



**TRESKO ESTATE PARTNERSHIP**  
**MISSION STATEMENT FOR THE FUTURE**

**WE ARE INSPIRED BY A LOVE FOR THIS UNIQUE PLACE AND A RESPECT FOR OUR ENVIRONMENT, COMMUNITY AND TEAM, TOGETHER DELIVERING THE BEST GUEST EXPERIENCE AND COMMERCIAL SUCCESS IN ORDER TO INVEST IN TRESKO FOR GENERATIONS TO COME.**

The management of Tresco Estate Partnership (TEP) will soon pass to the sixth generation of the founding family of the Estate.

For nearly two hundred years the family have created, nurtured and curated the community, the built heritage, the economy and environment of Tresco.

In managing the Estate it has always been understood that all the islands in Scilly are fragile and economically interdependent. All management and investment decisions over the years have recognised this shared responsibility and played a significant part in ensuring the survival of the five tiny populations on these five tiny islands.

There have been many existential threats over the years with starvation, storms, piracy, plagues, wars and more recently Bank crashes, recessions and the consequences of a global pandemic such as Covid.

On top of all that there is the very real possibility that rising sea-levels caused by factors beyond local control could cause significant damage to our magical landscape, ecology and natural environment.

Whilst it is not yet known whether the current pandemic can be overcome and if so when life might return to something that might have been called normal in early 2020, TEP is proceeding to make plans based on the premise that the islands cannot live on Govt subsidies for evermore and must therefore develop a strategy for economic recovery.

TEP is represented on and actively engaged with most of the bodies that work to improve the quality of life for Scillonians. We work closely with the Council of the IOS and are active members of the Transport Board, Island Partnership, AONB and Wildlife trust as well as being founder participants in the Smart Islands program.

In recent years the Council and Tresco has successfully engaged with Hitachi, BT Openreach, SWW, and WPD to upgrade utility services and in addition has transformed its own Waste management processes. These are all very important gains in terms of securing better quality of life for islanders as well as improving resilience of vital services.

These gains with the corporate or Govt sector have given the islands a platform on which to build investment by the private sector both large and small in order to strengthen our economy and compete with other destinations.

TEP believes that failing the sudden discovery of a new principal industry for Scilly that investment in Tourism and tourist services is paramount. There is an urgent need to regain lost visitor numbers in order to support our Transport infrastructure and extend the season to improve year round viability of island businesses.

However, Scilly can never be other than a niche destination so the focus must be on quality and distinctiveness rather than high volumes and the TEP recovery plan concentrates on these two key areas.

## **TRANSPORT**

Reliable, resilient Transport is the key to life on Scilly. No small remote group of islands can survive without the ability to move people and goods both inter-island and between the mainland and the islands.

The IOS Transport Board has been working hard to address the urgent need to improve transport services and renew aging plant and machinery in order to secure the future. The main focus is on replacing the passenger ferry and freight ships which have nearly reached the end of their economic life.

Good progress was being made with DfT with the assistance of CC to secure Govt support for ship replacement however the Covid emergency has delayed the process. TEP have been actively engaged with the TB since its inception and will continue to be so.

TEP operates Tresco Boat services and offers a year round service within the islands using four boats. Considerable investment has been made in all of the boats to make sure they are fit to go on delivering services for years to come. This process of improvements and renewal will continue.

After a lengthy process TEP have re-established a helicopter service to Scilly from Penzance. This involved building a new Heliport in PZ and making improvements to Tresco Heliport in order to meet modern licensing requirements. Whilst the service was greatly effected by Covid restrictions in 2020 it will be up and running to both St. Mary's and Tresco as soon as restrictions permit this year.

This is a very substantial investment in infrastructure and people by TEP but reflects the strength of belief that the islands need a resilient alternative in order to grow the numbers and improve reliability.

The development of Penzance Helicopters has been supported by CIOS from the very beginning of the project on the basis that it provides choice, resilience and the opportunity to increase numbers of visitors particularly in the shoulder seasons. TEP will continue to work closely with CIOS to optimise the performance of the helicopter service to both islands.

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**The concept of “quality” should be holistic and requires investment in people as well as better, greener buildings, and continuous improvement of our business offerings in order to support growth and employment.**

**TEP has grouped its aspirations around 5 key principles - People, Product, Place, Planet and Planning The Future. All of these are fundamentally linked and important for the sustainability of our business, our environment and our community**

**PEOPLE** - well trained and contented staff leads to high service levels and appreciative guests.

TEP is committed to providing apprenticeships, student programmes and training in all areas of the business. As well as islanders, our staff are drawn from many parts of the world and provide excellent services to our guests as well as making a community to be proud of.

**PRODUCT** - for many years TEP has concentrated on investment in high quality in every respect. This encompasses all areas from infrastructure to food to guest services to build quality and environmental management. Our policy is to provide an exceptional destination experience to a niche market of discerning clientele.

We share the corporate aim of the Council and Island Partnership to extend the season through innovative new concepts in order to support year-round employment and ensure viability for the transport providers.

To this end TEP will continue to invest in better, greener buildings through upgrading of the existing tourism stock and the provision of a small number of additional units to fulfil specific functions or strengthen sectors that are under represented.

We will also continue to seek to provide high quality accommodation for all employees both permanent and seasonal. This will be achieved by a combination of upgrading existing houses where it is economic to do so and some new build units.

**PLACE** - as the largest business in Scilly and the biggest employer, TEP is conscious of the responsibility that it has in shaping the future both for its direct employees and the many local suppliers that it relies on in Scilly and further afield.

This applies to the business itself but also the care that needs to be taken to preserve the history of the Estate and the key heritage entities such as the Abbey Garden which is of international importance and rated as the only Grade 1 garden in Cornwall.

As well as being a modern business TEP must continue to try and provide an integrated community by improving facilities for all residents through its support for island facilities such as the school, church, playgrounds and the Community Centre.

**PLANET**- It is fundamental that the environment of Scilly is its most precious asset. TEP has always pursued sustainability and has tried to incorporate environmentally friendly qualities in its endeavours for many years.

This includes the minimum input grass-fed beef herd, the restoration of all the woodlands over the last 40 years and the planting of thousands of trees.

Great emphasis has been placed on the maintenance of the distinctive grassy rides and shelter belts as well as all works necessary to care for the SSSI's and woodland areas which constitute 56 % of the island.

Tresco was the first island to install an island-wide sewage treatment plant in 1989. At the same time the programme of renewing all water mains resulted in the water consumption reducing by 50% in spite of all the additional tourist bed spaces being added.

The Hell Bay Hotel was equipped with the latest state of the art sewage treatment plant and a grey-water recovery system in 2001.

Over the last fifteen years TEP has focussed on including sustainable energy features in the design of new projects. Since 2005 the emphasis has been on super-insulated buildings, Air Source Heat Pumps, Smart meters and locally generated energy through PV.

The Sea Garden and Ruin restaurant was the first district heating system in Scilly and is entirely powered by ASHP.

TEP purchases energy from a "Green Energy" supplier for all electricity used in Estate buildings on Tresco and Bryher.

TEP retains consultants in order to keep abreast of all the latest technology relating to renewable energy and there is currently a feasibility exercise taking place to make the island self-sufficient in energy in the next few years.

Currently the process of changing all Estate vehicles to EV is well under way with electric buses, buggies and service vehicles already operating. Multiple charging points are being fitted throughout island properties.

TEP is constantly looking to innovate and improve its sustainability and reduce its carbon footprint.

**PLANNING THE FUTURE** - In spite of the gains inherent in the improvements to services the economy of Scilly as a whole is going to be extremely fragile until Transport is properly resolved.

TEP will continue to invest in projects that enhance the tourism offer. In the main these projects will focus on improvements to existing assets and settlements taking account of the five main principles listed above but there will be a need for some targeted new buildings which will be focussed on season extension and innovation regarding customer services and competitiveness.

TEP recognises that the islands may enjoy a period of popularity as a consequence of wider travel restrictions to other destinations, however it is considered to be vital that the businesses respond to the challenge of making the islands a long-term destination of quality.

**TEP believes that it must draw on the experience of the foot and mouth outbreaks in the early 2000's which led to a substantial increase in popularity for the islands for two or three years only to be followed by a steep decline in visitor numbers over the following years.**

TEP will play its part in this regard in order to secure the future and try and create a destination of enduring excellence.

**ROBERT DORRIEN-SMITH**  
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