



Council of the Isles of Scilly

Corporate Plan 2019-2022

Council of the
ISLES OF SCILLY

Foreword from the Chairman

We are fortunate to live and work on the beautiful Isles of Scilly and I, my fellow councillors and the Council's staff are deeply aware of the responsibility we take upon ourselves to protect these precious islands and to serve the whole community.

Our good fortune however, does not make us immune to challenge, indeed it frequently heightens the scale of the challenges we face, situated as we are, a very small population 28 miles from the British mainland.

We face real and testing decisions as the Council seeks to support this and future generations in promoting prosperity and opportunity in balance with protecting our outstanding natural environment. We will continue to be proactive in meeting our responsibilities as we are already being with, for example, the innovative 'Smart Islands,' the exemplar Integrated Health and Social Care projects and delivering our very pressing housing needs.

The Council has established strong foundations: robust public service delivery, fiscal probity, openness to innovation and strengthened financial management. Now we must build on those foundations to help our islands thrive.

There are many challenges ahead. Local challenges: transport; housing; workforce resilience; health and social care; water supply; sewerage; and waste management. National challenges: reduction in funding for public services; and uncertainty as to the financial and economic impact of leaving the European Union. Global challenges: climate change and pollution.

This Corporate Plan prioritises policies to meet the challenges identified by your elected representatives to be of the greatest import. A purpose of this plan is to communicate those choices to the electorate and partners. Another is to help the

electorate hold its representatives to account, that they can be confident the Council is working for them.

We must always be aware that the Council cannot work successfully in isolation. We must engage fully, not only with the community, but also with local and regional partners. Full and active engagement with national government and its agencies is vital if we are to achieve a fair deal that acknowledges the uniqueness of the Isles of Scilly.

A handwritten signature in black ink, appearing to read "R. Francis".

Councillor Robert Francis

Chairman of the Council of the Isles of Scilly

Vision, Values and Behaviours

To work in partnership to create opportunities for all, care for our community and sustain a diverse and skilled economy in harmony with our beautiful landscape.

Productive	Delivering efficient, high quality services that meet the needs of our community, showing initiative and taking accountability for our actions and decisions.
Ambitious	Challenging ourselves to be the best we can, taking pride in our islands and working as a team to secure the best future for generations to come.
Collaborative	Providing local leadership by engaging and designing services with our community. Working with partners to resolve issues together through healthy debate.
Enterprising	Making best use of resources, enabling and supporting the local economy to grow and thrive.

A PLACE: Creating a vibrant and sustainable place for now and future generations.

Objective A1: Strive to secure a sustainable future for the islands and to deal with the challenges and opportunities of our remote location.

Objective A2: Recognise the exceptional environment and biodiversity of the Isles of Scilly and will promote sustainable solutions to meet the needs of future generations.

Objective A3: Lead in reducing carbon use by creating a circular economy, promoting local produce, striving towards maximum self-sufficiency and minimising car usage on all islands.

Objective A4: Provide leadership of the transport agenda, working with partners for secure, year round, competitive and resilient passenger and freight services for mainland and inter-islands transport.

Objective A5: Work to provide vibrant community spaces to support our rich cultural heritage and improve the accessibility and quality of our public realm, and to ensure that further investment is delivered to improve infrastructure, the public realm and the visitor experience.

Objective A6: Provide a cost effective and resilient fire and rescue service in response to the risks faced on the islands and ensure our community is safe.

Objective A7: Lead on the delivery of 30 new homes to support the future needs of the islands.

Objective A8: Invest in our housing stock to modernise the assets, improve the quality and create more sustainable housing solutions for all.

Objective A9: Deliver safe and compliant water and sewerage operations and infrastructure.

Objective A10: Lead by example on the responsible use of natural resources.

Objective A11: Provide an operationally safe, financially viable and customer focused Airport.

OUTCOMES: How will we know we have achieved the PLACE objectives?

1. Phase One Objectives of Smart Islands Programme have been delivered - energy efficiency measures installed in 100 homes and 200 businesses engaged, with over 447kw installed renewables by December 2019.
2. Phase One Objectives of Smart Islands Programme have been delivered - 10 electric vehicles, 25 charging points and 10 solar canopies installed by June 2021.
3. Phase One Objectives of Smart Islands Programme have been delivered - an extra 200kw generated by at least 50 businesses through renewable energy.
4. Phase One Objectives of Smart Islands Programme have been delivered - delivery of an Anaerobic Digester and Gasifier resulting in the generation of 600kw renewable energy, reduced waste costs and environmental improvements.
5. Decrease of people living in fuel poverty by 5%.
6. Working with partners to contribute to, deliver and monitor a 'Blueprint for Scilly Transport' that will focus on the user.
7. Strategic Transport contingency plans are in place and continually maintained.
8. Long-term funding and resources secured for Inshore Fisheries Conservation Authority (IFCA) through partnership working.
9. A marine science presence is established on Scilly.
10. AONB funding and resources have been aligned with the 2019 review of Designated Landscapes and the goals of the Government's 25 Year Environment Plan.
11. A 5 yearly Management Plan for the AONB has been approved.

12. Flood and coastal erosion risk management plan being actioned.
13. Partnership working to reduce the amount of waste generated on the islands.
14. A sustainable waste management process, which shows a waste diversion rate of over 50% is in place.
15. The on-island waste diversion rate is over 25% by 2022.
16. A reduction of combustion engine vehicles by enabling access to and maintenance of electric vehicles (EV).
17. An EV car share scheme operational by 2022.
18. At least 50% of all Council vehicles we replace are electric.
19. Isles of Scilly carbon levy approved and operational by 2021.
20. New Local Plan adopted by 2019.
21. Resources secured for community spaces and public realm by working with partners towards the objectives of the Destination Management Plan (DMP).
22. Housing delivery plan approved by Council by 2019.
23. Secure delivery of a minimum of 20 affordable units by 2021.
24. Undertaking of water & sewerage transfer to South West Water complete by 2020.
25. An Environment Toolkit to proof all new Council projects, policies and decisions developed by January 2020.
26. Actions to improve the effectiveness and efficiency of the Isles of Scilly Fire and Rescue service, as identified by Her Majesty's Inspectorate (HMI), delivered.
27. A Building Management Plan adopted by 2019.
28. An appropriate operational and financial model to secure the long term viability of the Airport determined.

In 2019/20 we will focus on:

1. Working with partners to prepare a 'Blueprint for Scilly Transport.'
2. Improving the Fire & Rescue Service, building on a positive inspection and areas for development including existing collaborative arrangements to strengthen its capacity, effectiveness and efficiency.
3. The installation of solar PVs and energy efficiency on social housing and corporate property.
4. Setting up infrastructure for electric vehicle charging points across all islands and trial electric vehicles.

5. Delivery of feasibility and design work for AD gasifier to create a sustainable and cost effective solution for managing waste and producing energy on the islands.
6. Introducing an operational Smart energy grid.
7. The transfer of water and waste water services to South West Water, thereby unlocking investment in infrastructure to meet changing legislation.
8. Increasing opportunities for the community to reduce, reuse and recycle waste, primarily through the roll out of dry mixed recycling across all the islands, to increase diversion rates.

B PEOPLE: Building a strong living community

Objective B1: Maximise the opportunity that Scilly gives to all generations to have a fulfilling life and make the islands an excellent place to live.

Objective B2: Improve the lives and life chances of our children and young people, intervening/supporting early to give the best start in life and promote wellbeing.

Objective B3: Ensure children and young people are safeguarded to the highest standard possible.

Objective B4: Ensure that every child has access to an Ofsted rated good/outstanding education and achieves their potential.

Objective B5: Promote health and wellbeing for the population as a whole, supporting individuals who are most at risk and providing care and support services for eligible residents.

Objective B6: Continue to work with partners to ensure high quality health and care provision for our community.

Objective B7: Ensure that on island care is delivered for vulnerable people.

Objective B8: Build on the digital transformation enabled by the Smart Islands Project to promote and deliver innovative solutions to health and care needs.

Objective B9: Facilitate the delivery of the Integration of Health and Social Care Project on the islands.

OUTCOMES: How we will know we have achieved the PEOPLE objectives?

1. Outline business case for One Public Estate developed by May 2019, and a full business case developed by 2021, that describes a sustainable model for health and social care services and estate, which minimises the need to travel and supports people to remain as close to home as possible.
2. All new Council led homes connected to smart technology, adaptable and flexible to meet housing needs.
3. An advisory service provided for all households to reduce fuel poverty and improve energy efficiency.
4. Positive Ofsted inspections of Children's Social Care and Special Educational Needs and Disability (SEND) service.
5. Academy conversion completed and robust school monitoring systems in place.
6. The Better Care Fund used effectively to support integrated health and social care objectives.
7. Integrated community mental health service in place.
8. Successful completion of a new Children's Centre facility and provider found for sufficient childcare and early years activities to meet needs of families by May 2019.
9. Existing provision for 2 year old funded places maintained.
10. Positive Care Quality Commission (CQC) inspection of residential and domiciliary care services.
11. Positive audits of social care cases.

12. Timely responses to safeguarding concerns in Children's and Adults' Services through audit and performance monitoring.
13. Fully recruited care workforce – no vacancies.
14. Continue to raise the profile of Care as a career.
15. Healthy lifestyles strategy completed by 2020.
16. Working in partnership to promote low carbon, healthy routes to access education, employment and leisure.
17. Joined up support for substance misuse reduction is ensured.
18. Resource to enable young people to access supported internships is appointed.
Promotion of support available to young people to maximise post 16 opportunities by May 2019.
19. Comprehensive wellbeing offer to minimise frailty and support independent living developed for adults.

In 2019/20 we will focus on:

1. Embedding Early Help strategy and development of a Family Hub to ensure that children have the right conversation, with the right person, at the right time.
2. Maximising opportunities through One Vision to ensure equitable access to health and social care services.
3. Continuing to ensure high quality services for children in need of help and protection, and strong links with Our Safeguarding Children's Partnership.
4. Accelerating implementation of Special Education Needs and Disabilities reforms in partnership with education and health.
5. Developing a sustainable wellbeing service through use of Active Scilly community leisure and sports facilities.
6. Development of a full business case for a single health and care service and estate for the frail elderly.
7. Retention and development of a high quality workforce for residential and community care services.
8. Maximising opportunities through Shaping our Future to ensure equitable access to health and care services.
9. Developing an options appraisal and feasibility study for delivery of housing to meet current and future housing need.

C GROWTH: Promoting a prosperous, inclusive and sustainable economy

Objective C1. Develop the Local Industrial Strategy and secure prosperity funding for the islands.

Objective C2. Support Scilly to be one of the best places to work and visit, promoting the interests of our community, businesses and visitors.

Objective C3. Build strong links with all partners to deliver the Destination Management Plan and support the growth of high quality tourism.

Objective C4. Ensure that there are skills on the islands to meet the needs of our residents and economy.

Objective C5. Develop opportunities for economic growth to create rewarding and well paid employment.

Objective C6. Promote our islands as a beacon of creativity and innovation.

Objective C7. Support small businesses to grow and attract investment that supports a year round economy.

OUTCOMES: How will we know we have achieved the GROWTH objectives?

1. Funding programme agreed through the new Shared Prosperity Fund.
2. Voucher Scheme delivered by 2019 and further funding sought for its extension thereafter.
3. Productivity strategy agreed by 2020.
4. Skills Hub reviews 2 businesses a quarter and continues to ensure Growth Hub fully accessible by businesses on Scilly via the Local Enterprise Partnership (LEP).

5. ‘Growing our own’ and apprenticeship schemes are promoted within the community, including supported internships.
6. Phase Two of Smart Islands agreed by 2020.
7. Actions from the Destination Management Plan (DMP) which can be delivered in conjunction with partners negotiated and agreed.
8. University presence established on the islands by 2020.
9. Advice and support to businesses provided through our regulatory services.
10. Plan to encourage growth of local produce in place.
11. Local Plan adopted and delivered by the end of 2019.
12. Action plan to help Scilly adapt to a post Brexit society adopted by July 2019.

In 2019/20 we will focus on:

1. Delivery of Isles of Scilly Voucher scheme to provide grant funding to small and medium sized enterprises.
2. Providing apprenticeships and training opportunities within the Council for new and existing staff across all service areas.
3. Developing Growth Hub and Skills Hub to grow existing programme to support local businesses.
4. Working with Islands Partnership in the delivery of the Destination Management Plan ambitions.
5. Adopting the Local Plan.

D OUR COUNCIL: Organised to deliver

Objective D1. Ensure that our own organisation is shaped to meet the challenges and opportunities of being the smallest unitary authority in the UK.

Objective D2. Improve our financial planning capacity and cost control to deliver on our Medium Term Financial Plan (MTFP).

Objective D3. Maintain a strong awareness of the longer term financial horizon, and be prepared to address the issues which arise.

Objective D4. Invest in the people who deliver services through enhanced workforce development, and effective leadership, and create a culture that is empowering, collaborative, supportive and inclusive.

Objective D5. Continue to develop and improve the delivery of our transformational projects and statutory services.

Objective D6. Aim to keep our council tax and fees and charges for residents as low as possible.

Objective D7. Ensure good front line services with effective performance management and the right balance of measures in place to provide an accurate picture of our delivery.

Objective D8. Listen to and engage more effectively with the community.

OUTCOMES: How will we know we have achieved the OUR COUNCIL objectives?

1. Medium Term Financial Plan (MTFP) agreed and monitored by April 2019.
2. Mitigations in place to navigate changes in the funding environment.
3. Negotiations completed to secure a bespoke public sector revenue funding arrangement for the Council of the Isles of Scilly by the end of 2021.
4. Shared Prosperity funding and other government funding opportunities recognise island requirements and enable investments.
5. Business case for increased freedoms and flexibilities to raise local income developed and agreed by March 2021.
6. 10 apprentice/training roles created by 2020 to support and develop talent within the organisation.
7. Mindful Employer and Healthy Workplace accreditation achieved by the Council.
8. The Isles of Scilly has schemes approved which enable contributions to be made through second home owners and visitors.

9. Support and the right tools have been provided to improve capability, productivity and performance of our staff, led by clear business plans and strong performance management.
10. Staff survey undertaken annually, resulting in evidence based actions.
11. Residents' survey carried out every four years, resulting in evidence based actions by Council.
12. Communications Strategy adopted by 2019.
13. A culture of effective engagement with the community established via regular surgeries, public meetings and workshops.
14. Robust processes and policies enable effective decision making as directed by this Corporate Plan.

In 2019/20 we will focus on:

1. Providing measures to improve the capacity and capability of our workforce to meet future service needs.
2. Embedding new finance systems to ensure that residents, officers and Members have accurate and timely oversight of public expenditure.
3. Developing a communication strategy and implementation plan to ensure better engagement with residents and partners.
4. Clearly defining collaboration and partnership arrangements for service delivery.
5. Embedding new governance arrangements to ensure responsive and effective decision making and performance management.