

**OUR PLAN:**

The smallest unitary Council in England with the largest remit

**OUR CORPORATE VALUES:**One team serving our islands with **CARE****We have Courage**

We have the courage to challenge and explain our decisions to others

We base our policy making and decision making on evidence, consultation and debate.

**We are Accountable**

We are truthful in our communication and interactions

We celebrate our successes, communicate areas for improvement and acknowledge our mistakes

**We are Respectful**

In our dealings with people we listen, consider their views and foster openness within the council.

We encourage new ideas and tolerate difference of opinion.

**We are Effective**

We strive to meet deadlines and fulfil our promises

We deliver as planned within budget and always aim to deliver the best financial value for the community. Our services strive to exceed customer expectations

**OUR VISION:**

Working in partnership to create opportunities for all, caring for our community, sustaining a diverse and skilled economy in harmony with our beautiful landscape

**OUR 4 OVERARCHING STRATEGIES**

Enabling our community to play an active role in enhancing quality of life on Scilly

**Health, wellbeing and independence**

Enabling healthy lifestyles, independent living and access to good quality healthcare

**Growth, employment and skills**

Supporting a strong local economy by creating opportunities for better learning, greater investment and more jobs. Enabling access to employment that pays a living wage

**Housing quality, affordability and supply**

Facilitate the delivery of decent and affordable homes for our community

**Place and infrastructure**

Driving improvements to the quality of the wider environment we live in and ensuring that our infrastructure is compliant and conforms to the highest standards

**KEY ISSUES FOR EACH STRATEGY**

- Early intervention and prevention
- Transform the efficiency and effectiveness of services for vulnerable children, families and older people
- Enabling residents with physical and mental health issues to be as independent as possible
- Safeguarding vulnerable children and adults
- Delivery of public health responsibilities (obesity, substance abuse, smoking)
- Safeguard statutory front line services and reduce social isolation

- Creating the right conditions for economic growth. Recognising tourism is currently our key industry, encouraging and diversifying economic growth
- Engaging and involving business in community projects
- Helping young people to achieve at school and compete in the job market
- Enabling delivery of approved actions from the Island Futures report
- Creating smart energy solutions for the islands
- Continuing LEP engagement and partnership

- Enabling affordable, high quality and decent housing
- Increasing and diversifying housing supply
- Continuing to reform and improve the performance of our housing services
- Improving the quality of private rented housing including enforcement action against non-compliant landlords
- Using our powers to bring empty properties into use
- Ensuring that appropriate major National Schemes are delivered on Scilly (ie. Affordable housing programme)
- Negotiating development land

- A sustainable, diverse, reliable and effective transport infrastructure
- Effective sustainable energy infrastructure
- Compliant water and sewage services for our residents
- Quality Environmental Health and cleanliness of the public realm
- Effective Community Safety Partnership
- Enabling residents and organisations other than the Council to play an active role in enhancing quality of life on Scilly

**THE OUTCOMES:**

What we will aim to achieve by this plan (by 2021)

- Improvements to the efficiency of partnership working between health and social care
- Successful implementation of the Care Act
- Improvement of key public health indicators
- Reduced proportion of people admitted on a permanent basis to residential or nursing home care

- Effective business support scheme in place
- Successful apprenticeship scheme in place across all sectors
- Effective Islands Futures partnership in place
- Inward investment and external funding secured to help deliver our Strategic Economic Plan

- Reduction in the number of people seeking a home
- New local plan adopted
- New housing policy adopted by the Council
- Land available for a mixture of development

- Recycling fully established and available to all residents on the islands
- Investment funding secured for compliant delivery of water and sewage undertakings on the Islands and an agreed plan for future operations
- No litter, graffiti and fly tipping
- Food businesses to display food hygiene scores on doors
- Financially secure and safe airport operations

**MEASURES:**

How we will measure success

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| <ul style="list-style-type: none"><li>• The proportion of people aged 65 and over admitted on a permanent basis to residential or nursing home care reduced by a minimum of 10%</li><li>• Increased uptake of personalised care budgets to 70%</li><li>• Reductions in the proportion of residents who smoke by 20%</li><li>• Reducing the number of substance abuse related hospital admissions by 20%</li></ul> | <ul style="list-style-type: none"><li>• Growth hub for Cornwall and Isles of Scilly operational and delivering tailored services to the majority of our businesses</li><li>• Progress report from Islands Futures operations group available to the community</li><li>• Deliver a minimum of 10 apprenticeships across the islands</li><li>• A minimum of £15 million of new investments delivered on the islands</li></ul> | <ul style="list-style-type: none"><li>• Social housing stock increased on average by 4 units per annum across the islands</li><li>• 10 new housing units on average per annum delivered on the islands</li><li>• Housing maintenance and repair programme published and on schedule</li><li>• Agree a minimum of 2 sites for development</li></ul> | <ul style="list-style-type: none"><li>• 50% recycling by 2018</li><li>• Funding agreements for water and sewerage investments negotiated and signed</li><li>• 20% increase in renewable energy generation</li><li>• At least 80% of food businesses display hygiene scores</li><li>• Airport asset replacement targets achieved</li></ul> |
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**OUR COMMITMENT:**

Protect key frontline services and secure better value for money across our services

**Delivering excellent customer services**

We will:

- Improve the customer experience and continue to move customers to cost effective channels supported by creative use of technology
- Aim to better understand our communities and customers to deliver services that are appropriate to their needs
- Design services and policies that are integrated around the customer
- Be open, transparent and accountable about our performance

**Cost effective use of resources to deliver maximum benefits for residents and business**

We will:

- Maximise collectable income and reduce tax evasion and fraud
- Focus use and management of our property and assets to achieve our top strategic objectives
- Attract inward investment and external funding to help deliver our key objectives
- Support our workforce to be more entrepreneurial and agile (e.g. by cutting bureaucracy and enabling flexible working)
- Focus our strategy and resources on target groups, and approaches based on the principles of early intervention, prevention and enabling independent living