



Council of the  
ISLES OF SCILLY

## Corporate Plan 2022-2026 midpoint review progress table

The objectives from the Corporate Plan 2022-2026 are set out in the table below. The commentary is taken directly from reports approved at Full Council.<sup>1</sup>

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<sup>1</sup> 'Delivery of the Corporate Plan 2022-2026,' Full Council 17 February 2022, item C33/22 (source: <https://committees.scilly.gov.uk/mgAi.aspx?id=17098>); 'Corporate plan delivery plan update' Full Council 28 March 2023, item C46/21 (source: <https://committees.scilly.gov.uk/mgAi.aspx?id=17517>); 'Corporate Plan (2022-2026) midpoint review 2024' Full Council 30 July 2024, item 14 (source: <https://committees.scilly.gov.uk/mgAi.aspx?id=18135>)

## **Objective 1: Ensure a minimum of 30 new affordable<sup>1</sup> homes are built to help support local need<sup>2</sup>.**

[1] Affordable housing is defined as housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers). A full definition of this term is available in the National Planning Policy Framework, Annex 2: Glossary (source: <https://www.gov.uk/guidance/national-planning-policy-framework/annex-2-glossary>).

[2] Local housing need as defined in the Council of the Isles of Scilly Local Plan (2015 - 2030), policy LC2 Qualifying for Affordable Homes (source: <https://www.scilly.gov.uk/planning/planning-policy/local-plan-2015-2030>).

**Lead member: Cllr Tim Dean**

**Senior Officers: Nicola Stinson, Sian Greenlaw**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Progress the housing site adjacent to Ennor Farm for the delivery of 12 self-build homes including the completion of site infrastructure and the onward disposal of the site to Cornwall Community Land Trust	No	In 2022/23 the invitation to tender for the groundworks to provide the infrastructure (drainage, electricity etc), for the provision of 12 plots went out to the market twice over the past 12 months. Unfortunately no tenders were received and work is now ongoing on alternatives, such as extending contracts on other contractors already engaged with the Council. In parallel a revised programme of work

		<p>is being discussed with funders to ensure that the funding is not lost.</p> <p>Progress on the legal contract with Cornwall Community land trust who will oversee the site is well advanced and pending the completion of the contracted works.</p> <p>The Allocations policy for this site has member approval and potential self-builders have been kept up to date with the allocation process. The eligibility and initial agreement of who will be allocation a plot on the site will start imminently.</p> <p>All partners remain determined and committed to get on site during 2023. Site infrastructure works revised target for completion is before March 2024, otherwise there is a risk of losing the grant funding.</p>
<p>2. Complete the Options Agreement for the redevelopment of the old secondary school site opposite Carn Thomas and work alongside LiveWest to engage with the community over the plans for new homes on the site.</p>	<p>Yes</p>	<p>Live West made a formal Board decision on 28 February 2023 approving the site purchase and agreement to add the site to their development programme. The legal contracts are prepared and ready to be signed. The Council has already formally agreed to dispose of the site for £1 and this value has been verified by an independent valuer.</p>

		<p>Derisking the site using funding from the Brown Field Land Release Fund has helped develop the partnership between the Council and Live West. In the Autumn of 2022 the Council and Live West hosted a pre planning consultation on the Sites development proposals, this was an opportunity for the community to review the draft layout, and emerging plans. The plans are being refined following positive feedback before being submitted for formal planning approval in 2023/24</p>
<p>3. Explore the opportunity and feasibility of delivering modular homes on the islands.</p>	<p>Yes</p>	<p>Examples of modular build were viewed on a visit to the mainland. Costs and logistics were explored. The lack of Council owned sites was a barrier in delivery so as an alternative approach the learning we gained was shared with partners who are independently exploring the opportunity of modular homes on the islands. The Duchy are also exploring the practicalities of prefabricated housing with various construction companies.</p> <p>As an alternative strategy agreement has been reached over the potential purchase of smaller homes with our finance officer (which meet current regulations) when and if they come to market. The Council are also actively seeking rental homes to meet short term needs. By the end of March, mid</p>

			April 2023 approx. 4 no. units should have been secured for use by key workers.
<b>2023/24</b>	Work in partnership with CCLT to progress Ennor Farm site, H3.	No	<ul style="list-style-type: none"> <li>• Phase 1 of allocations completed.</li> <li>• Site preparation specification of works developed with solutions to Ground condition challenges.</li> <li>• Contractor discussions held</li> <li>• Contract terms drafted for onward transfer of land to CCLT</li> <li>• Site transfer to take place under terms of conditional contract following completion of site infrastructure works and CLOS' use of BLRF funding.</li> <li>• Potential self-builders updated on site challenges and progress</li> <li>• Draft reserved matters planning applications submitted to keep outline planning application alive.</li> <li>• Additional funding opportunities explored.</li> <li>• Political lobbying undertaken.</li> <li>• Case study prepared for Islands Forum to raise awareness of island challenges.</li> </ul>
	Support progress of the Carn Thomas site (H1)	Yes	<ul style="list-style-type: none"> <li>• Preapplication discussions continue with design teams at Live West, Duchy and Planning to minimise planning risk</li> </ul>

		<ul style="list-style-type: none"> <li>• Letter sent from Chairman of Council to CEO of Live West seeking clarity on timescales for delivery</li> <li>• Joint meeting held with Live West and Homes England to overcome funding barriers</li> <li>• Live West supported in developing business case for Homes England</li> <li>• Strategic Housing partnership presentation to highlight island issues</li> <li>• Civil servants briefed on island issues</li> </ul>
Support delivery of projects to meet immediate housing need	Yes	<ul style="list-style-type: none"> <li>• Bosuns Locker rental property purchased</li> <li>• Kirklees Rental property purchased.</li> <li>• Upgrade works completed to ensure compliance.</li> <li>• Property market monitored and properties reviewed</li> <li>• Partnership working with NHS and the Duchy of Cornwall to explore suitable locations for worker housing and other projects.</li> <li>• Concept report produced on potential health and social care worker housing site appraisal and initial feasibility drafted</li> <li>• Duchy supported in submission of planning application for new homes at Telegraph</li> </ul>
Former Museum site		<ul style="list-style-type: none"> <li>• Options appraisal drafted for most appropriate use of site.</li> <li>• Partnership working with NHS. Concept report produced on potential health and social care</li> </ul>

			worker housing site appraisal and initial feasibility drafted- including potential uses of Old Museum Site
<b>2024/25</b>	Progress the Local Plan allocated site H3 Land North of Old Town from Outline Planning Permission to delivery.		<ul style="list-style-type: none"> <li>• Update planning permission/submit reserved matters application</li> <li>• Explore ongoing funding opportunities with Homes England and OPE.</li> <li>• Assess options for the delivery model on any unallocated plots on the site depending funding options available. Complete infrastructure works funded through Brownfield Land Release Fund</li> <li>• Transfer site to CCLT once funding utilised</li> <li>• Continue to progress community group to support scheme</li> <li>• Continued communication with eligible self-build applicants.</li> <li>• Contract infrastructure works</li> <li>• Access additional funding to bridge gap and allow works to commence</li> <li>• If no funding available review site suitability</li> </ul>
	Work in partnership to bring forward future sites for housing delivery and strategic development, including options for a replacement care home.		<ul style="list-style-type: none"> <li>• Continue to support LiveWest Housing Association to progress the allocated site at Carn Thomas in line with the site transfer completed 31 March 2023.</li> <li>• Support work by others to deliver replacement care home in line with the SAMP</li> </ul>

		<p>recommendations and Objective 1 of this Service Plan.</p> <ul style="list-style-type: none"> <li>• Continue with regular meetings with funders, including Homes England, DHLUC and OPE</li> <li>• Carry out community and stakeholder consultation on market demands and up to date housing need and strategic priorities</li> <li>• Complete housing strategy to reflect staff needs</li> <li>• Working with partners to understand investment priorities and timescales</li> <li>• Duchy partnership to enable proactive delivery.</li> <li>• Market sites where appropriate and when possible ie. St Mary's Museum</li> </ul>
<p>Explore small site opportunities for Housing delivery.</p>		<ul style="list-style-type: none"> <li>• Work with island property agents to identify potential opportunities.</li> <li>• Explore the feasibility of suitable properties available on the market</li> <li>• Work with Homes England to understand funding opportunities</li> <li>• Consider immediate housing need and staff housing strategy when planning delivery, conversion and design</li> <li>• Work effectively with the Housing Management team to meet immediate housing need and support resolutions for homeless households</li> <li>• Complete suitable procurement for scale of works and availability of workforce</li> </ul>



		<ul style="list-style-type: none"> <li>• Park House redevelopment</li> <li>• Off-island focus for housing delivery opportunities</li> </ul>
<b>Objective achievable by 2026 – Subject to additional grant funding being made available.</b>		

**Objective 2: Update the housing allocation policy to ensure we are doing everything we can to better match the needs of tenants and improve options for those willing to move according to a change in their needs.**

**Lead member: Cllr Tim Dean**

**Senior Officers: Nicola Stinson, Rachel Guy**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Consult on and update the existing Allocations Policy	No	A lack of resources and in house capacity arising from staff shortages resulted in this action being carried forward to 2023/24
	2. Consult on a revise the Council’s upsizing and downsizing incentivisation policy to make best use of our existing housing stock	No	A lack of resources and in house capacity arising from staff shortages resulted in this action being carried forward to 2023/24
	3. Implement and monitor the impact of the policy changes	No	Ongoing from November 2022 to March 2026

<b>2023/24</b>	Update the housing allocation policy	No	<ul style="list-style-type: none"> <li>• Reviewed of best practice from other local authorities</li> <li>• Informal sessions with Member to agree the outline of a revised policy</li> <li>• Balance current on island need with the islands future sustainability needs</li> <li>• Ensure we are doing everything we can to match the needs of tenants to the housing stock</li> <li>• Work in partnership with the Duchy, Live West and other housing providers to allocate homes appropriately.</li> </ul>
	Introduce tenant satisfaction surveys	Yes	<ul style="list-style-type: none"> <li>• Creating surveys and issuing to tenants</li> <li>• Evaluating results, creating actions and improving the service</li> <li>• Submit data to government to meet new statutory requirement</li> </ul>
<b>2024/25</b>	Update the housing allocation policy		<ul style="list-style-type: none"> <li>• Report to Full Council on proposed policy for public consultation (April 24)</li> <li>• Public consultation on full proposals to inform final policy (Summer 24)</li> <li>• Report back to Council for approval (Autumn 24)</li> </ul>
<b>2025/26</b>	NA		
<b>Objective achievable by 2026</b>			

**Objective 3: Protect residential housing on the islands by enforcing current rules and asking government to amend legislation.**

**Lead member: Cllr Tim Dean, Cllr Dan Marcus**

**Senior Officers: Nicola Stinson, Russell Ashman, Lisa Walton, Rachel Guy**

Financial year	Planned actions to complete objective by 31 March 2026	Were actions completed [yes or no]?	Commentary
2022/23	1. Develop a clear evidence base and compelling case for change	No	<p>The specification for an enforcement company to investigate planning breaches was tendered and the contract awarded this year. Works have started on the programme, the initial desktop work is completed, and the legal investigation team are on island 27/03/2023 – 29/03/2023. They will carry out a number of site visits, particularly where there is a suspected breach of planning. The overriding aim is to seek to get property changes regularised in a way that has a positive outcome for the housing situation on the islands by encouraging properties being used as holiday lets to change to residential use.</p> <p>The team will also explore ex-Council homes that had been sold under Right to Buy to investigate whether there are any current breaches in occupancy.</p>

			In addition we are investigating a list of vacant homes in order to understand what powers the council would have to seek to bring these back into use.
	2. Work with the Cornwall and Isles of Scilly Leadership Board to jointly lobby MPS and government	Yes	
	3. Seek community support to lobby MP through media campaign	Yes	<p>Alongside Cornwall Council and via the Local Government Association, we have continued to ask the Government to bring in new restrictions on 2nd homes and give Councils the ability to control the number of new holiday lets. The Council at its February meeting indicated its intention to levy 200% Council tax on second homes in a year's time, subject to the Government having past the necessary legislation.</p> <p>The Government have announced that it is also their intention to introduce a new registration scheme for short term lets and will consult later in 2023 on the introduction of a new planning use class for them.</p>
<b>2023/24</b>	Protect residential housing on the islands by asking government to amend legislation	Yes	National legislative policy changes proposed by Government
	Protect residential housing on the islands by enforcing current rules	Yes	Enforcement work completed by Ivy Legal and compliance levels significantly improved with use of

			Planning Contravention notices and only one breach of Right to Buy controls explored. Some follow up work required in 2024/25
<b>2024/25</b>	Protect residential housing on the islands by enforcing current rules		Operational task - Continue to ensure all identified PCN breaches are concluded and Right to Buy breach concluded
<b>2025/26</b>	NA		
<b>Objective achievable by 2026</b>			

### **Objective 4: Achieve a 75% reduction in carbon dioxide emissions produced by the Council relative to 2019 levels.<sup>3</sup>**

[3] This footnote will be updated to show how far the Council has progressed towards its 'carbon neutral organisation by 2030' target in March 2022. Providing this value will give a better indication of the reduction to be achieved over the 4 year period

**Lead member: Cllr Harry Legg**

**Senior Officers: Nicola Stinson, Russell Ashman, Rebecca Williams**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Develop a Decarbonisation plan for the whole Corporate Estate	No	A lack of resources and capacity arising from staff shortages resulted in this action being carried forward to 2023/24

	2. Implement the Decarbonisation Plan	No	
	4. Switch the Council's fleet of vehicles to electric or low emission vehicles where feasible	No	Two electric vehicles have been purchased this year for use by operational services.
<b>2023/24</b>	Improve privately owned homes		HUG funding explored to decarbonise privately owned homes Contractor surveys undertaken 14 completed by end March 2024
	Delivery of Local Area Energy Plan (LAEP).		Work is ongoing with Cornwall Council and consultants to deliver Local Area Energy Plan for Cornwall and the Isles of Scilly.
	Council energy tariff changed to EDF in April 24 - Fixed 6 tariff.	Yes	Blended Zero Carbon energy mix (50% nuclear and 50% blended renewable technologies) in place from 01/04/24.  Whilst there is a green supplement to be paid this is countered by a reduction in our kWh base supply costs of 24.68p/kWh compared to our current rate of approx. 35p/kWh.
<b>2024/25</b>	Review decarbonisation strategy and objectives. Review 2024 levels of carbon emissions against 2019 benchmark.		

	Prioritise decarbonisation objectives and develop decarbonisation action plan		
	Seek additional funding to deliver plan		
	Council energy tariff changed to EDF in April 24 - Fixed 6 tariff.	Yes	Blended Zero Carbon energy mix (50% nuclear and 50% blended renewable technologies) in place from 01/04/24.  Whilst there is a green supplement to be paid this is countered by a reduction in our kWh base supply costs of 24.68p/kWh compared to our current rate of approx. 35p/kWh.
	Hydrogenated Vegetable Oil (HVO) used in newer Council vehicles to reduce reliance on diesel.	Yes	HVO now being used in all new vehicles by the Council.
	Delivery of Local Area Energy Plan (LAEP).		Work is ongoing with Cornwall Council and consultants to deliver Local Area Energy Plan for Cornwall and the Isles of Scilly.
<b>2025/26</b>	Deliver easy wins from decarbonisation action plan		
	Program delivery of decarbonisation action plan across the estate.		

**Objective achievable by 2026**

**Objective 5: Complete a programme of dune restoration and coastal protection on the islands.<sup>4</sup>**

[4] You can find out more about the programme of climate adaptation work being undertaken on the islands at the following link: [scilly.gov.uk/environment-transport/climate-emergency/climate-adaptation-scilly](https://scilly.gov.uk/environment-transport/climate-emergency/climate-adaptation-scilly)

**Lead member: Cllr Harry Legg**

**Senior Officers: Nicola Stinson, Stephen Swabey**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Assemble a funding package to provide 100% grant funding to deliver the programme	Yes	The capital funding package was achieved including additional contingency funding. The grant funding agreements were all in place in Summer 2022 enabling the project to start on site.
	2. Delivery of the physical development works to provide dune restoration and coastal protection	Yes	A revised schedule of works that prioritise the works funded by the European Regional Development Fund is in place. Works at Porthloo are complete, Porthmellon almost complete, and works at Porth Hellick have started. The contract for the demountable sea defences on St Marys has been awarded and work are scheduled to be completed by the end of March 2023.



	3. Develop, adopt a Climate Adaptation plan to inform potential funders and future coastal planning	No	The draft plan was subject to public consultation and has been through an iterative development process. This has improved the quality of the document but delayed it being progressed through the formal approval process. The final version is scheduled to be reported to Council in May 2023
<b>2023/24</b>	Deliver coastal protection works for St Mary's, Bryher, St Agnes and St Martin's	Yes - partially	Works on St Mary's, St Martin's and (partially) St Agnes are complete. Further work on Bryher and St Agnes could be undertaken if funding available.
	Deliver the adaptation action plan to inform potential funders and future coastal planning	Yes	The final adaptation action plan (renamed the 'Resilient Islands Strategy') went to Full Council in March 2024.
	Seek additional funding to cover inflationary cost to project	Yes	Environment Agency funding released for a further phase of work in 2025
<b>2024/25</b>	Deliver remaining coastal defence works	No	The remaining works on Bryher and St Agnes are licensed and could be delivered in this period or the following year depending on capacity
	Develop an implementation plan for the Resilient Islands Strategy	No	The manner in which the Resilient Islands Strategy is implemented through actions of council, stakeholders and community should be planned and budgeted in detail
<b>2025/26</b>	Actions required- Not known at this time		

**Objective achievable by 2026 – Partial completion March 2024, potential further works in 2025 for completion by, March 2026**

**Objective 6: Achieve a minimum Energy Performance Certificate rating of 'C' in all Council-owned homes.<sup>5</sup>**

[5] An Energy Performance Certificate contains information about a property’s energy use and typical energy costs and recommendations about how to reduce energy use and save money. An EPC gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and is valid for 10 years. You can view an example of an EPC at the following link: [assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/5996/2116821.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/5996/2116821.pdf)

**Lead member: Cllr Tim Dean**

**Senior Officers: Nicola Stinson, Rachel Guy**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Develop a decarbonisation plan to identify the works required to our housing stock to meet the standard	No	A lack of capacity arising from staff shortages resulted in this action being carried forward to 2023/24
	2. Resurvey individual properties to identify and specify the works required for each property type	No	A lack of capacity arising from staff shortages resulted in this action being carried forward to 2023/24
	3. Seek external grants and funding to implement the decarbonisation plan	No	A lack of capacity arising from staff shortages resulted in this action being carried forward to 2023/24

<b>2023/24</b>	1. Develop a decarbonisation plan to identify the works required to our housing stock to meet the standard		£200k Shared Prosperity Fund (SPF) secured for energy efficiency improvements to Council homes focus on thermal envelop. Exploring options and measures to be installed Tenants contacted to ascertain interest in the scheme
	2. Resurvey individual properties to identify and specify the works required for each property type	yes	Stock Condition Survey commissioned via Currie and Brown Surveys completed by end March 2024
<b>2024/25</b>	1. Develop a decarbonisation plan to identify the works required to our housing stock to meet the standard		Use SPF to improve homes including external wall insulation, improved heating methods (Air Source Heat Pumps) Exploring on island skills and supply chain to support decarbonisation
	2. Resurvey individual properties to identify and specify the works required for each property type		Develop the specification for works Put works out to contract for implementation in 2025
<b>2025/26</b>	1. Contracted energy efficiency works to Council homes to bring to maximum achievable EPC standard completed (where access can be achieved).		
<b>Objective achievable by 2026 (For those tenants who wish to upgrade only- these works cannot be imposed on a tenant if they do not want them)</b>			

**Objective 7: Seek funding to support businesses and residents to adapt to climate change and reduce their carbon emissions.**

**Lead member: Cllr Harry Legg**

**Senior Officers: Nicola Stinson, Keith Grossett**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Make funding bids on behalf of our community when opportunities arise	No	[ONGOING TO MARCH 2026]
	2. Signpost the private sector to external funding opportunities and advice	No	<p>Council have approved the Good Growth Investment Plan and Rural Prosperity Investment Plan which prioritises the need to address climate change.</p> <p>The Council are engaged with the Shared Prosperity Team at Cornwall Council and are increasing knowledge and understanding on the potential funding available through the national funding administered by Cornwall Council. The funding team have held 2 workshops on island to promote opportunities. In addition other national opportunities are being researched and explored as they arise and shared through the Islands Partnership and other</p>

			<p>channels to provide information for businesses to consider.</p> <p>The Council have had early engagement with the Floating Offshore Wind project in order to explore threats and opportunities for the islands.</p> <p>Work on the Climate Change Action plan has slowed following staffing changes however with recent appointments we will seek to accelerate our work. [ONGOING TO MARCH 2026]</p>
	3. Provide a single portal to coordinate communications, advice and guidance for the private sector to reduce their carbon footprint	No	
<b>2023/24</b>	Make funding bids on behalf of our community when opportunities arise	No	[ONGOING TO MARCH 2026] No opportunities in 2023/24
	Support Businesses to secure Shared Prosperity funding		On island Business advisor signposted businesses to SPF funding opportunities
<b>2024/25</b>	Seek external support to develop decarbonisation support for local business		Liaise with Community Venture Shared Prosperity program for carbon literacy and energy clinics.
	Horizon scan for future energy support funding from central government or as a		

	result of social value arising from major contracts		
	Establish and procure local energy efficiency and renewable energy advice teams		
<b>2025/26</b>	Recruit local business to energy efficiency and renewable selection clinics		
	Support local business to undertake actions arising from energy clinics.		
<b>Objective achievable by 2026</b>			

<b>Objective 8: Consult the off-island communities on their waste collection needs.</b>			
<b>Lead member: Cllr Harry Legg</b>			
<b>Senior Officers: Nicola Stinson, Rebecca Williams</b>			
<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Review Waste Reduction Strategy in light of updated government requirements	No	Government requirements are still awaited so this action is carried forward to 2023/24. A revised

			strategy will be reported to Council once the new requirements are published in full.
	2. Consult with community on waste collection needs to inform Waste Reduction Strategy	No	We consulted with the community when the current Waste Reduction Strategy was first written and the Climate Change Action Plan consultation gave us updated information on the community's thoughts around food waste, for example. A further consultation will be undertaken on the new strategy in 2023/24.
<b>2023/24</b>	1. Waste Reduction Strategy Reviewed and adopted by Full Council.	Yes	Full Council approved updates to Waste Reduction Strategy, including changes to legislation, in January 2024
	2. Consultations with all island communities carried out in February/March 2024 on waste services changes.	Yes	Drop-in events held across the islands with 50+ residents on service changes, including off island waste collections and operations. Further engagement work required until service changes come into force by March 2025.
	3. Commercial Waste Service review undertaken.	Yes	Eunomia consulting were appointed to undertake commercial waste service review to help address issues with service. Report highlighted key concerns around the council not fully recovery cost of service.
<b>2024/25</b>	1. Review options for waste disposal to seek more affordable waste disposal.		Requirement to address cost of current waste disposal contract by pursuing opportunities through a neighbouring local authority waste disposal contract.

	2. Deliver waste service changes by March 2025		Service changes to all households and businesses to encourage further segregation of recycling.
	3. Deliver new commercial waste services to ensure increased compliancy by business and address the current deficit in the service.		Recommendation of the Commercial Waste Service review. Work required to complete work to deliver subscription service and seek better alternative for managing waste on the off islands for larger businesses.
<b>2025/26</b>	1. Consider progressing further options in Commercial Waste Service review by implementing restrictions on household waste sacks to seek enhanced compliancy by businesses.		
	2. Review operational provision for off island waste sites with Duchy of Cornwall.		
<b>Objective achievable by 2026</b>			



**Objective 9: Oversee the delivery of the Levelling Up Fund bid objectives, which include:**

- **Working with partners, including the Isles of Scilly Steamship Group, to improve island travel and freight for residents and visitors alike**
- **The acquisition of 3 new shipping vessels**
- **The completion of harbour works to support the vessels and meet accessibility requirements.**

**Lead member: Cllr Robert Francis, Cllr Steve Sims, Cllr Fran Grottick**

**Senior Officers: Russell Ashman, Nigel Blackler**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Obtain ministerial sign off to proceed to commission and procure the vessels and harbour improvements as laid out in the levelling up bid	No	
	2. Put in place programme director and programme manager to coordinate the programme	Yes	

	3. Delivery programme and timescales agreed with partners and Government	No	The project is not delivering on time. Since the original announcement by the Chancellor in Nov 2021 to award the funds to the project, there have been substantial challenges from Government to the approach outlined in the original bid. As a result the Shipping Minister wrote to the Council in August 2022 outlining the steps that needed to be taken before final approval to proceed could be given. The Council at its meeting in September agreed to work with partners to achieve this, however in December 2022 the partners (Steamship Group, Duchy and Tresco estates) proposed an alternative approach to Government reducing the intervention rate from 90% to 49% for the replacement Scillonian and Gry Maritha in order to avoid the need for public procurement rules to apply, and to avoid any need for competition on the route. The Government decision on this alternative (received 17th March 2023), is that approach is not supported and that the previous position of the Government outlined in August still remains their position. We now await further details on next steps for the Council to consider from the Minister.
<b>2023/24</b>	1. Obtain ministerial sign off to proceed to commission and procure the vessels and harbour improvements as laid out in the levelling up bid	No	See Below

	2. Delivery programme and timescales agreed with partners and Government	No	Despite extensive work with the Government and partners the Isles of Scilly Steamship Group made the decision to withdraw from the project and pursue private debt funding to finance the procurement and build of the vessels. On signing their contract with the ship builder the Government withdrew the £48m of Levelling Up funding as it was not willing to fund vessels in direct competition. In their letter withdrawing the funding they stated that it was now private sector initiative that would solve the Islands transport issues. The Council will need to close down this “chapter” of the transport project and agree what the Councils role is going forward and what the next “chapter” will look like – the decision by steamship provides a potential solution for the provision of new vessels but it does not address all of the wider objectives, the transport challenges of the Islands or any of the infrastructure works. The original objectives still stand but will need to be revisited.
<b>2024/25</b>	NA		
<b>2025/26</b>	NA		
<b>Objective not achievable by 2026</b>			

As set out above the original objectives still stand but with the steamship company withdrawing from the Levelling Up funding and pursuing their own solution for new vessels the LUF has been withdrawn. Therefore the original objective of delivering a LUF project is now defunct and the Council needs to agree how it moves forward to try and deliver the transport links the Islands need – inevitably this will be ongoing and will continue past 2026.

**Objective 10: Make it easier for pedestrians to walk around St Mary’s by improving pavements and making them safer and more accessible for all.**

**Lead member: Cllr Steve Sims**

**Senior Officers: Nicola Stinson, Rebecca Williams**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Develop a local walking and cycling Infrastructure Plan	No	In October 2022 the results of the Travel Survey were compiled by Sustrans, the survey received 132 responses and informed the draft Local Cycling and Walking Infrastructure Plan funded by the Department for Transport. The final draft of the plan will be reported to Full Council in 2023.
	2. Conduct a Highways conditions survey to assess the current state of repair and inform investment requirements	Yes	A highways conditions survey was conducted in October 2022 over a 4 day period using accredited Department for Transport methodology. The resulting draft report was submitted on 20 January

			2023. Further analysis and an action plan have been commissioned. The survey results will be reported to Council in 2023 and the action plan will follow.
	3. Develop and implement a proactive cyclical repair and maintenance programme	No	The Local Cycling and Walking Infrastructure Plan and Highways Conditions surveys have been completed. The assessment of the investment requirements will be prioritised and reported to Council in 2023.
<b>2023/24</b>	1. Local Cycling and Walking Infrastructure Plan delivered, consulted on and adopted by Full Council.	Yes	Local Cycling and Walking Infrastructure Plan was adopted by Full Council in December 2023. Report published on Council website.
	2. Active Travel Funding secured for improvements to Dump Path route to school.	Yes	Active Travel funding secured for feasibility and route options for the dump path. Sketch designs have been development in consultation with the community.
	3. Work with Sustrans to develop further surveys and RIBA 3 drawings of Dump Path	Yes	Work commissioned.
<b>2024/25</b>	1. Develop dump path scheme		Bid for construction work to dump path seeking funding opportunities available or alternative opportunities which may arise locally with South West Water.
<b>2025/26</b>	1. Develop and implement a proactive cyclical repair and maintenance programme		The Local Cycling and Walking Infrastructure Plan and Highways Conditions surveys have been completed. The assessment of the investment

			requirements will be prioritised and reported to Council in 2025/2026.
<b>Objective achievable by 2026 – dependant on funding and partnership working</b>			

<b>Objective 11: Tackle traffic management, road safety and parking on St Mary’s, focussing on problem areas such as the industrial estate and Hugh Town.</b>			
<b>Lead member: Cllr Steve Sims</b>			
<b>Senior Officers: Nicola Stinson, Rebecca Williams</b>			
<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Establish a task and finish group to undertake community and stakeholder engagement to fully understand the issues	No	An initial review of Road Traffic Orders and their enforcement was undertaken in Autumn 2022. The Road traffic orders are in place, however formal enforcement powers sit with the Police, the Chief Executive has raised this with the new Chief Constable and will continue to explore enforcement options. Media channels have been used to highlight poor practice and to encourage more considerate parking especially in Hugh Town. Traffic issues are raised at the Community Safety Partnership which will serve as a task and finish group to recommend

			options for Council and Partners. The initial findings of the Corporate estate review indicate that the issues in relation to the industrial estate are interrelated to the growth of businesses on constrained sites. The strategic review of our corporate estate, will look at how this issue could be addressed.
	2. Work with partners and stakeholders to develop an action plan	No	Carry forward as explained above
	3. Implement the action plan and monitor its impact		
<b>2023/24</b>	Ascertained where the enforcement powers sit	Yes	Ascertained that the enforcement powers sit with the Police not the local authority
<b>2024/25</b>	Review causes of traffic congestion around Moorwell and industrial estate to inform master planning		
	Raise issues with Police to improve Hugh Town issues		
<b>2025/26</b>	Produce master plan and identify new sites in local plan for employment and business expansion in conjunction with Duchy		

**Objective not achievable by 2026** – The powers to enforce sit with the police. Proactive master planning and local plan review work should seek to improve traffic flows and reduce congestion by seeking space for existing business expansion at Porthmellon.

**Objective 12: Reduce the number of registered vehicles on St Mary’s by 5% (relative to 2020) by reducing the need for people to own them.<sup>6</sup>**

**Lead member: Cllr Harry Legg**

**Senior Officers: Nicola Stinson, Rebecca Williams**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Promote and embed car share opportunities through the GOEV scheme	No	Car share usage has been monitored and reported to Full Council on 13 October 2022. Income and car usage figures have increased over the year with regular and repeat bookings indicating electrical vehicle usage in becoming more embedded across the community. [ONGOING - project extended to June 2023]
	2. Explore the business case and viability of a low carbon community bus	Yes	The remaining balance in the Project budget was insufficient to fund a community bus (which was not included within the original project scope). The ongoing viability and revenue costs of such a provision were not affordable. Alternative provision in



			the form of 7-seater vehicles have been provided as part of the electric vehicle project.
	3. Develop a media campaign regarding low carbon transport options	No	Carry forward action (NB likely to be led by the Community Venture following the approval by members at full Council in October 2022 to transfer the assets to them.)
<b>2023/24</b>	1. Promote and embed car share opportunities through the GOEV scheme	Yes	GOEV assets transferred to Community Venture to promote, usage increasing year on year.
	Draft a Local Cycling and Walking Infrastructure Plan.	Yes	Community engagement events undertaken to inform the draft plan to make improvements to the highway network to make walking and cycling safer and easier across the highway network to reduce the need for people to own a car. Draft plan approved by Council
<b>2024/25</b>	Develop priority schemes through the Local Cycling and Walking Infrastructure Plan.		Improvements to the highway network to make walking and cycling safer and easier across the highway network to reduce the need for people to own a car.
	Seek funding and partners to deliver LCWIP		
<b>2025/26</b>	Implement LCWIP actions		

### **Objective not achievable by 2026**

The Council can create opportunities that give residents travel choices, but cannot stop vehicles coming to the islands, this objective is not wholly within the control or powers of the local authority.

## **Objective 13: Complete the project to combine health and social care services on the islands.**

**Lead member: Cllr Avril Mumford, Cllr Tim Dean**

**Senior Officers: Nicola Stinson, Scott Fuller, Sian Greenlaw**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Develop an evidence-based model of care with health and care partners to underpin estate design	Yes	Achieved: Integrated Care Strategy coming to Full Council on 28th March and local governance established.
	2. Develop integrated training model with health and care partners	Yes	Achieved: All staff employed by the local authority are trained to meet statutory requirements and partner agencies are invited New Health and Care partnership established. The terms of reference for the group are established and calendar dates in the diary. At an operational level the partnership continue to meet weekly.
	3. Ongoing lobbying to Treasury and DHSC for capital investment	Yes	The final decision by Government, on the proposed integrated care facility, is due by the end March 2023

			following the submission to the new hospitals fund as advised by our local MP. An alternative project development is underway, through the Strategic Assets Management Plan, funded by One Public Estate funding (provided by the Government) in case the proposal is rejected. Council has committed to capital investment in Park House and works are expected to commence early spring (subject to contractor availability).
<b>2023/24</b>	Funding made available to NHS/CFT partners for project delivery by March 2025	Yes	<ul style="list-style-type: none"> <li>• CIOS represented at Officer and Member level on the project board</li> <li>• Council updated via Officer Reports and workshops</li> </ul>
	Support the delivery of the capital build works	Yes	<ul style="list-style-type: none"> <li>• Planning and delivery teams working hard to unblock risks and issues to allow decision at Full Council in April 2024</li> </ul>
	Support, facilitate and jointly lead on the workforce integration for the new facility	Yes	<ul style="list-style-type: none"> <li>• Ongoing joint integration work with staff to help maximise the opportunity created by the combined facility</li> </ul>
<b>2024/25</b>	Support, facilitate and jointly lead on the workforce integration for the new facility		<ul style="list-style-type: none"> <li>• Ongoing joint integration work with staff to help maximise the opportunity created by the combined facility</li> </ul>
	Support the delivery of the capital build works		<ul style="list-style-type: none"> <li>• Planning and delivery teams working hard to unblock risks and issues to allow site works to commence.</li> </ul>

	Once certainty of delivery is established for new site explore potential feasibility for future use of Park house		<ul style="list-style-type: none"> <li>Develop concept plans and seek appropriate alternative use for existing site</li> </ul>
	Council approval for Heads of Terms for new integrated facility lease		<ul style="list-style-type: none"> <li>Report to Council required to agree heads of terms for future lease</li> </ul>
<b>2025/26</b>	Transition and transfer of care home and support services to new facility		
<b>Objective achievable by 2026 – deliverability is outside the council’s control</b>			

**Objective 14: Assess whether a new community swimming pool could be provided.**

**Lead member: Cllr Tim Dean, Cllr Fran Grottick**

**Senior Officers: Nicola Stinson, Jo Evans, Sian Greenlaw**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Facilitate a community action group to agree vision and set terms of reference for a compelling business case	No	On hold. The service has commissioned a ‘Stop and Think’ piece of work which has been informally consulted on with partners and Members. This is in

	2. Develop and agree a business case with an options appraisal for site location	No	light of additional pressures on the Councils capital works programme. A formal proposal will be brought to members formally in the next few months. It is likely to recommend a minimum option at this stage and to continue to provide provision at the current site. A report will be brought to Members at the earliest opportunity on any revenue-capital investment required. 07/03/23 Informal member meeting in confirmed that the capital programme was fully committed at this stage so no further new swimming pool work completed.
	3. Present a fully costed business case to Full Council to decide whether the case is robust enough to pursue funding	No	
<b>2023/24</b>	1. Submit bid to Sports England funding for the existing facility – revenue and capital	yes	Bid secured revenue funding towards fuel costs Bid secured £20,000 towards Solar PVs and multi pump for pool. In light of limited funding for capital works at the pool a replacement facility or upgrade will be required in the medium term if swimming facilities are to continue to be provided
	2. Following the consultants from Stop and Think presented to Councillors objective on hold		No further work planned at this stage

<b>2024/25</b>	1. Explore future service provision in light of short-term funding provided for Normandy		Further feasibility work required via consultants. Funding opportunities need to be explored. Consider preparing scheme for planning permission to be used to try to secure external funding. Options report to Council required by October 2024. Report
<b>2025/26</b>	1. Review opportunity for delivery once Council direction clear		
<b>Objective achievable by 2026</b>			

## **Objective 15: Redevelop the Town Hall for use as a museum and cultural centre.**

**Lead member: Cllr Tim Dean, Cllr Fran Grottick, Cllr Steve Sims**

**Senior Officers: Nicola Stinson, Keith Grossett**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Complete RIBA stage 3 and Outline Business Case including submission of planning and listed building consents	Yes	Completed August 2022
	2. Submit capital funding bids to the Arts Council, National Heritage Lottery Fund and Shared Prosperity / Levelling Up Fund	Yes	Further funding bids to follow in 2023/24

	3. Establish appropriate project management and governance systems to support each phase of the programme	Yes	<ul style="list-style-type: none"> <li>• Project Board established.</li> <li>• Task and finish groups established, and terms of reference approved.</li> <li>• Joint partner workshops on governance set up and started in February 2023</li> <li>• Ongoing work on governance to continue into 2023/24</li> </ul>
<b>2023/24</b>	Progress project to RIBA stage 4  Develop Governance structure and establish new organisation to run the facility  Preparation for delivery undertaken – decommission of Town Hall	Yes	<ul style="list-style-type: none"> <li>• Scheme has planning and listed building consent and plans have been submitted for Building Control consent.</li> <li>• Design team meeting ensures holistic scheme design</li> <li>• Paperwork submitted for new CIO and 4 initial trustees recruited</li> </ul>
	Secure main contractor to undertake the program	Yes	<ul style="list-style-type: none"> <li>• Main contractor identified and undertaking Pre-Contract Service activity.</li> <li>• JCT construction contract under development.</li> </ul>
	Secure full funding package from Shared Prosperity, Levelling Up, Arts Council England and National Lottery Heritage Fund to complete the project	Yes	<ul style="list-style-type: none"> <li>• Business cases submitted and signed off</li> <li>• Funders reporting and claims system set up</li> </ul>
<b>2024/25</b>	Maintain strong project governance and project management to keep the project on track		<ul style="list-style-type: none"> <li>• Project plan redefines roles and funds project management.</li> </ul>

	Ensure good communication throughout delivery phase to minimise concerns and issues		<ul style="list-style-type: none"> <li>Contractor liaison and contract of zero tolerance will minimise risk</li> </ul>
	Contractors start on site - first phase completion by March 2025		
	Internal fit out funded and underway		
<b>2025/26</b>	Cultural Centre and Museum fully opens Operations pass to the new organisation		
<b>Objective achievable by 2026</b>			

<b>Objective 16: Ask the government for a change in the law to ensure that owners of second homes must contribute fairly through Council Tax or Business Rates.</b>			
<b>Lead member: Cllr Fran Grottick, Cllr Steve Sims, Cllr Dean</b>			
<b>Senior Officers: Russell Ashman, Nicola Stinson</b>			
<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>



<b>2022/23</b>	1. Work alongside partners on the Cornwall and Isles of Scilly Leadership Board to agree a list of 'asks' through the County deal process	No	The Council in setting its budget in February 2023, indicated its intention to levy 200% Council tax on second homes from April 2024. In order to be able to do so however, the Government needs to lay legislation before Parliament during 2023. They have indicated that is their intention, however if there are any delays the ability for the Council to increase the tax on second homes would slip to the following year.
<b>2023/24</b>	1. Agree to implement the changes as set out in the levelling up bill to charges a 100% premium on second homes Council Tax	Yes	The Levelling Up bill finally got royal assent in October 2023, Full Council in February approved the introduction of the 100% premium as from the 1 <sup>st</sup> April 2025 – the earliest legal date for implementation
<b>2024/25</b>	NA		
<b>2025/26</b>	NA		

**Objective achievable by 2026**

The Council has approved the introduction of the 100% premium for second homes Council tax. It will require the Council to monitor the introduction of this premium and it may require further lobbying of Government if households find ways of abusing the system.

**Objective 17: Support island-based businesses to offer apprenticeships and training programmes on the islands and lead by example in doing the same for our own workforce.**

**Lead member: Cllr Avril Mumford, Cllr Joel Williams, Cllr Steve Sims**

**Senior Officers: Nicola Stinson, Tina Blackwell, Jo Evans, Justine Davies**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Develop an IOS specific education and skills action plan which sits alongside the Cornwall and Isles of Scilly Skills Strategy and ensure the islands have access to the Shared Prosperity Fund in order to enable equitable access to skills	No	Revised date awaited
	2 Develop a Strategic Workforce Plan focusing on developing staff and creating new opportunities for managers and staff which maximises opportunities from the Apprenticeship Levy to invest in our employees	No	Work is in progress on producing a local action plan which can only be completed following the results of the Local Skills Improvement Plan which is currently being carried out by the Future Skills Board throughout Cornwall and the Isles of Scilly, are awaiting a date for its completion.
	3 Deliver an IAG and signposting service in order to support businesses and individuals to make informed decisions regarding	Yes	Achieved: Learn Scilly is a delivery partner in both the People Hub and the Skills Hub and supported 21 businesses and 19 individuals with their training and

	apprenticeships and training programs by offering one to one support and attending Careers Convention at Five Islands Academy		development needs during the 2021/22 academic year. [ONGOING]
<b>2023/24</b>	1. Identify posts and service areas where apprentices would be appropriate	yes	<ul style="list-style-type: none"> <li>Workforce planning action plans identified areas to explore</li> </ul>
<b>2024/25</b>	Develop a post 16 Offer for the Children of Scilly that includes Apprenticeships both on and off Islands		
	Work with School to encourage Apprenticeships as an option post 16		
	Identify a number of positions in the Council that are appropriate to promote as apprenticeships at both levels		
	Work with the island Partnership to promote apprenticeships		
	Continue to have discussions with key employers and new employers to offer apprenticeships		
<b>2025/26</b>			
<b>Objective achievable by 2026</b>			

**Objective 18: Tackle public nuisance issues, such as excessive noise and dog fouling by working with the community and considering restrictions and enforcement options where necessary.**

**Lead member: Cllr Marcus**

**Senior Officers: Nicola Stinson, Mike Coates**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Continue to work with the Community Safety Partnership and the Police to ensure appropriate powers are used to resolve issues quickly	Yes	Ongoing, the Head of Service continues to support the Community Safety Partnership with regular attendance to explore enforcement options.
	2. Review the PSPO to ensure it remains fit for purpose	No	On schedule - Draft for public consultation approved at Council in January 2023
	3. Work proactively with businesses and the community to inform and prevent statutory nuisance from occurring	Yes	Ongoing, Joint working with the Police and business sector continues with regular meetings and joint site visits
<b>2023/24</b>	1. Continue to work with the Community Safety Partnership and the Police to ensure appropriate powers are used to resolve issues quickly	Yes	Ongoing, the Head of Service continues to support the Community Safety Partnership with regular attendance to explore enforcement options.

	2. Work proactively with businesses and the community to inform and prevent statutory nuisance from occurring	Yes	Ongoing, Joint working with the Police and business sector continues with regular meetings and joint site visits
<b>2024/25</b>	1. Continue to work with the Community Safety Partnership and the Police to ensure appropriate powers are used to resolve issues quickly	Yes	Ongoing, the Head of Service continues to support the Community Safety Partnership with regular attendance to explore enforcement options.
	2. Work proactively with businesses and the community to inform and prevent statutory nuisance from occurring	Yes	Ongoing, Joint working with the Police and business sector continues with regular meetings and joint site visits
<b>2025/26</b>	1. Continue to work with the Community Safety Partnership and the Police to ensure appropriate powers are used to resolve issues quickly	Yes	Ongoing, the Head of Service continues to support the Community Safety Partnership with regular attendance to explore enforcement options.
	2. Work proactively with businesses and the community to inform and prevent statutory nuisance from occurring	Yes	Ongoing, Joint working with the Police and business sector continues with regular meetings and joint site visits
<b>Objective achievable by 2026</b>			

**Objective 19: Make it simple for our customers to find out who to contact and when they are available, and ensure that our workforce is able to provide face-to-face or over-the-phone customer service where appropriate.<sup>7</sup>**

**Lead member: Cllr Fran Grottick**

**Senior Officers: Russell Ashman, Jo Evans, Tom Walton**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Review telephone, post and face-to-face approaches and volumes and draft a new customer promise	Yes	Customer Services plan drafted. An informal Member workshop to be set up to identify any revenue investments required. Results of the Strategic Asset Management Plan and Workplace Strategy will also link to this action, especially considerations such as the location of any further one stop shop, post receipt etc.
	2. Ensure all services that the public may need to contact have functioning contact details and times of availability published on the council website.	No	Services need to review contact numbers, emails etc and a new directory published online and in the Library etc. Recent vacancies in various services have meant this has slipped in some areas. All heads of service will be tasked with completing this within the next two months.
<b>2023/24</b>			

<b>2024/25</b>	Launch a new Customer Charter that will include who does what, where they are and how to contact them.		
	Improved Website signposting		
	Better building signage		
<b>2025/26</b>	Customer service focused training		
<b>Objective achievable by 2026</b>			

<b>Objective 20: Make the Council’s website easier for everyone to use and enable customers to book and pay for services online.</b>			
<b>Lead member: Cllr Fran Grottick</b>			
<b>Senior Officers: Russell Ashman, Tom Walton</b>			
<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>

<b>2022/23</b>	1. Launch online payments	Yes	Cornwall launched the online payment system in June 2022
	2. Launch new website	No	Due to staffing shortages the launch of a new website was delayed. We are intending to enter into a new contract with a developer to start building a new site within the next 2 months, with the development phase taking approximately 3 months. The new site should be launched by the winter of this year. (Completion Dec 2023). Website contact details are mostly complete, but there are still some gaps. We intend to complete a new customer strategy and more clearly signpost residents to the correct contact points by the Autumn 2023. (Completion September 2023)
	3. Procure booking software for website	No	Booking software is likely to end up being bought by the departments that need it – the customer base is so small and the use cases so diverse that a single solution would likely be expensive and difficult to implement. We are currently confirming costs and options. (Completion Dec 2023)  <b>UPDATE:</b> if this is actioned, it will be done by individual services and tailored to their need rather than for the website as a whole



<b>2023/24</b>	1. Procure developer for the website rebuild	Yes	The developer was procured in 2023. The new website is being built on the Local Gov Drupal framework to ensure consistency with trends in local government website development including accessibility guidelines and best practice from the Government Digital Service. The Council is now included in the Local Gov Drupal network where new developments are discussed and learning is shared between Councils.
	2. Finish developing the website by end of December 2023	No	It wasn't possible to meet the original deadline for completing the website due to an unexpected increase in other project comms and consultations.  A beta version of the new website has been in active development since the summer of 2023. The first department to be modelled is waste services, for which a full draft has been created for review and testing.
<b>2024/25</b>	1. Review the new waste pages with the waste team	Yes	The waste team has reviewed the new waste pages and are in the process of answering further questions about the service to ensure there are no gaps in the information presented to the customer.
	2. Present the beta version of the waste pages to all staff and Members to explain the approach and troubleshoot any issues		

	3. Roll out the tested approach to all other sections of the website and test with the relevant departments		
<b>2025/26</b>	1. Launch the new website, transition from old website and troubleshoot		
	2. Familiarise staff with new website processes and rewrite policies/processes as necessary		
	3. Communicate changes to the public		
<b>Objective achievable by 2026</b>			

**Objective 21: Make the case to government for funding arrangements for the Council that better reflect our island context and the range of services that we must offer.**

**Lead member: Cllr Fran Grottick**

**Senior Officers: Russell Ashman**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Continue to lobby Government for a new approach to funding the Council using detailed benchmarking and examples of where funding following national approaches disadvantage the Islands	No	<p>The Council has over the last year continued to lobby Government and Civil servants on the need to recognise that the Council is not funded properly, giving evidence of continuing zero allocations or allocations that are so small with associated reporting requirements that we return the money.</p> <p>In January 2023 we received a letter from the Local Government Minister inviting us alongside the Isle of Wight to participate in a focused evidence gathering exercise on our costs and funding in order that a recommendation can be made to Ministers by the autumn on whether or not any changes should be made.</p>

			The work alongside civil servants is scheduled to complete in August 2023, after which civil servants will produce a report. The Chairman and CEO met the Minister in February 2023 to outline our case and to welcome the opportunity.
<b>2023/24</b>	1. Work with the Isles of Wight and officials from the Department of Levelling Up, Housing and Communities (DLUHC) at identifying the additional cost pressures of Island Communities in England	Yes	All data and case studies were submitted to the Government (DLUHC) by the end of August to feed into the Autumn Statement and Local Government Settlement. The final settlement included a very modest uplift to recognise the challenges of Island Communities with a promise to take this work forward into the wider review of Local Government funding when that happens
	2. Use the island Forums meetings and framework to further make the point for better funding of Island Communities	Yes	The Council is fully engaged with the Islands Forum initiative and have had direct meetings at events with the SoS
<b>2024/25</b>			
<b>2025/26</b>			
<b>Objective achievable by 2026</b>			

The Objective will be achieved in that work has been submitted during 2023/24 which delivers the objective as stated. Although the case has been made the Council will continue to use every opportunity to continually lobby the government for additional funding.

**Objective 22: Have an agreed corporate property strategy in place and a 5-year delivery plan to ensure that our estate is fit for purpose, energy efficient, well maintained and achieves value for money.**

**Lead member: Cllr Tim Dean**

**Senior Officers: Nicola Stinson, Sian Greenlaw**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Review stock condition survey work to validate actions required with the end user of each building	No	Complete for priority sites -Work prioritised for Park House, Airport and Carn Gwaval in 2022/23. End users were engaged in drafting the specification for works and implementation plans. The new Airport roof has been completed. The specification for Park House has been agreed and works planned to commence over the next two months (subject to the contractor availability)
	2. Develop a Corporate Strategic Plan and Delivery plan to be included within the MTFP capital programme	No	Consultants commissioned to draft the initial strategic Plan. Workshops with stakeholder and members

			<p>have been held. The report is planned to come to Council in April 2023.</p> <p>Work on Delivery Plan will then follow and built into our capital works programme.</p>
	3. Implement the works identified in the Stock Condition Survey and future works identified in the Strategic Delivery plan	No	To follow after final report and implementation plan approval
<b>2023/24</b>	1. Review stock condition survey work to validate actions required with the end user of each building	Yes	<p>Works started at</p> <ul style="list-style-type: none"> <li>• Park House,</li> <li>• Airport and</li> <li>• Carn Gwaval</li> </ul>
	2. Develop a Corporate Strategic Plan and Delivery plan to be included within the MTFP capital programme	Yes	<p>SAMP -Strategic Asset Management Plan reported to Council in April 2023.</p> <p>Delivery Plan developed and monitored at Corporate Property Board</p>
<b>2024/25</b>	Continue to implement and monitor the Delivery Plan		<ul style="list-style-type: none"> <li>• Project board meeting dates set for 2024/25</li> <li>• Budget set to take account of investment required (February 2024)</li> <li>• Officer resources for 2024/25 will be limited</li> </ul>
<b>2025/26</b>	Continue to implement and monitor the Delivery Plan		

**Objective achievable by 2026**

**Objective 23: Commit to a plan for the site of the old museum flats.**

**Lead member: Cllr Tim Dean**

**Senior Officers: Nicola Stinson, Sian Greenlaw**

<b>Financial year</b>	<b>Planned actions to complete objective by 31 March 2026</b>	<b>Were actions completed [yes or no]?</b>	<b>Commentary</b>
<b>2022/23</b>	1. Negotiate the surrender of the existing lease	No	Partner meetings have been held and the agreed activities that are required to enable the surrender of the lease identified and understood by both parties. Certainty over the capital funding for the proposed Cultural centre and Museum is required to allow surrender of the site.
	2. Develop feasibility and viability options	Yes	Complete- Site valuation undertaken. Initial feasibility work completed. Site disposal report will follow once surrender of the site has been agreed.
	3. Market the property for reuse	No	To follow once surrender of lease agreed.
<b>2023/24</b>	Further concept and feasibility work commissioned in relation to the future of the site	Yes	<ul style="list-style-type: none"> <li>Need to report outcome to Council once site release date is known</li> </ul>

			<ul style="list-style-type: none"> <li>Until the lease on the museum is surrendered the council cannot market this site</li> </ul>
<b>2024/25</b>	Report site options to Council to get agreement on site disposal once site is surrendered		
	Market the site for disposal or seek planning consent and funding		
<b>2025/26</b>	NA follow up on agreed activity from 2024/25		
<b>Objective achievable by 2026</b>			