



Council of the Isles of Scilly

Sustainable Community Strategy 2007-2010

1 Local Context

The Council of the Isles of Scilly can claim that it is unique in terms of its geographical isolation, its constitution, history and community and in terms of the broad range of services that it delivers.

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

The Council has responsibility for a wide range of services including: Children's Services; Adult Social Care; Housing; Waste Management; Economic Development; Fire Services; Highways; Environmental Health; Planning and Development; Tourism; Transport and Emergency Planning. A complete catalogue of services would give a list of more than 100 services provided to this remote island community.

In addition, the Council is the only remaining public water and sewerage authority left in England and Wales and it operates water 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 passenger airport in the United Kingdom.

The Council has an important role as a focus for the island's community and has a significant role as a community leader. It is at the centre of the sustainable development of this unique island community and works closely with partners through the Local Strategic Partnership and other important partnership arrangements.

In common with other island authorities, the Council is a major employer. It has a total of 205 staff, of which 136 are full-time and 69 work part-time (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 Children's Services, the Fire Service, Water and Sewerage, the direct labour force, as Airport staff, in community services, Tourist Information Centre and the Library.

Many Council Officers and other employees have multiple roles in the interests of value for money. In recent years the Council has actively sought to increase its corporate capacity and resilience while ensuring it continues to provide value for money in terms of human resources.

The Council scored level 2 in its 2007 CPA Assessment. It is exempt from the national CPA ratings and receives only a direction of travel statement which is currently improving adequately. In the last two years the Council has been through a substantive change programme and has a challenging improvement plan that it is determined to deliver. It has a strong commitment to achievement and this was recognised in the recent inspection.

1.2 Geography and Environment:

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. 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 strategy for conserving and enhancing this special environment. The islands in their entirety are also designated as a Conservation Area and 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.

1.3 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 1,666. There are also small though significant communities on 4 of the off-islands: 85 residents on St Agnes, 80 on Bryher, 180 on Tresco and 142 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 as the young leave for the mainland in pursuit of further education, jobs and homes and the elderly retire to the islands.

As a direct result of this demographic shift it is often difficult to recruit staff in a variety of service areas. However, the Council has introduced a number of initiatives such as the flexible working scheme and the Council has supported the development of flexible child care arrangements through its early years and sure start unit.

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 2006 visitor numbers were recorded as 104,632. 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 49 visitors per resident.

The Authority has a commitment to promoting equality and diversity. To date there are no refugee groups or travellers on the islands. However there are approximately 150 seasonal workers assisting the Tourism industry, mainly of Eastern European origin. The Council works closely through Community Relations and Community Safety sections with these workers to ensure that they have equitable access to services and information and offers information in a variety of languages according to demand and translation services.

1.4 Community and Democracy:

The islands have a strong sense of community and there is much pride in the islands and their heritage. The Community is traditionally proud and self reliant. There is a strong commitment to education and learning.

Local democracy is alive and vibrant with a high turn out in local and national elections (last general election the turn out was 71%).

1.5 Economy:

Tourism dominates the economy on the islands. Flower farming has been an important industry on the islands for the past 130 years. A frost-free climate gave flower farming on the islands an important edge over the mainland industry. Today, competition particularly from international growers is significant and as a result structural changes are taking place within the industry, which has a current value approaching £3,000,000. Fishing provides a full-time income for only some 10 people and 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. Landing fish to the mainland markets creates logistical problems and adds considerably to costs. The Council seeks to support the different economic bases of the islands through the Sustainable Community Strategy.

The cost of living on the islands is high with property, consumer goods and transport prices way in excess of the rest of the United Kingdom. Recent estimates put the price of foodstuffs on the islands 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 £152 per person, Scillonian is £92,

Lands End £125 and Bristol £278. At the same time, incomes on the islands are significantly lower than the national and regional average.

Much employment is low-paid, often part-time or seasonal. National Wage Survey 2005 indicated that the average wage on the Isles of Scilly was in fact £5.18 per hour, (this figure is an average amount and includes amounts earned by young people under the age of 21 and under the age of 18) less than the minimum national wage and approximately 50% of Cornwall's figure. There is also considerable under-employment reflecting the limited career opportunities available and the seasonal nature of tourism. All these factors contribute to the outward flow of young people from the islands and the inward migration of largely elderly, retired people. To try and combat this trend the Council has created popular training and development opportunities through its Lifelong Learning Programme.

The islands were designated an Objective One area and will also benefit from forthcoming funding streams, among them, Convergence and Rural Development Programme England. Under Objective One, the islands successfully gained funding for a number of projects such as the Tresco Visitor Centre, the Waste Incinerator and a Tourism Champion to develop a co-ordinated marketing strategy for the industry. Substantial funding has also been received by Mainland Marketing to support farming related projects on the Isles.

The overarching strategy to ensure that the islands seek maximum opportunity from the next round of funding has been developed within Strategy and Action. An action plan and delivery structure is being developed to identify the key projects to deliver the islands' economic development priorities which include the development of a sustainable land management strategy, increasing the competitiveness of the Tourism industry and improving the skills base on the islands.

A project is also currently underway, with the assistance of the Regional Development Agency, to regenerate the area around Porthcressa beach which lies at the heart of the administrative hub in Hugh Town, St Mary's. A master plan will be developed to improve facilities for both residents and visitors particularly in terms of employment sites and premises.

A key ingredient of the Sub-Regional Development Plan is the creation of an enhanced transport infrastructure for the mainland link. This improvement is being led on the islands by the Council through the Route Partnership, a public-private sector partnership, which is working together to secure £42.8 million from the Department for Transport to enhance the quays at St Mary's and Penzance and provide a replacement combined freight and passenger ship. Additionally funding has been obtained to refurbish the quays on the off-islands.

1.6 Planning for a Sustainable Community:

Protecting Scilly's unique and precious environment whilst sustaining the islands' community and economy through, for example, the provision of affordable homes to meet the acute housing needs, improve transport links and diversify the economy and enhance employment opportunities, continues to be a challenge. A series of constraints conflict with the objective of ensuring a long-term and sustainable community on Scilly. The main constraints include:

- An acutely finite supply of land (just 4000 acres)
- The need to safeguard the outstanding environment which under-pins the islands' economy
- The limited capacity of the islands' infrastructure, particularly in relation to sewage disposal, waste management and supplying sufficient potable water
- A shortage of affordable properties to rent or buy reflecting the influence of tourism, the significant proportion of second homes and high construction costs.

The Local Plan seeks to provide a strategic and sustainable solution to development on the Isles of Scilly. The Council also has a Local Development Scheme that 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.

In addition the Council has prepared the "Isles of Scilly Design Guide" which seeks to give guidance to planning applicants on sustainable design and aims to encourage the enhancement of the built environment.

1.7 Crime and Disorder:

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

1.8 Financial Information:

The gross expenditure incurred to provide a broad range of services for which the Council has responsibility for 06/07 was £8,603,000. The anticipated figure for 07/08 is £9,765,340.

The Council's budget requirement for 2007-08 is £3,206,270. The Council Tax base for 2007/08 is 1,172 households. It is a simple benchmark for Councillors that any new committed expenditure on the islands of £1,172 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 B and E or higher: this despite low average incomes and much purely seasonal employment.

2. Consultation process

In the Spring of 2007 a Community Strategy consultation exercise took place to include a consultation event on each of the five islands. There was an evening event on each Off-Island and a day event 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 current headings:

1. Providing excellent services for children, young people and families
2. Promoting healthy and inclusive communities, including endeavouring to work towards meeting the housing needs of every generation of our community
3. Promoting economic vitality
4. Protecting our outstanding natural environment
5. Meeting the local transport and local infrastructure needs of our community

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 consultation is available from the Modernisation Officer spender@scilly.gov.uk .

3. The Council of the Isles of Scilly Corporate Overview

3.1 Vision Statement

The Isles of Scilly – a strong, sustainable and dynamic Island Community.

3.2 Community Strategy Priorities 2007-2010

1. Providing excellent services for children, young people and families
2. Promoting healthy and inclusive communities, endeavouring to work towards meeting the housing needs of every generation of our community
3. Promoting economic vitality
4. Protecting our outstanding natural environment
5. Meeting the local transport and local infrastructure needs of our community

PRIORITY 1

Providing Excellent Services for Children, Young People and Families

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>Strategic Aim:</p> <p>To work towards achieving integrated Children's Services on the Isles of Scilly as set out in the Children Act 2004 by delivery of the Children and Young People Plan.</p>	<p>Council of the Isles Of Scilly (CIOS) lead agency through Director of Children's Services</p> <p>Link: Children and Young People's Plan (CYPP) to be updated Jan 2008</p>	<p>Annual Performance Assessment (APA) 2008 level 3 overall and maintained at this level</p>	<p>Council working towards integrated Children's Trust Model that meets the expectations of the Children's Act 2004. The Council can self assess itself as being "Mature" against the Department for Children Families and Schools, (DCFS) Matrix.</p>

Children, Young People and Families Outcome “Be Healthy”:

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>To monitor provision to ensure that children on the islands are encouraged in the use of safe walking and cycling routes to schools in order to maintain good levels of health in terms of regular exercise and low levels of obesity.</p> <p>100% registration and health visitor access, high levels of immunisation and breast feeding.</p> <p>To promote national public health campaigns To ensure that appropriate teenage pregnancy and sexual health education information is delivered in School and to young people.</p> <p>To strive for a closer integration between health and other children’ services</p>	<p>Cornwall and Isles of Scilly PCT lead through Director of Public Health.</p> <p>Link: Health Business Plan and CYPP Community Safety Partnership.</p>	<p>Health scored at level 3 in APA 2008 and maintained at this level</p> <p>Children’s Services Local Performance Indicators</p>	<p>High level of good health enjoyed by children on the islands is maintained with Rates of childhood obesity significantly below the national average.</p> <p>100% children registered with health centre.</p> <p>Above 95% immunisation rates. Breast feeding initiated for 95% of babies.</p> <p>100% of young people access to contraceptive advice and sexual health information.</p>

Children, Young People and Families Outcome “Stay Safe”:

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>Preventative work in Social Services</p> <p>To support the improvement of Children’s Social Care to ensure that it meets the minimum requirements of Ofsted by 2008 and is above expectations by 2009.</p>	<p>Through Children’s Social Care Improvement Plan Dorset and Council of the Isles Of Scilly Link: CYPP & Children Social Care Improvement Plan</p>	<p>APA 2008 level 2 APA 2009 level 3 and then maintained</p> <p>Children’s Services Local Performance Indicators and LPI 6 & 7</p>	<p>Children’s social care meets requirements of local community and expectations of national regulators.</p>
<p>Support for children in post 16 education</p> <p>To ensure that parent/carers have support to access safe accommodation for their children.</p> <p>To sustain the pastoral support for those away in FE through the Youth Support Worker and closer relations with Cornwall County Council Children’s Services</p> <p>To ensure that young people choosing to remain on the islands have appropriate career pathways including vocational training opportunities.</p>	<p>Council of the Isles of Scilly plus Connexions and Cornwall County Council</p> <p>Link: CYPP, Transition Strategy and Connexions Work Plan</p>	<p>Increase in number of parent/carers taking up CRB checks by 50% by Sept 2008, then 5% annual increase</p> <p>The pastoral support worker sees no less than 100% children 2 times per year and 100% years 10 and 11.</p> <p>Attendance at Post 16 information evening for Year 10 at least 60% of parent/carers and increased where possible</p> <p>Reviewed by APA 2008</p>	<p>All parent/carers encouraged to undertake CRB checks for the accommodation that they are using for their children</p> <p>All children receive appropriate pastoral support through their further education.</p> <p>There are appropriate career pathways for young people who do not wish to leave the islands.</p>
<p>Alcohol and Drug Education and Prevention</p> <p>To work with the school to deliver an appropriate education programme</p>	<p>Five Island School Community Safety Partnership Devon and Cornwall Constabulary. Drug and Alcohol Action Team (DAAT)</p> <p>Link: CYPP</p>	<p>Agreement through the CFC Advisory Group that the PSHE programme meets the needs of the school and the education requirement of community safety partners</p>	<p>Health and Police record a decrease in number of young people presenting with alcohol related problems.</p>

Children Young People and Families Outcomes “Enjoy and Achieve”:

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>School: 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 and that the KS 2, 3 and GCSE targets agreed with the DFES are achieved.</p> <p>To ensure that Island students benefit from a broader curriculum choice through the 14-19 strategy.</p> <p>To ensure that a new School base is built with the Capital Grant achieved by 2011.</p> <p>To ensure that there continues to be no NEETS on the islands (Not in Education Employment of Training)</p>	<p>Council of the Isles of Scilly Cambridge Education Five Island School Connexions</p> <p>Link: CYPP and School Improvement Plan</p>	<p>The Five Island School remains in the Sunday Times list of top 50 schools.</p> <p>The agreed targets with the DfES are achieved annually BVPI 38,39,40,41, 181, 194,</p> <p>The new school base is open in 2011</p> <p>The NEETS figure for the islands remains at 0% annually.</p>	<p>The children at the Five islands School achieve well beyond national expectations and that the added value scores are in the top quartile.</p> <p>To increase the curriculum options available at 14 through imaginative use of ICT</p> <p>A new purpose built school base is opened in September 2011 that maximises education and community benefits.</p> <p>There are no NEETS on the Isles of Scilly, all children progress to appropriate further education or training or employment.</p>
<p>Early Years To support the educational development by the provision high quality of foundation stage services. To ensure that there is equitable access to services across the islands.</p> <p>To deliver the Play Strategy to improve play facilities across the islands</p>	<p>Council of the Isles of Scilly Cambridge Education Five Island School</p> <p>Link: CYPP and Early</p>	<p>Foundation stage services deemed of a high quality in the APA 2008 onwards 100% of children attend foundation stage annually</p> <p>An annual user satisfaction survey indicates that 80% of parent/carers satisfied with</p>	<p>All foundation stage providers rated good or better by Ofsted by 2009</p> <p>Customer satisfaction survey positive for 80% of service users There are appropriate play</p>

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
	Years and Sure Start Plan	play facilities, LP1 1, 2, 3	facilities across the islands
<p>Family Learning To develop educational learning opportunities for families as set out in the Family Learning Action Plan</p> <p>To offer opportunities for families with poor literacy, numeracy and ICT skills to improve them to achieve nationally recognised qualifications.</p>	<p>Council of the Isles of Scilly Lifelong Learning (LLL) Team</p> <p>Link: Family Learning Plan & Literacy and Numeracy Plans</p>	<p>At least 100 parent/carers (40% of children at School) and children take up family learning activities annually reviewed each September.</p> <p>Pilot of national literacy programme for families reviewed.</p> <p>1 new local tutor qualified to deliver Skills for Life</p>	<p>The community have good access to family learning opportunities.</p> <p>Parents/carers are able to improve their own literacy and numeracy skills to support their children.</p>

Children Young People and Families Outcome “Make A Positive Contribution”:

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>Opportunities for Youth To deliver a range of accredited opportunities for young people as set on in the Youth Matters agenda.</p>	<p>Council of the Isles of Scilly Youth Team Connexions/Youth Offenders Team. (YOT)</p> <p>Link CYPP and Youth Matters Action Plan</p>	<p>A Youth Hub Coordinator is appointed and strategy developed by Jan 2008 and reviewed annually.</p> <p>Accredited activities are developed as part of the broad range of activities by March 2008</p>	<p>A range of Youth activities and services are offered as set out in the Youth Matters agenda.</p> <p>Young people have the opportunity to be accredited for activities undertaken through these programme.</p>
<p>To ensure that young people are systematically engaged in decision making, particularly engagement with LSP to be considered.</p>	<p>Council of the Isles of Scilly Youth Team Connexions</p> <p>Link CYPP and Youth Matters Action Plan and Connexions Plan</p>	<p>An annual survey of the School Council indicates 60% satisfaction with engagement in decision making by each November.</p>	<p>Young people are systematically engaged in making sure service delivery is meaningful.</p>

Children Young People and Families Outcome “Achieve Economic Well Being”:

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>Early Years and Family Support To ensure that there is sufficient wraparound care provision across the islands.</p> <p>To ensure that there is appropriate holiday club provision that meets the needs of parent/carers. To increase childcare Access on all the islands. To ensure that Off-Island children have equitable access to clubs and activities.</p> <p>Family support officer continues to develop activities in partnership with Health and Social Care and offers a broad range of activities to parents/carers across the islands</p>	<p>Council of the Isles of Scilly Early Years, Family Support and Social Care</p> <p>Health Authority</p> <p>Link: CYPP & Extended School Strategy</p>	<p>An annual user satisfaction survey indicates that childcare facilities are meeting 80% of parent/carers needs Level 3 achieved in APA 2008 and sustained An annual review or survey indicates all children have reasonable access to opportunities and services</p> <p>LPI 1,2,3,4</p>	<p>Childcare facilities meet needs of working parent/carers to support economic well being.</p> <p>To ensure all children have reasonable access to clubs and activities and are not socially isolated due to geographic location.</p> <p>Family support worker to have preventative role with health and social care in the delivery of children’s services to ensure that there is early intervention where possible.</p>
<p>That the islands explore and develop the theme of “enterprise in education” to support the sustainable economic base of the islands.</p>	<p>Council of the Isles of Scilly Cambridge Education Five Island School</p>	<p>Progress on developing “enterprise theme” reported to CYPC as part of School Improvement reports.</p>	<p>The economic base of the islands 45% self employed is supported by meaningful preparation in school around the enterprise theme.</p>

PRIORITY 2

Promoting Healthier and Inclusive Communities:

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>Adult Social Care To ensure that the islands maintains appropriate access to a range of services to meet assessed needs enabling people to remain in their own homes for as long as possible.</p> <p>To work with housing services to develop choices in housing as part of this strategy.</p> <p>To increase leisure, recreation and social interaction opportunities for older people.</p> <p>To improve support for carers and to ensure that they have easy access to information and support.</p>	<p>Council of the Isles of Scilly Adult Social Care, Lifelong Learning & Housing through Older People Strategy Cornwall & IOS Primary Care Trust (CIOSPCT) Local Health Services</p> <p>Link Older People Strategy/Housing Improvement Plan/Lifelong Learning Plan</p>	<p>To complete the Older People Strategy by October 2008.</p> <p>An annual user satisfaction survey every two years reports ongoing improvement in overall satisfaction with services for older people.</p> <p>Carers support deemed positive by ROPA 2009 and beyond.</p> <p>Isles of Scilly achieve 2 star rating in ROPA 2007 and then maintains this level of achievement BVPI 53, 56, 195, 196, 201</p>	<p>The Council enables older people to remain in their own homes and make choices about services in line with national strategy and local expectations.</p> <p>That leisure, recreation and learning opportunities are accessible and diverse.</p> <p>Carers are supported effectively and have access to information. Advice and guidance.</p>
<p>Health To maintain equitable access to Health services for the islands communities particularly in terms of preventative care and to ensure that wherever possible such services as provided on the islands.</p> <p>To halt the rise in obesity- see action for green transport strategy</p> <p>To reduced smoking in the community.</p>	<p>Council of the Isles of Scilly CIOSPCT</p> <p>Link: Health Business Plan</p>		<p>The islands continue to be deemed one of the healthiest places in England to live</p> <p>Low levels of obesity maintained.</p> <p>Smoking across the community reduced</p>

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>To reduce alcohol usage in the community.</p>			<p>Alcohol usage across the community lowered.</p>
<p>Lifelong Learning To ensure that 50 vocational NVQ training opportunities are delivered on the islands annually at Level 2 or Higher. To ensure that the skills for life agenda is delivered on the Isles.</p> <p>To ensure that at least 500 learning activities are undertaken annually by the Community across a range of curriculum areas.</p> <p>To develop links with the Combined University for Cornwall (CUC) to allow progression. In particular to pilot the bite size programme on the islands.</p> <p>To increase leisure, recreation and social interaction opportunities for each generation.</p>	<p>Council of the Isles of Scilly Learning and Skills Council Government Office South West (GOSW)/Convergence</p> <p>Link: LLL Development Plan</p>	<p>50 NVQ's undertaken annually at level 2 or beyond.</p> <p>500 community learning activities taken annually by the community of which 20% must lead to a nationally recognised qualification.</p> <p>No of Level 2: 50 No of Level 3:50 No Of Level 4&5:10 No of Healthy Living/ family activities:100 No purely recreational:200</p> <p>CUC bite size programme pilot operational by Sept 2008</p> <p>To increase the number of service users aged 60 plus by 5%, to be reviewed annually LPI24</p> <p>Success of support for local initiatives such as the development of a bowling green.</p>	<p>The Council is able to assist with the upskilling of the islands community to ensure future sustainability.</p>

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>Community Safety To reduce incidents of alcohol related crime. To reduce littering. To reduce complaints of anti-social noise levels. To increase community awareness on crime and the need for preventative behaviours.</p> <p>To develop a domestic abuse forum to reduce the number of domestic abuse incidents on the islands.</p> <p>To reduce concerns about accessibility of the police.</p> <p>To ensure that criminal activities are prevented and deterred whenever possible and promptly managed if they occur.</p>	<p>Council of the Isles of Scilly Community Safety Partnership Dorset County Council (DCC) Team Cornwall and Devon Constabulary Housing agencies including Duchy Cornwall and the Isles of Scilly Primary Care Trust (CIOSPCT) Local Strategic Partnership (LSP)</p> <p>Links CYPP, Community Safety Strategy/ Devon and Cornwall Police Plan</p>	<p>Domestic Abuse Forum and strategy developed by October 2007 Annual crime survey/statistics indicate customer satisfaction and low levels of crime maintained</p>	<p>The Isles of Scilly maintains one of the lowest levels of crime nationally. Awareness of alcohol and drug dangers is increased. A culture of preventative behaviours towards crime is developed across the islands.</p> <p>Concerns regarding domestic abuse on the islands are addressed through an appropriate forum and strategy.</p> <p>Police Liaison Meetings indicate the community perception of police accessibility is raised leading to an increase in assurance of safety.</p> <p>There are prompt responses to Antisocial Behaviour complaints.</p>
<p>Fire To increase community awareness of fire safety in the home and the local environment.</p> <p>To maintain excellent Fire Response rates.</p> <p>To ensure the application of appropriate standards of fire safety in commercial and business premises.</p>	<p>Council of the Isles of Scilly Fire Brigade</p> <p>Link: Fire Brigade Annual Plan and Integrated Risk Management Plan</p>	<p>CPA score for Fire level 3 by 2008 and maintained at that level.</p> <p>Fire Response rates maintained at 15 minutes across the islands.</p> <p>To ensure that all business risk assessed for fire safety and appropriate inspection plan in place. BVPI 150</p>	<p>The Isles of Scilly retains at the lowest level nationally of fire incidents.</p> <p>That excellent fire response rates are maintained.</p> <p>That there is a high level of preventative work with the community and with local businesses</p>

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
<p>Emergency Planning and Business Contingency Without resilience, the community is at risk. Failure to prepare for emergencies can impact on the Council's ability to achieve its Corporate Objectives. The Emergency Planning Section will undertake the following process to ensure integrated emergency management;</p> <p>Anticipation – identifying hazards and threats Assessment – Providing an analysis of the risks Prevention – Where possible/ practicable ameliorating the risks Preparation – Planning, training, exercising procedures and personnel Response – Providing support and guidance in times of crisis Recovery Management – Maintaining links between the community and response agencies</p>	<p>Council of the Isles of Scilly Emergency Services and support agencies Health Authority Business services Link: Emergency Plan and Business Continuity Plan</p>	<p>Annual monitoring reports to the Policy and Resources Committee and to the Local Strategic Partnership.</p>	<p>The Council and community are able to respond appropriately to an emergency situation and continue to deliver normal services to the community and visitors</p>
<p>Library To improve the current library building and service by the securing of grant funding to develop a new library</p>	<p>Council of the Isles of Scilly Big Lottery Link: Library Improvement Plan and Extended Schools Strategy</p>	<p>Funding opportunities investigated and bids placed as they occur. LPI 23</p>	<p>A modern library service that meets the needs of Community is provided</p>
<p>Equality and Diversity Services To work to ensure that all services are provided equitably across the islands with particular attention to vulnerable groups such as people with additional or special needs/single parent/Carers/elderly/off islands/seasonal workers/residents without English as their first language</p>	<p>Council of the Isles of Scilly Community Safety Partners Devon and Cornwall Constabulary</p>	<p>An annual review indicates that services are being delivered on an equitable basis across the islands.</p>	<p>Services are provided across the islands on an equitable basis with particular attention to meeting the needs of the more vulnerable groups.</p>

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
To work in partnership with Community Safety, and Devon and Cornwall Constabulary in providing support for migrant and seasonal workers to the islands	Link: Equality and Diversity Action Plan	An annual consultation is held with partners to ensure that appropriate services are being provided for seasonal workers	Services are provided across the islands on an equitable basis with particular attention to meeting the needs of the more vulnerable groups.
Housing To provide affordable homes to help meet the diverse housing needs of the community	Council of the Isles of Scilly Duchy of Cornwall, Devon and Cornwall Housing Association (DCHA), Cornwall Rural Housing Association (CRHA). LSP Link: Local Plan & Housing Improvement Plan	Provision of affordable accommodation for Key Workers. Continuation of the Social Housing programme to enable the provision of housing across the islands to help meet the needs of the community including young people, families and vulnerable adults.	Affordable housing provided where possible for key worker to ensure sustainable community and to promote economic vitality A sustainable level of social housing provided in partnership with registered social landlords to meet community needs
To secure funding to develop a Social Housing programme on the Off-islands	Council of the Isles of Scilly Duchy of Cornwall Cornwall Rural Housing Association. Link: Local Plan	2 social housing units provided on each of the following communities St Agnes, St Martins, Bryher	Social Housing developed on the Off-islands in partnership with registered social land lords
To continue to dedicate resources to allow the Authority to undertake its Homelessness Duty	Council of the Isles of Scilly Link: Homelessness Strategy	Homelessness BVPI 202, sleeping rough and 203 families in temporary accommodation maintained at 0%.	Homelessness levels and performance maintained at lowest nationally
To meet the Decent Homes standard by 2010 for Social Housing provided by the Authority	Council of the Isles of Scilly Link: Housing Improvement Plan	35% of homes meet standard by 2007 50% by 2008 75% by 2009 and 100% by 2010	The Authority meets decent homes standard by 2010
To work with Adult Social Care to develop specialist housing (sheltered and extra care) to offer choices in accommodation to people with special needs.	Council of the Isles of Scilly Health Authority Link: Older People Strategy Local Plan	Increase in the choices available to elder people in the community developed reviewed annually	The community receive real and sustainable choice of provision for vulnerable young people and adults and sheltered/extra care

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Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
			housing.

PRIORITY 3

Promoting Economic Vitality

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
To create the long term vision, action plan and funding delivery mechanisms for next 20 years	Council of the Isles of Scilly Regional Development Agency, Business community, Mainland Marketing, Farming community, Fishermen's Association, Island Tourism. Link: Local Plan, Sustainability Strategy and Strategy and Action	Structure established on the islands to deliver future funding opportunities. Community consultation to capture long term aspirations.	To establish effective, holistic and strategic management systems in order to maximise funding opportunities.
To increase the competitiveness of the tourism economy on the Isles of Scilly	Council of the Isles of Scilly Island Tourism Island Marketing Business community Learning and Skills Council Regional Development Agency Council of the Isles of Scilly AONB South West Tourism Link: Sustainability Strategy, Isles of Scilly Marketing Strategy, South West Tourism Audit, AONB Management Plan, Strategy and Action	Provision of skills packages focussing on exceptional customer service and quality. Increased e tourism capacity and knowledge through out industry. Sustainable levels of visitors throughout the year, identified in an annual business survey Awareness of the Isles of Scilly as a holiday destination among key audiences. Increase take up of Green Tourism Business Scheme by 20% annually.	A sustainable, competitive economy and holiday destination.
To incubate the knowledge economy on the islands.	Council of the Isles of Scilly Regional Development Agency (RDA) Learning and Skills Council (LSC)	Provision of higher paid and rewarding employment and training opportunities.	To secure economic well being of the islands and secure meaningful and modern employment opportunities for

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
	Link: Sustainability Strategy, Strategy and Action	Identification of infrastructure required to allow diversification into emerging sectors. Set up business improvement strategy on the islands. Promote the provision of affordable units to encourage small businesses.	younger people
To increase the competitiveness of the agricultural sector on the Isles of Scilly	Council of the Isles of Scilly Learning and Skills Council Regional Development Agency Business Community Farming Community AONB Mainland Marketing Department of the Environment, Food and Rural Affairs(DEFRA) Natural England Link: Sustainability Strategy, Isles of Scilly Marketing Strategy, South West Tourism Audit, Area of Outstanding Natural Beauty (AONB)Management Plan, Strategy and Action	Land Management Strategy developed. Local Food strategy developed. Rural Development Programme England (RDPE) Leader bid made with key projects to address improved market resilience, diversification, competitiveness, innovation and supply chain.	To support the sustainable development of agriculture and the adding of value to local produce, particularly with reference to brand distinctiveness.
To encourage and identify development that adds value to fishing and marine industries	Council of the Isles of Scilly Regional Development Agency Farming Group, Fishermen's Agency.	Number of specific projects identified and supported.	To support sustainability of fishing and farming industries
To encourage creative industries on the Isles of Scilly.	Council of the Isles of Scilly Learning and Skills Council Regional Development Agency Council of the Isles of Scilly AONB Link: Sustainability Strategy, Isles	Creative industries (including existing arts and crafts businesses) strategy to be developed as part of Sustainability Strategy.	To support the growing craft industry in its contribution to the economic base of the islands

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
	of Scilly Marketing Strategy, South West Tourism Audit, AONB Management Plan, Strategy and Action		

PRIORITY 4
Protecting Our Outstanding Local Environment

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
To manage the outstanding natural and cultural environment on the islands	<p>Council of the Isles of Scilly AONB/Joint Advisory Committee (JAC) LSP Natural England/English Heritage Wildlife Trust Duchy of Cornwall Defra SWRDA Farming community and NFU</p> <p>Link: AONB Management Plan, Local Plan, Local Development Fund (LDF), Sustainability Strategy, Wildlife Trust Biodiversity Strategy</p>	<p>Preparation of an integrated land management plan as part of Sustainability Strategy.</p> <p>Preparation of a marine environmental strategy as part of Sustainability Strategy.</p> <p>Development of environmental stewardship project with Natural England and Defra AONB Management Plan reviewed by 2009.</p> <p>Hedges Project set up in partnership with Wildlife Trust and DoC.</p>	Preservation and enhancement of the outstanding natural environment and archaeological and historic sites for generations to come.
To manage the quality of the built environment and public realm	<p>Council of the Isles of Scilly Duchy of Cornwall SWRDA English Heritage</p>	<p>Implementation of traffic management scheme.</p> <p>Promoting conservation</p>	Improved built environment.

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
To manage the quality of the built environment and public realm (continued)	<p>AONB</p> <p>Link: Local Plan, LDF, Sustainability Strategy, Design Guide, Porthcressa Regeneration Plan</p>	<p>grant scheme towards the repair of historic buildings. Promoting projects that contribute towards maintaining and enhancing the built environment.</p> <p>Implement the Porthcressa Regeneration Master-plan.</p> <p>Indicators set out in Annual Monitoring Report.</p>	
To manage waste in a sustainable manner	<p>Council of the Isles of Scilly AONB/JAC LSP</p> <p>Link: Waste Management Plan</p>	<p>Decrease in waste levels sent to the incinerator.</p> <p>Development of bio fuels. Waste Management site set up on St Agnes. Achievement of sustainable response to Waste Incineration Directive.</p>	A sustainable culture of maximising recycling opportunities and reducing waste sent to the incinerator.
To deliver the Sustainable Energy Strategy for the Authority to reduce the islands' contribution to the carbon footprint.	<p>Council of the Isles of Scilly Duchy of Cornwall SWRDA Department of Trade and Industry (DTI)</p> <p>Link: Sustainable Energy Strategy</p>	Implementation of the Sustainable Energy Strategy especially in relation to the take up of bio fuels and implementation of wave/tidal energy pilot	The islands' energy use is managed responsibly in a sustainable way for future generations.

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
	for the Isles of Scilly	scheme.	
To reduce the number of abandoned vehicles on all the islands	Council of the Isles of Scilly Duchy of Cornwall Devon and Cornwall Constabulary LSP	To work with partners to reduce the number of abandoned vehicles by 50%, subject to annual review	Removal of abandoned cars from the islands in order to improve quality of the environment.
To reduce dog fouling through use of Dog Control orders as set out in Clean Neighbourhoods and Environment Act 2005	Council of the Isles of Scilly Working Party Duchy of Cornwall Wildlife Trust	Dog Warden able to report increase in responsible dog ownership.	Developing a culture of responsible dog ownership to improve quality of the environment.

PRIORITY FIVE
Meeting the Local Transport and Infrastructure Needs of our Community

Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
To secure funding to enable the delivery of the Route Partnership Project including the replacement vessel and upgraded harbour on St Mary's and at Penzance by 2011	Route Partnership including Council of the Isles of Scilly and all partners Regional Development Agency GOSW Department for Transport (DfT) Link: Moving On, Strategy and Action	Achievement of full funding approval. Tender for harbour works submitted.	The islands have a reliable and affordable sea route that secures the future sustainability of the community.
To monitor the Duchy of Cornwall's project to refurbish the off-island quays to ensure delivered in budget and with minimum disruption to local economy and environment	Council of the Isles of Scilly Duchy of Cornwall Link: Moving On	Completion of 4 quays.	Off islands quays upgraded to secure the future sustainability of the off-island Communities
To improve inter-island and mainland access to key services particularly for vulnerable groups	Council of the Isles of Scilly CCC DfT Transport operators Link: Moving On, Strategy and Action	Support community travel initiatives. Support concessionary travel pilot schemes. Set up national concessionary bus scheme on the islands. Monitor costs of inter island and mainland travel and support initiatives to combat social exclusion.	Combat issues of social exclusion and geographical isolation from key services.
To manage the quality of drinking water across the islands	Council of the Isles of Scilly Drinking Water Inspectorate Duchy of Cornwall GOSW AONB DEFRA	Work in partnership with the Drinking Water Inspectorate to meet the requirements of the Drinking Water Regs 2000.	Secure future sustainability of the community

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Action	Target Date for Achievement, Agency to Lead & Strategic Plan	Performance Measure	Impact
	Link: Strategy and Action, AONB Management Plan, Sustainability Strategy, Local Plan, LDF	To take a practical and proportionate approach to meeting water regulations. Secure funding to review and upgrade the desalination plant by 2015.	
To manage the disposal of sewerage across the islands in a sustainable way.	Council of the Isles of Scilly Duchy of Cornwall Regional Development Agency GOSW Defra Link: Strategy and Action, AONB Management Plan, Sustainability Strategy, Local Plan, LDF	Secure funding to improve the sewerage infrastructure on St Mary's and ensure the project is delivered by 2015.	Secure future sustainability of the community
To ensure the commercial and operational viability of the Airport as a gateway to the islands for visitors and the community.	Council of the Isles of Scilly Transport operators Link: Local Plan, LDF	Monitoring of the Annual Business Plan by General Purposes	The long term viability and sustainability of the airport is secure
To secure funding to upgrade the highways on St Mary's.	Council of the Isles of Scilly Regional Development Agency GOSW Department of Transport Link: Local Plan, LDF	Six monthly progress report to General Purposes Committee	Secure funding to improve the highways on St Mary's.
To create a green transport strategy which will promote and support the use of cycles and walking and encourage the reduction in vehicle usage.	Council of the Isles of Scilly		

8. Glossary:

Adult Learning Inspectorate (ALI)
Annual Performance Assessment (APA)
Area Child Protection Committee (ACPC)
Area of Outstanding Natural Beauty (AONB)
British International Helicopters (BIH)
Children and Young People's Committee (CYPC)
Commission for Social Care Inspection (CSCI)
Cornwall County Council (CCC)
Cornwall and the Isles of Scilly Primary Care Trust (CIOSPCT)
Council of the Isles of Scilly (CIOS)
Community Learning Partnership (CLP)
Community Safety Drugs and Alcohol Reference Group (CSDARG)
Department for Education and Skills (DfES)
Department of Food, Environment and Rural Affairs (DEFRA)
Department for Trade and Industry (DTI)
Drinking Water Inspectorate (DWI)
Duchy of Cornwall (DoC)
Government Office South West (GOSW)
Isles of Scilly Steamship Company (SSCo)
Learning and Skills Council (LSC)
Local Strategic Partnership (LSP)
National Farmers Union (NFU)
Regional Development Agency (RDA)

Officer Titles:

Chief Executive (CE) Mr P Hygate.
Treasurer (T) Mr Barry Archer/ Mr P Lawrence
Chief Technical Officer (CTO) Mr N Gardner
Chief Planning Officer (CPO) Mr C Dryden
Director of Community Services (DCS) Ms C Gravestock
Modernisation Officer and Assistant to the Chief Executive (MOACE) Mrs S Pender
Economic Development Officer and Integrated Area Plan Facilitator (EDO & IAPF) Mrs A Hick
Acting Chief Technical Officer and Emergency Planning Mr W Thomas
Cambridge Education Project Manager Mr D Goddard