island School that captured the views of all secondary children and year 6. Further consultation has been undertaken with young people in relation to the Every Child Matters agenda. The results of all this primary consultation have shaped the objectives in section 6. In addition further consultation will be undertaken with all key partners and stakeholders and further revisions are anticipated. An analysis of the consultation is available from the Modernisation Officer spender@scilly.gov.uk .

4. THE LOCAL STRATEGIC PARTNERSHIP

The new partnership will be responsible for monitoring the implementation of the Community Strategy and undertaking an annual review.

	Individual	Representing	Seats/Votes
1	Local Sergeant or Police Authority Representative	Devon and Cornwall Police Authority	1
2	Member	School Council if possible (post 16 to be represented also)	1
3	Chief Planning Officer	AONB Joint Advisory Committee	1
4	Chairman of Island Tourism	Chamber of Commerce	1
5	Chairman and & Vice Chairman of Council	Elected Members	2
6	Lead Member for Children's Services	Children's Services' Users	1
7	Head teacher or Chairman of Governors	Five Island School	1
8	Doctor's nominee	Local GP Surgery	1
9	Nominee	NFU, Trenoweth Research Station Mainland Marketing	1
10	Land Steward	Duchy of Cornwall	1
11	Housing Officer	Housing Associations, Tenants Association	1
12	Director of Social Services	Social Services	1
13	Nominee	Voluntary Organisations (Life Boat; Round Table etc)	1
14	Nominee	Community Safety / Fire Representative	1

Note: There is no particular order to the individuals or bodies listed.

5. VISION STATEMENT

This document sets out the Community's vision for the future:

"The Isles of Scilly – a strong, vibrant and sustainable Island Community:

The key elements of this are reflected in the following objectives:

- **To provide excellent services for children, young people and families**
- **To promote healthy and inclusive communities, including working towards meeting the housing needs of our community**
- **To promote economic vitality**
- **To protect our outstanding natural environment**
- **To meet the local transport and local infrastructure needs of our community**

6. COMMUNITY PLAN (also see notes on page 24)
Providing Excellent Services for Children, Young People and Families

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority Effort	Budget Link	Chief Officer
<p>General To ensure the Islands meet the Every Child Matters agenda in an appropriate way that delivers improved services for Children and Families.</p>	In place by Jan 2006	CSCI/DFES Annual Review Joint Area Review May 2006 LSP	Children and Young People's Plan	1 2		CE
<p>Schools To ensure that the standards in our schools are the within "The Times" top 50 national schools To ensure that all children in the Five Island School reach their full potential. To ensure that the School is adequately funded on a needs basis</p>	Five Island School CIOS	HMI April 2006 CSCI/DFES Annual Review Joint Area Review May 2006 BVPI 38,39,40,41 181 (a,b,c,d), 193a LSP	Children and Young People's Plan School Post Ofsted Action Plan or annual plan	2 3	3	CAMB
<p>Early Years To ensure that there is sufficient wraparound care provision To ensure that there is holiday club provision To increase childcare Access on Off Islands To ensure that a play area is created for children on St Mary's To ensure that Off-Island children have equitable access to clubs and activities</p>	Five Island School CIOS Community	CSCI/DFES Annual Review Joint Area Review May 2006 BVPI 192a LSP	Early Years Development Plan Children and Young People's Plan	2 4	4	CAMB
<p>Family Learning To develop educational opportunities for families</p>	CIOS/LSC/Five Island School	LSC performance data ALI Inspection 2008 LSP	Family Learning Annual Action Plan	4 4	4	CE

Providing Excellent Services for Children, Young People and Families (continued)

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority	Level of effort/resource required	Chief Officer
<p>Preventative work in Social Services To ensure the establishment of Local Protocols To increase the level of child protection training particularly in school</p>	CIOS/ACPC/Children and Young People Strategic Partnership	CSCI/DFES Annual Review BVPI 162 LSP	Social Services Post Inspection Action Plan Children Services Plan 2005-8	1	1	DCS
<p>Support for children in post 16 education To ensure that parents have access to safe accommodation for their children To increase the pastoral support for those away in FE To ensure that there is appropriate funding for post 16, making education available to all Island students.</p>	CIOS/LSC/Children and Young People Strategic Partnership Connexions	CSCI/DFES Annual Review LSP	Children and Young People Plan 2006-09	1	3	CE CAMB
<p>Opportunities for Youth Improved Leisure facilities and opportunities for young people on the Islands</p>	CIOS/Police/Five Island School/CSDARG	CSCI/DFES Annual Review LSP	Children and Young People Plan 2006-09 Early Years Development Plan	3	3	CE CAMB
<p>Alcohol and Drug Education and Prevention To improve the quality of this education programme, particularly in relation to alcohol</p>	CIOS/Police/Connexions/Five Island School/CSDARG/DAT	CSCI/DFES Annual Review LSP	Children and Young People Plan 2006-09 Safer Communities Plan	2	2	CE CAMB GB

Providing Excellent Services for Children, Young People and Families (continued)

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority	Level of effort/resource required	Chief Officer
<p>Health To ensure that the health community work with partners to meet changing health needs; To promote public health campaigns To ensure that there is appropriate consultation on service delivery To ensure that discrimination is challenged and equality promoted To ensure that appropriate sexual health education information is delivered.</p>	Strategic Health Authority, PCT, CIOS Health Over View and Scrutiny	Health Local Development Plan monitoring information	Local Development Plan NSF Children Choosing Health	2	4	CE

Promoting Healthier and Inclusive Communities

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority	Level of effort/resource required	Chief Officer
<p>Lifelong Learning To ensure that 60 vocational training opportunities are offered at NVQ level 3 and 4 by 2007 To ensure that the basic skills agenda is delivered on the Isles</p>	CIOS/LSC	LSC performance review ALI Inspection 2008 LSP	Adult Learning Plan 2005-8	2	4	DCS
<p>Social Services Adults To improve access to support services for vulnerable adults in their own homes. To increase sheltered Housing options/intermediate care options. To ensure that the needs of all vulnerable adults on the Islands are appropriately provided for.</p>	CIOS	CSCI Annual review BVPIS 52,53,54,56,58,195, 196 LSP	Social Service Annual Plan	1	1	CE/DCS
<p>Community Safety To work with partners: To reduce the number of domestic violence incidents To improve access to Police on the Isles To reduce incidents of Public drunkenness To increase community awareness of fire safety To maintain excellent Fire Response rates</p>	CIOS including Fire Brigade /Police/Duchy/	CPA inspection Fire Local PIs 13/14 Police Performance Information LSP	Safer Communities Plan Fire Strategic Plan and Fire Integrated Risk Management Plan	3	3	CE/CFO

Promoting Healthier and Inclusive Communities (continued)

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority	Level of effort/resource required	Chief Officer
<p>Leisure To improve leisure facilities on the Islands.</p>	CIOS	CPA ALI Inspection 2008 LSP	Tourism Plan Adult Learning Plan Corporate Asset Management Plan	4	4	DCS/CE
<p>Library To improve the current library building and service.</p>	CIOS	Annual report to the Community Services Committee LSP	Adult Learning Plan Library Improvement Plan	2	2	CE
<p>Health To maintain equitable access to Heath services for the Islands Community's particularly in terms of preventative care. To ensure that wherever possible such services as provided on the Islands. To improve access to dentistry on the Islands. To increase breast feeding rates To reduced smoking in women To halt the rise in obesity To ensure the local Director of Public Health report informs on policies and practices</p>	West Cornwall PCT	Annual report to Health Scrutiny and Overview Committee LSP	Local Development Plan Choosing Health	2	4	CE/DCS

Promoting Healthier and Inclusive Communities (continued)

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority	Level of effort/resource required	Chief Officer
Housing To enable the provision of affordable accommodation for Key Workers to ensure the continuation of essential services	CIOS, Cornwall Rural Housing Association and Cornwall and Devon Rural Housing Association, Duchy, RSL	Tri-annual report to Community Services Committee	Housing Strategy/Local Plan/Local Development Framework	2	2	CPO
To enable the provision of housing to help meet the needs of the community including young people, families and vulnerable adults.	CIOS, Cornwall Rural Housing Association and Cornwall and Devon Rural Housing Association	Tri-annual report to Community Services Committee	Housing Strategy/Local Plan/ Local Development Framework	2	2	T/CPO
To enable the Authority to undertake its Homelessness Duty	CIOS, Cornwall Rural Housing Association and Cornwall and Devon Rural Housing Association, Duchy, RSL	Tri-annual report to Community Services Committee	Homelessness Strategy	1	2	T
To work towards meeting the decent homes standard	CIOS, Cornwall Rural Housing Association and Cornwall and Devon Rural Housing Association Duchy	Tri-annual report to Community Services Committee	Housing Strategy	1	1	T
To monitor rents and house prices and the impact of this on the community.	CIOS, Cornwall Rural Housing Association Duchy & DCRH	Tri-annual report to Community Services Committee	Housing Strategy/Local Plan/Local Development Framework (Annual Monitoring Report)	4	4	T/CPO

Protecting Our Outstanding Local Environment

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority	Level of effort/resource required	Chief Officer
To maintain the outstanding natural environment and distinctiveness of the Islands.	CIOS, including AONB English Nature, Wildlife Trust, English Heritage, Duchy	See BVPP LSP	AONB Management Plan Local Plan Local Development Framework	1	2	CPO
To reduce the number of abandoned vehicles on all the Islands	Duchy of Cornwall, CIOS, Police, SS Company	Tri-annual report to GP Committee LSP	AONB Management Plan	4	4	CPO
To improve traffic management in Hugh Town	Duchy of Cornwall, CIOS, Police	Tri-annual report to GP Committee LSP	Local Plan Fisher report	4	4	CPO
To improve footpath management and management of unenclosed land	Wildlife Trust, Duchy of Cornwall	AONB LSP	AONB Management Plan	3	3	CPO
To reduce dog fouling	Duchy of Cornwall, CIOS, Wildlife Trust	Tri-annual report to GP Committee LSP	AONB Management Plan	3	3	CTO/CPO
To improve recycling facilities on all the Islands	Duchy of Cornwall, CIOS	Tri-annual report to GP Committee LSP	AONB Management Plan	2	2	CPO/CTO
To enhance the quality of the built environment	CIOS including AONB, English Heritage, Duchy of Cornwall, Housing Associations	Adoption of design guide as a supplementary planning document Enhancement of the public realm in Hugh Town	AONB Management plan Local Plan Local Development Framework The Design Guide	2	4	CPO

Promoting Economic Vitality

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority	Level of effort/resource required	Chief Officer
To encourage diversification of the economy and the provision of jobs that raise local Income levels and reduce "under" employment.	CIOS/Island Tourism, NFU, Trenoweth Research Unit, Mainland Marketing/Tresco Estate	Local PIs 9,10	IAP 2/Local Plan and Local Development Framework	2	2	CPO/CE
To promote the provision of affordable units to encourage small businesses.	CIOS/Island Tourism/Duchy	IAP 2	IAP 2/ Local Plan and Local Development Framework	4	4	CPO
To encourage sustainable Tourism and related development	CIOS/Island Tourism/Tresco Estate	Tourism Strategy	Tourism Strategy Local Plan/Local Development Framework	1	2	CP/CE
To monitor the costs of holidaying on Scilly and the impact on visitor numbers.	CIOS/Island Tourism/ Transport Operators/Local Business/Tresco Estate	Local PIs Tourism1,2,3,4 Airport 11,12	Tourism Strategy	4	4	CE
To encourage farm diversification schemes particularly where it supports flower farmers.	CIOS/Duchy, NFU, Trenoweth Research Station and Mainland Marketing	IAP 2	IAP 2 Local Plan Local Development Framework	3	4	CPO
To encourage development that supports or adds value to agriculture and fishing, including a new abattoir, through the planning system and funding opportunities.	CIOS/Duchy/Mainland Marketing	Tri-annual report to Sea Fisheries Committee	IAP2 Local Plan Local Development Framework	3	4	CPO
To support the development of Craft/Art Industry	CIOS/Island Tourism/Tresco Estate	IAP 2	IAP 2	4	4	CPO

Meeting the Local Transport and Infrastructure Needs of our Community

Action	Target Date Agency	Performance Measure	Link to Strategic Plan	Priority	Level of effort/resource required	Chief Officer
To work with partners to improve transport links from the mainland to the Islands. (Route Partnership)	CIOS/DOC/SS Co/Penwith DC/Cornwall County Council	Tri-annual report to transport committee	Transport Strategy/Fisher Report IAP 2/Local Plan	1	1	CE
To support where possible local travel initiatives on St Mary's	CIOS/Island Tourism	Tri-annual report to transport committee	Transport Strategy/Fisher Report	4	4	CTO
To secure the provision of an affordable boat service to Off-Islands	CIOS/SS Co/Boat Operators	Tri-annual report to transport committee	Transport Strategy/Fisher Report	2	2	CE/CPO
To work with operators to contain the cost of transport and freight to mainland	CIOS/SS Co/BIH	Tri-annual report to transport committee	Transport Strategy/Fisher Report			Linked to 1 st action
To enhance the Off-Island Quays	Duchy	Tri-annual report to transport committee	Transport Strategy/Fisher Report Local Plan IAP 2	1	1	CE/CPO
To maximise the use of Objective One funding to improve the infrastructure of the Islands.	CIOS	Tri-annual report to GP Committee	IAP2 Local Plan	1	1	CE/CPO/CTO

Note for tables above

Priorities ranked 1-4, with 1 being the highest
 Levels of resources/effort required ranked 1-4 with 1 being the highest
 Red denotes 1/1 in both priorities and effort,
 Pink denotes a combination of 1 and 2 in priorities and effort.

7. CONTACTS and FURTHER INFORMATION

In the first instance call the Town Hall on 01720 422537 or email enquiries@scilly.gov.uk or visit the Council's new website www.scilly.gov.uk. For information on the Community Strategy or the Local Strategic Partnership contact the Chief Planning Officer on cdryden@scilly.gov.uk or the Modernisation Officer on spender@scilly.gov.uk.

8. GLOSSARY:

ACPC	Area Child Protection Committee
ALI	Adult Learning Inspectorate
AONB	Area of Outstanding Natural Beauty
APA	Annual Performance Assessment
BIH	British International Helicopters
BVPIS	Best Value Performance Indicators
BVPP	Best Value Performance Plan
CE	Chief Executive and Director of Children Services
CIOS	Council of the Isles of Scilly
CLP	Community Learning Partnership
CPA	Comprehensive Performance Assessment
CPO	Chief Planning Officer
CSCI	Commission for Social Care Inspection
CSDARG	Community Safety, Drugs and Alcohol Reference Group
CTO	Chief Technical Officer
DCS	Director of Community Services
DfES	Department for Education and Skills
DoC	Duchy of Cornwall
IAP 1 & 2	Integrated Area Plan
LSC	Learning and Skills Council
LSP	Local Strategic Partnership
NFU	National Farmers Union
PCT	West Cornwall Primary Care Trust
RSL	Registered Social Landlord
SSCo	Isles of Scilly Steamship Company
T	Treasurer
YPSP	Young People's Strategic Partnership