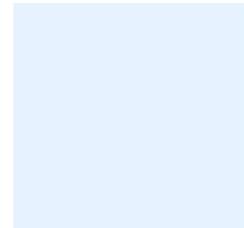
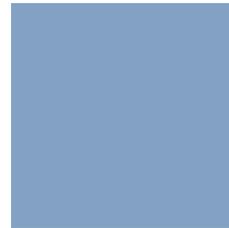
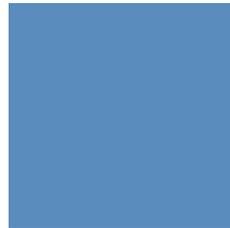


Key Actions - Annex 1

Part of the strategic plan for the
Isles of Scilly
May 2014



INTRODUCTION

The Key Actions tables that follow are designed to offer some more explanation and limited detail on each of the key projects recommended in the Strategic Economic Plan.

However, this is **NOT** a full Action Plan or a Delivery Framework. The level of detail and research required for these is far outside the scope of our brief. The Council should prepare a Delivery Framework for the actions it wants to pursue. We have tried to:

- provide some more detail of the recommended actions and why they might be necessary
- identify the key organisations who would be involved in the delivery of the actions
- give a rough indication of the timescale for the actions to be delivered
- describe some of the potential benefits for Scilly if the actions were to take place
- give a very rough indication of the likely costs (in some cases, we have specific investment sums and have shown these - however, most are simply ballpark figures). Suggested costs do not include the cost of running a service, only of getting it set up.

Unless otherwise stated, the actions are designed to have impacts across all the inhabited islands - wherever the actual location of the project might be.

We acknowledge that some of the Key Actions listed are already underway or have been planned. Nevertheless, we felt that it was important to include them as essential parts of the overall Strategic Economic Plan.

This report has been prepared by:



In association with:



ANNEX 1 - KEY ACTIONS

TRANSPORT

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)
Improve links and schedules with mainland transport providers, including through-ticketing	Steamship Company	1 year	Improved journey times for destinations beyond Devon and Cornwall	unknown R
Enter negotiations with Flybe, First Great Western, Cross Country and National Express with the aim of better synchronising the different schedules. This would ensure swift onward connections and reduce overall journey times and inconvenience for passengers. Also negotiate for through-ticketing arrangements to allow passengers to purchase tickets for all legs of their journey from one site.				
Develop Exeter, Southampton or Bristol as main 'hub' airports for onward services to London and other centres	Steamship Company / Islands' Partnership	1 - 5 years	Improved journey times for destinations beyond Devon and Cornwall	£5 - 10k C £15k R + IOSSC costs
Make Skybus and Scilly a bigger presence at hub airports - including permanent displays and staffed stands during the season. Negotiate preferential rates for onward trains, car parking and taxis. Consider a limited schedule to the hub airport throughout the winter.				
Ensure Sunday flights - at least during the season	Council / Steamship Company	1 year	Greater choice and flexibility for visitors	unknown R
Offering a range of Sunday air services will increase overall capacity and provide visitors and residents with greater choice and flexibility. Need to increase the Air Traffic Control (ATC) capacity at St Mary's Airport. This should drive new business capacity and offer greater flexibility.				
Explore potential for better quality planes	Steamship Company	3 - 7 years	More comfort, better experience	unknown C
Consider new aircraft, such as the Dornier 228NG, which offers a pressurised, air-conditioned cabin and more comfortable seats, or BN Trilanders. In future, other options might become available. Might require a small increase in runway length. Need to explore lease costs and running costs and establish economic viability.				
Identify and secure funding for new transport options	Council / private	1 - 3 years	Reduced costs for some routes	none
While route subsidies have consistently been turned down, it may be worth continuing to lobby for more specific options - e.g. winter flights, or flights to additional hub airport.				
Continue improvements at St Mary's Airport	Council	1 year 3 - 7 years	Reliability of service better experience for travellers	£4.3m C
Runway resurfacing; navigation improvements; enhanced terminal arrangements for passengers. Need to continue to improve reliability and experience in future.				
Encourage more use of air taxis and heli-charters	Hotel and tour operators	1 - 3 years	More choice, quality and flexibility	none
Actively explore the use of air charters for group bookings and for direct flights from London and other destinations. Identify preferred destinations.				
Ensure better and more coordinated off-island links throughout the year	Council / Boatmen / Islands' Partnership	1 year	Better connections for residents, commuters and visitors	£10k R
Work with boatmen to agree licence terms for coordinated booking, transparent fare structures and minimum year-round service conditions. Use Council procurement and incentives to drive change.				
Explore potential for limited winter boat service	Steamship Company	1 - 3 years	More choice and resilience year round	unknown R
A limited winter service from the Scillonian III (or replacement) would provide alternatives during conditions that prevent flights, and would offer a lower-cost option for residents and contractors. However, residents would need to make sufficient use of the service for it to make economic sense.				
Improve traffic management and parking in Hugh Town, and public transport on St Mary's	Council	1 - 3 years	Improved quality of public realm. Reduced reliance on private transport.	unknown C
Reduce the need to use private cars. Restrict parking in Hugh Town - especially in the town centre. Keep through-routes to the Quay and Garrison open. Support year-round bus service operating on St Mary's - providing better service to rest of the island.				

ANNEX 1 - KEY ACTIONS

TOURISM

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)	
Improved quality - at all price points	Islands' Partnership / private sector / CLLD	1 - 3 years	Attract more visitors willing to pay more. Fulfil visitor expectations.	£500k £30k	C R
Encourage all accommodation providers, restaurants, cafés, retailers and service providers to provide a better-quality experience for visitors. Islands' Partnership to continue offering a range of workshops and training to encourage businesses to make changes. CLLD funding to support the training and contribute to costs of physical improvements.					
Unified website to make all aspects of holiday booking easier	Islands Partnership	1 year	Better experience for visitors	£20k £30k	C R
Further develop the site as a single source for all parts of holiday booking - from door to door. Aim to deliver transport and accommodation bookings direct from the site, rather than click through to other sites. Include mainland transport providers. Ideally, prospective visitors will be able to manage every aspect of their trip from the one site. Close down other sites where possible.					
Ensure more tourism businesses take credit and debit cards	IP / private sector / Council	1 - 3 years	Increased visitor spend. Fulfil visitor expectations.	£5k	R
This is increasingly important as several visitor surveys have raised this as a key priority. Studies have shown that tourists spend less when they use cash than when they use credit or debit cards. Islands' Partnership to negotiate group discounts with card providers. Make this a condition of any future licensing of retail businesses.					
Make sustainability, low carbon and local sourcing standard in all tourism businesses	Council / Duchy / private sector / CLLD / Islands Partnership	1 - 7 years	Meet visitor expectations. Support local business. increase self-sufficiency.	£750k	C
Use EU funding to offer incentives for domestic scale renewables and energy saving in tourism-related properties. Produce publicity material and accreditation to show visitors what has been done and why. Council to ensure planning policy will support this.					
Support the development of new, upmarket accommodation	Private sector / Duchy / Council	3 - 7 years	More choice for high-spending visitors. Possible links to golf club.	unknown £20k	C R
The relatively high cost of travel to the Islands suggests that there should be an attempt to attract wealthier visitors for whom the costs are not a barrier. Will encourage other upmarket retailing and restaurants on the Islands. Council and Duchy to identify potential sites and to market to potential developers. Facilitate the redevelopment of St Martin's' Hotel. Use the existing and new quality accommodation to market business seminars and staff events.					
Establish a Study Centre to bring students all year round	Council / Duchy	1 - 3 years	Year-round visitors. Improved links to higher education.	£3m £25k	C R
Build links with Cornwall, Plymouth, Exeter and other universities. Provide residential courses in a range of subjects relevant to Scilly (e.g. marine ecosystems, sustainable shore management). Council and Duchy to identify potential sites. Negotiate with university faculties. Establish a joint venture company. Seek EU funding.					
Develop more activities for visitors - especially for wet weather	Private sector / Islands Partnership / Wildlife Trust	1 - 5 years	More choice for visitors. Increased visitor spend.	unknown	
Actively explore the potential for a wider range of activities for visitors, especially families and older people. Create wildlife interpretation and visitor centre, with café and shop. Consider sculpture trails and adventure playgrounds.					
Improve public realm and signage	Council / Duchy / Private sector	1 - 3 years	Improved experience for visitors	£50k £5k	C R
Create and maintain a sense of a well-managed destination. Improve the experience on the Quay, the centre of Hugh Town and around St Mary's. Repaint Council and Duchy properties in Hugh Town. Allow more on-street seating for cafés. Supply more planters and hanging baskets. Design and install discrete and coherent signage for St Mary's. Utilise CLLD funding.					
Offer wide-ranging training and support to improve tourism businesses	Islands' Partnership / Lifelong Learning	1 - 3 years	More profitable businesses. Better visitor experience.	£80k	R
The Business Survey showed that many businesses were interested in training and support - for the owners, managers and staff.					
Encourage more Sunday and year-round opening	Council / IP / private sector	1 - 3 years	More choice for visitors. Increased visitor spend.	unknown	R
Encourage collaboration between accommodation, food providers and other retail and on-island transport providers to ensure a selection of establishments are open on Sundays, late in the evenings and throughout the year. Council to ensure planning policies support this.					

ANNEX 1 - KEY ACTIONS

PROMOTION

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)	
Create a strong overall brand for all activities on the Isles of Scilly	Islands' Partnership / Council / private sector	1 year	Improved recognition of Scilly and its products and offer	£20k	C
Playing to the core strengths of Scilly, and its environment and people, create a brand that will unify the wide variety of messages that are currently used. This will help to create a lasting impression of what Scilly has to offer - to visitors, investors and businesses. Could include a phrase, logo or icon that can be included on all published and on-line material.					
Develop a number of sub-brands to promote tourism, food, creative products and businesses	Islands' Partnership / private sector	1 year	Improved recognition of Scilly and its products and offer	£30k	C
Working from the main brand, create a portfolio of specialist material that can promote different aspects of the Scilly economy. Encourage all relevant organisations to buy into the new branding and to actively use it on promotional material.					
Build a marketing campaign using established and new media outlets	Islands Partnership / IOSSC	1 - 3 years	Increased visitor numbers	£40k	R
Using a variety of new and traditional media, build a three-year campaign to demonstrate that Scilly is open for business, provides excellent service and is good value for money. Aim the campaign at potential new markets, as well as current strong market niches.					
Establish a clear long-term lobbying campaign in Westminster and Brussels	Council	1 - 7 years	Increased funding and support	£30k	R
Scilly needs to explain its needs in a strong and coherent way. It should be aiming to use an agreed set of messages that identify specifically and realistically what support is being sought - and how that support will lead to a more sustainable and self-sufficient economy on Scilly.					
Increase the number and range of events on Scilly	Islands' Partnership / Council / Community Trust	1 - 3 years	Increased visitor numbers. Improved satisfaction levels.	£60k £25k	C R
There is great potential to offer an extended calendar of events on Scilly throughout the season - and to extend the shoulder season. This would provide additional reasons for visiting the Islands and would offer more interest and activities for those already on Scilly. These could include literary festivals, music festivals (local and Celtic), firework displays, harbour lights, sports events (A 5 island marathon, anyone?). Given the maritime heritage and the wide range of art, craft and food created and grown on the islands, there should be a weekly street market (possibly on a Sunday), using traditional market stalls. Every cruise ship could be celebrated with a mini regatta, or firework display. Creating a sense of excitement, of carnival atmosphere, of a place which is buzzing with activity - it all helps to build a sense of place.					
Exploit high-profile Scilly supporters	Council / Duchy / Tresco Estate / Islands Partnership	1 - 3 years	Improved recognition of Scilly. Increased visitor numbers.	£20k	R
As a key part of the marketing and lobbying campaigns, it would be helpful to identify and then use the media presence and contacts of the many well-known visitors to the islands, and those who come from Scilly.					
Agree a single set of strong messages to be used across general and specific marketing and PR activities	Islands' Partnership / Council / private sector / IOSSC	1 year	Improved recognition of Scilly and its products and offer	£20k	C
Recently, there have been too many mixed and negative messages about the Isles of Scilly. It is vital that all businesses and all parts of the community unite behind a set of positive messages. Whether online, with politicians, in the press or the broadcast media, those speaking for or about the Islands should offer a coherent set of comments which reflect well on Scilly as a whole.					

It is recognised that some of these proposed actions have already been started by the Islands' Partnership and others.

ANNEX 1 - KEY ACTIONS

DIVERSIFICATION

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)
Complete superfast broadband rollout and ensure reach to all island businesses	Council / Superfast Cornwall	1 - 3 years	Improved business efficiency. New business opportunities	£3.7m C
While this project is scheduled for later in 2014, there will remain much to do to capitalise on the availability of superfast broadband. The potential to attract telecoms companies to bring better 3G and 4G mobile signals should be pursued - as should the ability to access a wider range of digital TV channels. In line with the expectations of many visitors and the needs of local businesses, the Council should look at establishing public WiFi network coverage throughout the Islands.				
Ensure provision of suitable workspace and land; complete an employment land review	Council / Duchy / private sector	1 - 3 years	Supports business growth and new business formation	£10k R
New and expanding businesses will need suitable premises from which to operate. The Council should ensure that planning policy will support appropriate conversions and new building for economic purposes. Identification of potential sites for employment land would be an important first step.				
Build IT and other skills in the workforce	Council / Lifelong Learning Centre / CLLD	1 - 3 years	More skills in the workforce. Improved job prospects.	£40k R
As well as providing training for local people, there should be incentives to attract qualified staff to work in new digitally-enabled business environments.				
Offer training to local residents to develop new skills	Council / Lifelong Learning Centre / CLLD	1 - 3 years	Improved job prospects. Better match of skills to business needs.	£40k R
In order to support, and capitalise on the opportunity of, new broadband, Scilly should aim to train local people in a range of IT and digital development skills. This will provide a greater choice for local employment and enhance the inward investment offer for knowledge-based entrepreneurs.				
Provide more choice in the housing market - for rent and sale	Council / Duchy / private sector	3 - 7 years	Encourage new entrepreneurs. Opportunities to local people	unknown
If Scilly is to attract new entrepreneurs to the Islands, it will need to offer a greater choice of housing - whether from the existing stock or new build. The expectations of incoming entrepreneurs and their staff may not be met by the current, rather restricted, housing offer. It is important to ensure that, as far as possible, housing is kept for those deriving their living on the Islands.				
Run a campaign to attract suitable businesses to Scilly	Council	1 - 3 years	New business start-ups. New employment opportunities.	£30k R
Although the scale will be very small, Scilly will need to run an inward investment campaign - targeting the sorts of businesses and investors who might be interested in the Islands. Highlighting the strengths of the Scilly offer, especially to those with young families, the campaign will focus on existing digital hubs on the mainland and on university innovation centres.				
Explore the use of incentives to support potential new investors and businesses	Council / Duchy / CLLD	1 - 7 years	New business start-ups. New employment opportunities.	£200k C
Despite the obvious attractions of Scilly, there are barriers to overcome for any business. In order to encourage suitable companies to relocate, some incentives may be offered (this is common in most economies) at a suitable scale. Business rate holidays, fast track planning and subsidised travel may be appropriate for a limited period.				

ANNEX 1 - KEY ACTIONS

COLLABORATION

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)
Demonstrate the value of better collaboration to individual businesses and the overall economy	Council / Islands Partnership	1 year	Greater willingness to cooperate	none
Examples of collaborative activities that could benefit the islands are given below. Consideration should be given to encourage collaborations and elements of best practise could be shared between various sectors.				
Support processing facilities for farmers, growers and fishermen	Council / Duchy / FGI	1 - 3 years	More profitable businesses. New market opportunities. Boost to local economy	£450k C £15k R
Processing equipment that can add value to produce is an excellent way to create more economic value and to ensure close cooperation between farmers and fishermen. Projects such as a small-scale abattoir, larger freezer facilities at the harbour and, potentially, a food processing unit would benefit local businesses and increase the potential of selling into the local and new markets.				
Encourage shared use of equipment and facilities	Council / Duchy / FGI	1 - 3 years	More profitable businesses.	£15k R
Similarly, building on the work started by the Farmers and Growers Initiative, explore further opportunities for sharing across all sectors, including tourism.				
Support joint marketing and sales campaigns	Council / Duchy / FGI / IP	1 - 3 years	New market opportunities. More profitable businesses. Enhance Scilly brand.	£30k R
Within niche business sectors, such as camping or shellfish or activity holidays, there is often advantage in shared promotions. For Scilly, where the first challenge is to get people to the Islands, this should be more effective.				
Facilitate better facilities for the booking and efficient use of inter-island boats	Islands' Partnership / Council / SMBA	1 - 3 years	Improved service for visitors and residents. More profitable businesses.	£25k C
The collaboration between the boatmen on the various islands is very limited. The lack of a clear, central organisation affects the service given to visitors and residents alike. Despite some small innovations, there is little opportunity to use modern communications to book, pay for and check timings of boats. This should be changed urgently. This would also allow residents to schedule trips more efficiently and reduce costs year-round.				
Create incentives for collaboration	Council / CLLD	1 year	More profitable businesses. Better service for visitors and residents	£50k C
The Council is able to both regulate and incentivise more collaborative approaches. Whether through regulation, licensing, procurement, planning policy or small grants - it can encourage the better service and reduced costs that come from a more cooperative approach.				
Encourage new community-owned enterprises to deliver services	Community Trust / Council	1 - 3 years	More community involvement. Delivery innovation.	£20k R
Community enterprises are a well-tried way of bringing communities together to deliver essential local services. Running as commercial businesses, they usually have different aims and distribute surpluses back into the business, new employment or the community to provide other services. There is the potential to take advantage of any 'contracting out' of services by the Council.				
Explore potential of community ownership of assets	Community Trust / Council	1 - 3 years	More community involvement. New financing opportunities.	£40k R
As above, communities who get together to create a solid asset base tend to enjoy greater independence and benefit from income streams. On Scilly, there is the potential to establish a local Energy Services Company (ESCO) to deliver renewable energy throughout the islands.				

ANNEX 1 - KEY ACTIONS

SELF-SUFFICIENCY

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)
Develop a programme of energy efficiency in domestic, public and commercial buildings	Council / Duchy / CLLD / EDF	1 - 7 years	Reduced costs. Reduced CO ₂ .	£500k C
The first and most important step in saving energy and reducing carbon emissions is to reduce consumption. An energy efficiency programme would demonstrate the Islands' commitment to more sustainable living, would save money for consumers and could help reduce fuel poverty. A range of incentives could be given to encourage take-up.				
Encourage the delivery of domestic- and community-scale renewable energy	Council / Duchy / CLLD / EDF / WPD	1 - 7 years	Reduced costs. Reduced CO ₂ brand.	£1m C
The climate on Scilly gives it a natural advantage when it comes to renewable energy. The sun, sea and winds provide ample potential for providing the Islands' needs. However, given the sensitive environment and the importance of the relatively unspoiled views, the most likely options for Scilly would be solar, domestic-scale wind, tidal stream and wave energy. There is the potential for solar on most roofs on Scilly and for small commercial or community solar farms. Wave and tidal stream would take longer to get in place as the regulatory regimes are much more complex - but they provide excellent options for substantial energy. Planning policies will need to support this.				
Investigate the potential of community ownership models for energy	Council / Community Trust	1 - 3 years	Community involvement. Delivery innovation. New financing opportunities.	£10k R
There are several models for community-owned energy supply systems - particularly on some Scottish Islands. Community involvement helps to garner support and also provides an income stream back into the communities involved.				
Encourage more year-round food production	Council / FGI / Duchy	1 - 3 years	Reduced costs. Resilience. Improved Scilly brand.	£20k C
Although land is limited on Scilly, much of it is not being used productively. Given the climate, there is potential to grow a range of crops locally that could supply the local market. This is unlikely to supply the range and quantity of produce needed for the island resident and visitor population - but it could provide higher value crops year-round. May need some more extensive use of polytunnels.				
Support community-based growing initiatives	Council / Community Trust	1 - 3 years	Community involvement. Reduced costs.	£5k R
Community food initiatives are hugely popular in communities throughout the UK. Not only do they encourage the production of more local, and often organic, food - but they provide a strong community bond and support local voluntary effort. Community orchards, community-run allotments and back-garden schemes; together with seed swaps and equipment sharing, offer great opportunity on Scilly.				
Use waste products to reduce the need for imported fertiliser	Council / FGI	1 - 3 years	Reduced costs.	part of £3.3m C
An improved waste collection and recycling scheme for Scilly would enable significant quantities of compost to be produced for distribution back to the community.				
Plan and implement sustainable flood protection measures	Council / Duchy / Tresco Estate	1 - 3 years 3 - 7 years	Resilience	£1.2m C unknown
The recent storms and the continuing rise in sea levels have shown the vulnerabilities on all the inhabited islands to flooding and storm surges. A programme of works to address the most vulnerable areas should be put in place (see Infrastructure Plan) - using the most sustainable methods and materials.				
Protect natural water sources and provide alternatives	Council / Duchy / Tresco Estate	3 - 7 years	Resilience	unknown
as the main source of water for the island, the boreholes/wells and reservoir tanks on St Mary's need protection. New desalination plants are recommended for St Agnes, St Martin's and Bryher, as the local aquifers are at risk from sea water incursion during storms and sewage contamination.				
Continually update a register of future risks	Futures Action Group	Continuous	Resilience	£5k R
The drivers of future change are complex and often interlinked. It is important that a small community such as Scilly is alert to environmental, economic, political, social and technological changes that might affect island life. From these, the more likely risks can be ascertained and adaptations planned for.				
Renew the subsea power cable, to ensure energy security	WPD	3 - 7 years	Resilience	£25m C
Ensure reinvestment in the subsea electricity cable as it provides important access to resilient energy sources.				

ANNEX 1 - KEY ACTIONS

LEADERSHIP AND DELIVERY

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)
Support the establishment of an islands-wide community body	Council / IP	1 year	More community involvement. Shared visioning. Improved consultation.	£40k R
A community development trust (or similar) would bring disparate parts of the community on Scilly together, achieve a common sense of purpose, and provide a well-established structure. It could also serve as an umbrella for a variety for community enterprises or community interest companies. The Community Trust would have direct representation on the Futures Action Group. The administration of the Trust should be funded.				
Set up a 'Futures Action Group' to drive forward planned changes and development	Council / Duchy / IP / Community Trust / CLLD / Wildlife Trust	1 year	Improved planning. Better consultation.	£5k R
There is a clear need for a small group (representing the breadth of Scilly interests) to understand future change, to ensure better planning between delivery bodies and to monitor delivery and development.				
Move the Council from being a deliverer of services to being an enabler	Council	1 - 3 years	Improved service provision. More community involvement	none
Over several years, the Council has become responsible for the commissioning and delivery of a many services. Many modern councils find benefit in being smaller and more nimble - contracting out some services to the private sector and to local community enterprises. It would still retain the important policy, commissioning and statutory functions.				
Use the Council's and Duchy's powers, procurement and incentives to encourage positive change	Council / Duchy	1 - 3 years	Improved provision for visitors and residents. Stronger economy.	£25k R
Both the Council and the Duchy spend considerable sums each year on goods and services. It is possible to use contracting and regulatory powers to incentivise positive change - such as improved service, better take-up of low-carbon initiatives, wider adoption of credit cards, etc.				
Set up a local purchasing initiative to keep more money circulating on the Islands	Council / Duchy / IP / Community Trust / CLLD	1 - 3 years	Stronger local economy. New business opportunities.	£15k R
Although there are procurement rules that govern how many council contracts are issued, it is possible to support local companies and social enterprises. This can also incentivise the provision of more goods and services locally. A local purchasing initiative will also support local businesses in understanding tendering procedures and in collaborating to secure larger contracts.				
Duchy to continue and extend its role as a more active partner in development	Duchy	1 - 3 years	New business opportunities. Stronger local economy.	£15k R
The Duchy has been much more active recently - both in the management of their estate and in the wider life of the Islands. Nevertheless, the Duchy can continue to play a pivotal role in the development of new initiatives and in the future planning of the Islands' economy.				
Organise a Community Futures Conference in the Autumn	Council / IP / Community Trust / CLLD / FAG	1 year	More community involvement. Shared visioning.	£25k R
It is important to try to bring all parts of the community together - especially to understand the forces of change and plan for the future. A Community Futures event would allow for very open debate, exciting speakers from other islands, informative workshops and a celebration of Scilly and what it stands for. To take place over a weekend, it would utilise a range of techniques for bringing people together and generating a shared sense of purpose. To include local food, music and organisations.				
Identify a senior post to drive forward development	Futures Action Group	1 - 3 years	Faster and more cost-effective delivery.	£60k R
There is much to be done on Scilly to ensure a viable future. A clearly identified role, not responsible for other tasks, would enable the often complicated and challenging work of delivering multiple projects. The post (for three years initially) would need to have direct access to all key organisations at the most senior level and should report back to the Futures Action Group.				

ANNEX 1 - KEY ACTIONS

INFRASTRUCTURE (excluding Transport and self-sufficiency measures)

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)
Strategic sewerage system for Hugh Town	Council/Defra	6-11 years	Bring sewerage discharge to acceptable quality and enable development	unknown C
Develop detailed plans and costs to replace Morning Point outfall, most likely with a new sewerage treatment works and new outfall. Work with Defra to secure funding.				
Sewerage treatment for Bryher, St Agnes and St Martin's along with necessary network	Council/Defra	1 -6 years	Reduce the contamination and effluent disposal problems associated with private septic tanks	unknown C
Design new sewerage treatment and network for off-islands and work with Defra to secure funding				
New recycling centre and waste transfer station at Moorwell	Council/Defra	1 -6 years	Efficient and compliant waste disposal, reduced costs and higher recycling rates	unknown C
Develop detailed plans and costs, and work with Defra to secure funding. Complete the actions to deal with the waste legacy, finalise arrangements for waste disposal to the mainland, decommission the incinerator and provide new recycling / waste transfer facility.				
Upgrade telecoms	Private sector	1 -6 years	Business and social benefits from mobile internet	unknown C
Capitalise on superfast broadband to deliver 3G and 4G networks, internet television and public WiFi networks				
Increase capacity at Five Islands School	Council/DfE	1-2 years	Continue providing high-quality education in high-quality accommodation	unknown C
Develop plans and funding mechanism for new secondary capacity to accommodate larger cohort and remodel early years to meet curriculum requirements				
Upgrade Mundesley House	Council	1 -6 years	Ensure education support facility is fit-for-purpose. Reduce operational costs and improve energy efficiency	£75,000 C
Renew heating and hot water system with modern energy-efficient unit				

ANNEX 1 - KEY ACTIONS

HOUSING

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)
Plan for 60 - 90 new homes by 2020, and 90 - 120 over 10 years - mainly on St Mary's	Council / Duchy / CRHA	1 - 10 years	Reduced waiting lists, more choice of housing type and tenure, stronger economy	unknown
The purpose of these new homes is largely to provide for local demand, but also to deal with any population increase and change in household size and to support some economic growth.				
Council and its partners to test the suggested figures before they become an adopted target	Council	1 year	More robust evidence for local plan revision	£15k R
Our estimates are based on limited information and will need to be tested properly before they become formal targets.				
Existing and brownfield sites should be given preference over new greenfield development	Council	1 - 10 years	Better protection of environmentally sensitive areas. Faster initial development	none
Given the sensitivity of the environment of Scilly, we would suggest that any existing sites should be developed initially. However, it may be necessary to ensure developments of a size to bring sufficient cross-subsidy to support affordable housing targets.				
Use local needs market housing development to deliver affordable housing through cross-subsidy	Council / Duchy / Housing Associations	1 - 10 years	Delivery of affordable housing. Greater market choice.	none
With changes on the funding policies from the Homes and Communities Agency, it is unlikely that affordable house for local need will be deliverable without an element of cross-subsidy from more open market housing.				
Develop a planning framework for some market housing - with controls to minimise second homes	Council	1 - 10 years	More choice for local households and potential new businesses.	none
The Council will need to agree on a set of policies that allow some new market-based housing while ensuring that, as far as possible, ownership is kept to people who earn their livelihood on Scilly. Need to explore the potential of restrictive covenants and shared equity arrangements.				
Undertake a housing review to decide on the size and type of new homes over the next 10 years	Council / Duchy / Housing Associations	1 year	More robust analysis of specific local needs.	£15k R
As the population on Scilly changes, the requirements for different types of homes will change. The Council should keep this under review to ensure that the right mix of size and type are built to support local needs.				
Council and other large employers to develop their own key worker housing	Council / Duchy / private sector	1 - 7 years	Better availability of accommodation for key workers and seasonal staff	unknown
The responsibility to provide more accommodation for key workers and other staff should rest with the employers. The Council and Duchy can facilitate by providing land and property for development, and planning policies to support appropriate development.				
Review housing needs of the elderly, including care provision	Council	1 - 3 years	More appropriate provision for elderly residents.	£15k R
Review social care and health services to provide an integrated social care service. Develop plans and funding mechanism to provide new nursing accommodation for the integrated service. Link with housing policy for older people.				

ANNEX 1 - KEY ACTIONS

OTHER ESSENTIAL CONDITIONS

Key actions	Potential lead partners	Delivery timescale	Potential benefits	Scale of costs (Capital / revenue)
Offer a business needs assessment to every business on Scilly	Council / CLLD / CIOS LEP / Islands Partnership	1 - 7 years	More prosperous and resilient businesses. More business investment.	£300k R
An independent assessment would provide each business with clear direction on how it can become more productive, competitive and efficient. It could look at marketing, service standards, new products and skills needs for owners and staff.				
Deliver a programme of business advice and support	Council / CLLD / CIOS LEP / IP	1 - 7 years	Better business planning. More investment and employment benefits.	£250k R
The initial assessment should be supported by a range of generic and specific business support services. The Business Survey showed that many businesses would welcome business advice, training and courses / presentations.				
Support supply chain collaboration	Council / CLLD / CIOS LEP / IP	1 - 7 years	Better use of business assets.	£100k R
This has been identified as an area of support under the Cornwall and Isles of Scilly SIFS. It would provide for support to assist businesses in working together in buying supplies and in feeding into wider supply chains.				
Conduct a training needs assessment of current and future needs of businesses and their staff	Council / CLLD / CIOS LEP / Islands Partnership	1 - 7 years	Increase business performance. Training focused on real skills gaps.	£30 R
In order to provide the most appropriate skills and management training, an assessment should be carried out of specific business needs, as well as a Scilly Skills audit - to identify the existing skills and experience of islanders.				
Deliver a range of technical, administrative, management, service and digital skills	Council / CLLD / CIOS LEP / Islands Partnership	1 - 7 years	Improved business productivity through new skills.	£200k R
Skills are at the heart of any economic development, business success and personal growth. Following the skills assessment, ensure that training can be provided within the business, on the islands or through distance learning. The Superfast Broadband network will enable more effective video conferencing and links to mainland education and training providers.				
Provide a range of managed workspace on all the islands	Council / Duchy / CLLD	1 - 3 years	Business growth. Broaden the economic base.	£1.5m C
The planned innovation centre at Porthcressa and the community scale workspace on St Agnes are important developments - but should be extended to cover all the islands. The design, layout and equipment should be flexible so as to accommodate changing needs over time.				
Ensure a range of suitable business premises and land for development	Council / Duchy	1 - 7 years	Allow existing and new businesses to grow to meet potential.	unknown
Some businesses will need to expand or build new premises. The Council and Duchy should provide land and planning policies to support this.				
Ensure development is planned so as not to diminish the nature and character of Scilly	Council / AONB / Wildlife Trust	Continuous	Quality of life and competitiveness from the natural environment.	none
The quality and variety of the wildlife and natural environment on Scilly needs to be respected and protected. Inappropriate development could spoil the essential quality of the Islands.				
Ensure new developments are sensitive to their surroundings and built to the highest environmental standards	Council / AONB / Wildlife Trust	Continuous	More sustainable communities. Better environmental protection.	none
New development should be appropriate in scale and location. It should offer high environmental and design standards to reinforce the special nature of the Islands.				
Improve the interpretation of, and access to, key sites of wildlife and nature interest	Wildlife Trust / CLLD	1 - 3 years	Better experience for residents and visitors. Benefits to leisure businesses.	£500k C
Although most visitors come to Scilly for the scenery and wildlife, the signposting, access and information about different sites could be improved. This would enhance the experience for many visitors.				