

# Council of the Isles of Scilly

## CORPORATE PLAN

### 2019-2022



#### Foreword

We are pleased to present our community with the Council's updated Corporate Plan 2019-2022. This plan sets out the direction of travel for our services and the principles within which we will operate.

This Corporate Plan was written and approved by Full Council prior to the onset of the coronavirus pandemic in the UK in March 2020. At the time of writing this foreword, our Council, alongside local authorities throughout the country, is busy grappling with the new environment in which we find ourselves, considering the potential impact on the welfare of our community and planning our response to the inevitable impact on our organisation and the wider economy of the islands. The pandemic has inevitably had an impact on the extent to which we have been able to progress our various projects so far this year. There may, however, be some opportunities to explore new ways of working for the long-term. To what extent this is the case will be established over the next few months and we will keep you updated via Full Council reports.

The consensus among councillors and officers is that we should continue with the approved Corporate Plan objectives, but in light of the expectation that all local authorities will have to reconsider their future plans within a new economic landscape. What this landscape will look like is not yet known, so we will continue with our planned review of these objectives in January 2021.

We, like all of you are navigating situations we could not have anticipated, and we would like to thank everyone who is working hard to keep the Council and the islands on track in extremely difficult circumstances. We look forward to things

returning to a more normal state of affairs in the coming months, but until then we will focus on delivering the services you value by embedding greater flexibility within our organisation and workforce to meet the demands the pandemic has placed on us. Be assured that whilst the emphasis has been on supporting the continuation of the day-to-day business of the Council of late, we have not lost sight of our long-term objectives and we will continue to either pursue or adapt them as soon as we can.

## **Context**

Our Corporate Plan for the Council of the Isles of Scilly 2019 – 2022 has been written in a particular political and social context which has informed the decisions we have made. We have identified 3 challenges which face the islands: finance, population and sustainability.

## **Finance**

We are working hard to remain actively and visibly engaged with central government with respect to funding. However, we are acutely aware of the continuing impact of 10 years of austerity and the need for sound financial planning. The close attention we have to pay to our finances will continue throughout the lifespan of this Corporate Plan, and difficult decisions will still need to be made in order to achieve balanced budgets each year. One of the greatest budgetary challenges will be balancing spend in a manner which protects our core services whilst encouraging the wider economy of the islands to flourish. At the heart of this will be evidence-based decision-making and a dedication to working within our means.

## **Population**

The Local Plan has identified that the islands' population is declining and that this has significant implications for the sustainability of the economy and services on the islands, should it continue. Part of making the islands an appealing place to live at every stage of life, and therefore attracting families to live and work here, is ensuring that services are safeguarded, that there is access to high quality education and healthcare, and that transport links are affordable and reliable. We are lucky enough

to live in an environment which supports healthy lifestyles, but the isolation of our islands from mainland services does not come without challenges to wellbeing. We will continue to help bridge that gap with projects, such as the integration of health and social care services, to support people to retain their independence and enjoy their lives on Scilly.

## **Sustainability**

The Isles of Scilly are exceptional: the particular geography, climate, ecology, heritage and culture of these islands cannot be found anywhere else in the world. We are the custodians of this precious archipelago for future generations, and this must be at the heart of every decision we make. Whilst 'sustainability' has become a political buzz word in recent years, it is a concept which has long been essential to island life. Within this plan the term 'sustainably' means 'providing services in a way which does not significantly reduce our resources or negatively impact on the natural environment.' Our Council acknowledges that the sustainability of our natural environment, historic environment and economy must underpin everything we do if the Council, the islands and their inhabitants are to thrive.

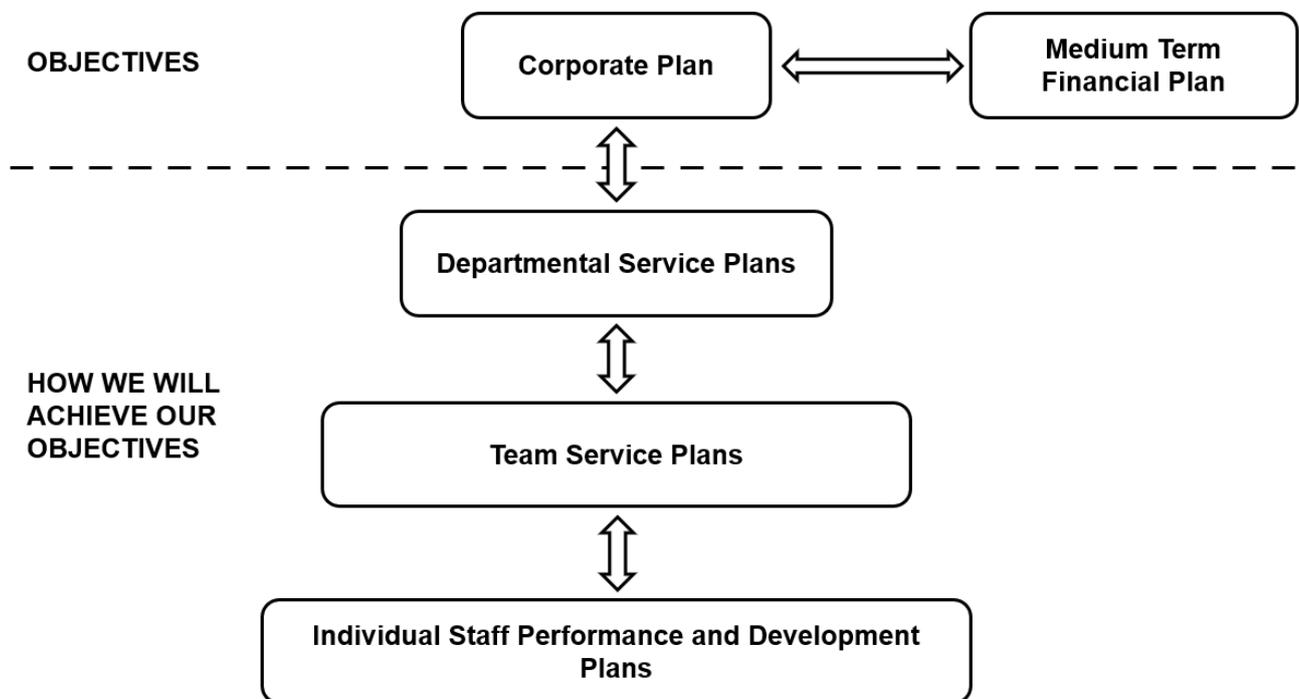
## **How this plan fits**

We want to support and promote the Isles of Scilly as one of the best places to work and visit. This means being mindful of the interests of our community, businesses and visitors. We cannot do this alone, and will continue to welcome opportunities to work in collaboration with a wide range of organisations to achieve mutually beneficial outcomes.

Some of the key external plans and partnerships which help inform our work are as follows:

- Inter Authority Agreement with Cornwall Council
- Destination Management Plan
- Local Industrial Strategy
- Strategic Outline Business Case for Transport
- Health and Social Care Integration Project

Internally, we achieve results by planning our work according to a set of core documents, which are now better aligned and integrated than in previous years, but which we will continue to improve during the lifespan of this Corporate Plan. This is how our core documents interact:



## Process

The Corporate Plan is rewritten every 4 years, but is reviewed for essential changes on an annual basis.

## Our top priorities

These are our headline priorities for the duration of this plan. They are the projects and programmes we feel will most effectively preserve and improve the quality of life available on the Isles of Scilly.

- Renovate our Council housing stock and agree a forward plan of repair with our tenants
- Facilitate the delivery of the Integration of Health and Social Care Project
- Transfer water and wastewater operations and assets to South West Water

- Secure funding for required infrastructure investments, including those at St Mary's Airport
- Become a zero-carbon organisation by 2030
- Support delivery of the Smart Islands programme
- Support the continuation of our lifeline transport services

We have committed to these projects because we firmly believe they will benefit our community and make the Council and the islands more resilient.

## **Our Objectives**

We will focus on 4 areas that we feel are important to our community on the Isles of Scilly. We believe we can make a meaningful difference in all of these areas:

- **Economy**
- **People**
- **Environmental Sustainability and Historic Environment**
- **Our Council**

# ECONOMY

The islands need a diverse, vibrant and sustainable economy in order to remain a viable and enviable place to live, for our existing community and for future generations. An economy of this kind, which would safeguard vital services, cannot be achieved without support from an improved housing, transport and tourism offer. Our objectives in this area are:

- Secure inward investment and funding to support the economic sustainability of the islands.
- Contribute to the development of the Cornwall and Isles of Scilly Local Industrial Strategy, to unlock access to the UK Shared Prosperity Fund.
- Work with partners to deliver a programme of training to upskill residents to meet the needs of our Council and economy.
- Enable businesses to grow and attract investment that supports a year-round economy and creates rewarding and well-paid employment.
- Contribute to the leadership of the islands' transport agenda via the Isles of Scilly Transport Board, and follow up on the Strategic Outline Business Case submitted to Central Government in 2019.
- Lead on the delivery of 30 new homes to support the future needs of the islands.
- Complete the transfer of water and sewerage service provision to South West Water, unlocking further investment in safe and compliant water and sewerage operations and infrastructure.
- Ensure the long-term sustainability of St Mary's Airport.
- Manage the Dune Restoration & Coastal Erosion Project, the aim of which is to protect the islands' infrastructure and reduce the risk of flooding.

# PEOPLE

The Council has a vital role to play in supporting everyone to thrive and caring for those most in need. We will continue to invest in early years support and our care services for the elderly. An ageing population and geographical isolation combined mean that the challenges facing adult social care nationally are amplified on the islands. We have listened to our community in recent years and have made firm commitments in this area, whilst ensuring our other family support and wellbeing services continue to reflect the needs of the whole community. Our objectives in this area are:

- Improve the wellbeing and life chances of the islands' young people through ongoing investment in early help services.
- Support and safeguard adults who are most at risk and provide care and support services for eligible residents.
- Ensure our islands' young people are safeguarded to the highest standard possible.
- Ensure that we create a positive and inclusive culture than enables children with special educational needs to thrive, in line with statutory requirements.
- Promote and facilitate physical and mental health and wellbeing for the population as a whole.
- That the needs of the frail elderly continue to be met by high quality island-based residential and community services prior to, during and after any integration of the estate and workforce.
- Facilitate the delivery of the Integration of Health and Social Care Project on the islands by developing a single estate, workforce and service model.

# ENVIRONMENTAL SUSTAINABILITY & HISTORIC ENVIRONMENT

Our islands' natural environment is a highly valued asset which cannot be replicated or replaced. We are committed to preserving the pristine quality of our islands and the waters surrounding them, as well as the rich historic environment of which we are also custodians. Our objectives in this area are:

- Recognise and protect our unique cultural heritage, and work with the community and partners to develop a delivery model for a cultural centre that meets the islands' needs.
- Work with residents, businesses and organisations to reduce the volume of waste across the islands: 15% by 2025 and 25% by 2030.
- Reduce the need for individuals on Scilly to own a car, encourage people to walk or cycle, and complete the implementation of GO-EV – the electric vehicle car share scheme.
- Develop infrastructure to make it possible for people on Scilly to own an electric vehicle by installing solar canopies and charging points.
- Invest in our housing stock to modernise, improve quality and create energy-efficient homes for all.
- Lead by example in delivering the objectives of, and applying the policies in, the new Local Plan.
- Conserve and enhance the special qualities of the Isles of Scilly Area of Outstanding Natural Beauty, giving particular regard to biodiversity maintenance and improvement, for present and future generations.
- Recognise and protect our islands' historic environment.
- Provide a cost effective and resilient Fire and Rescue Service for all of our inhabited islands.

# OUR COUNCIL

We know that you care about how you access Council services. Like the majority of Local Authorities across the country, we cannot always do everything we would like to do – but we can promise to keep listening and keep trying to improve our customer service. We are improving our internal processes in accordance with audit recommendations and this plan marks the commencement of a renewed effort to communicate our progress and overall performance. Our objectives in this area are:

- The Council will be a leader for our community, advocating on its behalf and seeking fairer funding arrangements from Government.
- Invest in our workforce to strengthen our organisation.
- Improve internal communication, empowering our staff to provide excellent customer service, and our Councillors to liaise effectively with the community.
- Communicate with our community in a variety of ways, to engage as many people as possible.
- Improve our risk management and cost control processes to deliver on our Medium Term Financial Plan and strengthen our services. Monitor and communicate our progress.
- Ensure that clear community benefit is embedded in all our projects, and that these are well-managed, delivered on time and within budget.
- Ensure the Council's corporate property meets the needs of the organisation and is well maintained, achieves value for money, and enables modern working practices.
- Review and develop our maintenance and repair services to ensure this resource is used efficiently, thereby providing value for money.

- Review the leisure services provided by our authority.
- Monitor the Inter Authority Agreement arrangements with Cornwall Council to ensure best value is maintained.
- Become a carbon neutral organisation by 2030 and encourage other businesses and organisations to adopt similar aims.
- Preserve the autonomy and independence of the Council of the Isles of Scilly, so it can represent our community for generations to come.